

APPENDIX

# Harrow Youth Offending Partnership

## Youth Justice Plan

**July 2017-2018**

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## Executive Summary

<b>Priority Status</b>	Harrow is no longer a priority YOT which demonstrates the confidence the Youth Justice Board have in the improvements made.
<b>Staffing</b>	Harrow YOT (HYOT) has a fully staffed, permanent workforce and has a structure that is fit for purpose. However, demands on the team have increased including the move to a new assessment framework and an increase in the number of complex cases. Board members agreed to an additional YOT practitioner post. However, to ensure it was cost effective this has been advertised as a fixed term 12 month contract rather than an agency post.
<b>Representation at other panels</b>	HYOT are represented and members on a number of panels, including Multi-Agency Sexual Exploitation panel (MASE), Children Missing Meeting, Channel Panel, Violence, Vulnerability, Exploitation (VVE) daily intel meetings.
<b>Strengthening Preventative Services</b>	The Youth offer within the newly redesigned Early Support is committed to further developing a robust preventative framework in which to reduce first time entrants and reoffending. HYOT are supporting Met police initiative Operation Sceptre to prevent the proliferation of knife related offences.
<b>Review of Youth Justice Services</b>	HYOT continues to deliver and improve services despite a backdrop of national changes and wider government reviews of Youth Justice Services.  <a href="http://www.yjlc.uk/wp-content/uploads/2016/12/Review-of-the-Youth-Justice-System.pdf">http://www.yjlc.uk/wp-content/uploads/2016/12/Review-of-the-Youth-Justice-System.pdf</a>
<b>IT Infrastructure</b>	HYOT has moved to a new database (One) and on 1 <sup>st</sup> July 2017 will go live with Assetplus.
<b>Outcome Indicators</b>  <i><b>NB – All data is retrospective and historical. This is the official measure accounting for appropriate timescales to measure desistance.</b></i>	<p><b>First Time Entrants</b> - From Oct 2015 - Sep 16, Harrow has seen a reduction of 8% in first time entrants which accounts for 82 individuals as opposed to 89 in the previous year.</p> <p><b>Reoffending</b> – The latest figure available of 39.4% (Apr 14 - Mar 15) represents a 5% reduction on the previous year's figure of 44.4% (Apr 13 - Mar 14).</p> <p><b>Use of Custody</b> – Data from Jan 16 - Dec 16 shows a figure of 8 which is an increase on the previous year's figure of 7 (Jan 15 - Dec 15), and the highest it has been for 2 years (0.34% increase).</p>
<b>Trends</b>	HYOT is in line with the national picture of managing more complex cases involving young people and 16-17 data would show a significant increase in weapons related offences, in particular knife crime.
<b>Innovation</b>	HYOT has been involved in the development of a prototype Mobile App. This has formed part of a funding bid to Mayor's Office of Policing And Crime (MOPAC) where other Local Authorities have supported the funding application.

## **Youth Justice Plan**

### **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.

### **Harrow Safeguarding Children's Board (HSCB) Priorities**

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

## **INTRODUCTION**

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

This is an updated plan for 2017-2018 and provides a detailed annual report of the progress made.

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

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

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

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

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

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

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

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

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

An Annual Report is provided as an appendix to this YJ plan (Appendix 1). This offers detailed information on the overall progress made from 2016 – 2017 in all aspects of delivery of youth justice services including key achievements and challenges and any innovative practice. This includes official data published by YJB, some of which is historical trend data.

**STRUCTURE AND GOVERNANCE**

Effective governance, partnership and management are in place (see Appendix 7)

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

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

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

- London Community Rehabilitation Company (CRC)
- MOPAC
- Police
- London Fire Brigade
- Harrow Children and Young People Services

- Environmental Health (Public Protection)
- Community Safety/Crime reduction and Health
- National Probation Service
- Voluntary Sector representation

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

- How the YOT is composed and funded,
- How it is to operate and what functions it is to carry out
- How appropriate youth justice services are to be provided and funded
- The formulation each year of a draft youth justice plan
- 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.
- Senior management oversight to the offer Head of service or YOT Team Manager support in areas that are affecting the team's performance e.g. IT issues

All statutory partners and the voluntary sector are represented on the Board at the appropriate level of seniority. The Board is chaired by the Divisional Director for Children and Young Peoples Services and Vice Chaired by Dan Burke CEO of Young Harrow Foundation showing our commitment to work in true partnership with the voluntary sector. (Membership of the Management Board is noted in appendix 2)

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

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

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

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

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

Harrow's YOT (HYOT) is resourced by contributions from Harrow Council and statutory partners. All YJB funding streams have been incorporated into the Good Practice Grant and the Youth Justice Board expects YOT to demonstrate a continued commitment to Restorative Services within the grant funding allocated. Grant funding is allocated to providing services which achieve the three outcome indicators. This includes:

- Part funding of Children, Adolescent Mental Health Services (CAMHS) Practitioner
- Goldseal Enterprise Project (Intervention)
- Delivery of unpaid work
- Staffing costs

In addition HYOT continue to seek out community based initiatives to support in the delivery of youth justice work.

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

Valuable partnership resources have remained, with little change. This has supported the YOT in managing financial cuts to the Good Practice Grant, both in year, and for the new financial year of 17-18. (Please see Appendix 3 for finance table).

In April 2016 HYOT restructured and now have a fully permanent workforce including a permanent Head of Service providing a sense of stability to the team. Please see Appendix 4 for structure chart and staffing breakdown of ethnicity and gender.

Volunteer recruitment has remained open and HYOT have increased their pool from 9 to 16, with a further 34 who have expressed an interest and are “potential” volunteers. Volunteers undertake duties as Referral Order Panel members and have undergone Panel Matters and Restorative Justice Training. It is a statutory responsibility to provide a community panel for young people who have been sentenced to a Referral Order by the courts. In addition 1.5 Restorative Justice (RJ) coordinator positions have been appointed to, both of whom are RJ Council (RJC) accredited. Given the focus on RJ and desire to embed across the service it was agreed the initial 0.5 post would be increased to full time for a period of 12 months to support improvements in this area. HYOT are keen to encourage a local approach across all criminal justice agencies which increases and delivers services in a restorative way. There is national evidence which promotes the use of RJ service wide and recognises to be most beneficial when adopted as a wider Local Authority (LA) approach, this includes consideration being given to protocols with care-homes that commit to RJ approaches. HYOT are keen to continue to train staff across LA and partners in RJ awareness/ approaches / methods and will continue to do so.

## **PARTNERSHIP ARRANGEMENTS**

The YOT partnership ensures that the YOT is strongly linked to other planning frameworks. As stated earlier the Youth Offending Management Board reports to Safer Harrow and feeds into the development of a strategic approach to Crime and Disorder. HYOT has actively contributed to local strategies including the VVE strategy, Knife Crime Strategy and have participated in the Home Office Peer Review.

### **Police**

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

### **Mental Health**

The Mental health needs of young people remains a key government agenda, and remains the focus of those within the criminal justice system. These challenges can often be drivers of offending and offer an important opportunity to support the welfare of these vulnerable young people.

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

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

It is hoped funding will continue post 2018 as the role is considered invaluable to service delivery in YOT.

### **Probation**

Amongst the wider Probation changes, HYOT retained a full time Probation secondee who commenced her post in June 2016. This has continued to support the delivery of specialised work such as taking the lead on Multi Agency Public Protection Arrangements (MAPPA), transitions from YOT to Probation, and has supported delivery of training in MAPPA to increase awareness across the team.

### **Substance Misuse**

The Local Authority continues to have wider commissioning arrangements with Compass as providers of substance misuse services for young people in Harrow. HYOT has an allocated worker who is based within the team 4 mornings a week. The links with Compass services remain strong, as the view is this supports transitional arrangements to community services if continued support is needed post the completion of the statutory order. Those arrested on triage for possession of Cannabis / drug related also have direct referral route in, and 6 sessions are offered as part of the standard package of intervention.

### **Court**

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

HYOT continue to gain feedback from magistrates re: delivery of services to court and provide data on a quarterly basis regarding court throughput and offending trends.

Revised sentencing guidelines which came into effect on 1<sup>ST</sup> June 2017 provide up to date, comprehensive and accessible guidance on the general principles to be applied when sentencing children and young people, along with new offence-specific guidelines on robbery and sexual offences. The guidelines will look with far greater detail at the age, background and circumstances of each child or young person, while meeting the legal requirement to consider their welfare. The aim is to reach the most appropriate sentence that will best achieve the goal of preventing reoffending, which is the main function of the youth justice system. Information has been disseminated to the team and a summary is being produced by one of the practitioners within the team to ensure there is a consistent understanding across the service.

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

The YJLD role now sits within the YOT and provides mental health screenings for all young people at point of arrest. A steering group consisting of LA, YJB and National Health Service (NHS) rep, Police and other partners oversees the work and supports in the identification of local trends. There have been additional funds to consider how pathways are made accessible to young people across the Criminal Justice System, and this work is on-going.



## Early Support

Implementation of the revised Early Support service is currently embedding in and continues to be overseen by the Head of Service (HOS) for YOT. The realignment of a shared HOS across both YOT and Early Support has strengthened the preventative work of the YOT. There has been a significant focus on Youth Offer services and how this can be further aligned to meet the needs of those at risk of entering the Criminal Justice System. Support is currently being offered by the YOT Manager in the redesign of youth services and engagement with youth volunteers in moving this work forward is also underway. The Youth Offer aims to provide all young people including those identified at risk of crime or social exclusion an opportunity to engage in positive activities influencing lifestyle choices to improve life chances. In addition to this, bespoke services are being considered and developed to try and address disproportionality of those entering the system and repeat offending. An example of such a piece of work is MIND have developed a bespoke session for Black, Asian, Minority Ethnic (BAME) young people looking at emotional regulation / wellbeing which is currently being trialled in the YOT with a vision to become part of a standard package of offer available for all young people to access.

## Commissioned Services

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

## Harrow School / Tallships Youth Trust

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

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

Due to the success of the previous years the partnership board endorsed a further activity for 2017, enabling a group of ten young men from Harrow School and ten young men known to YOT to undertake a week long Tall Ships challenge.

## 3<sup>rd</sup> Sector Partners

In addition HYOT engages with partners across the voluntary sector to support service delivery, some of these include:

- Street Doctors – Medical students who have agreed to deliver 12 sessions across the YOT and as part of the Youth Offer which raises awareness and educates young people on the impact of knife crime.
- Prospects – work one day a week alongside YOT Education lead to support young people (including delivery of a workshop called *moving on*).
- MIND – committed to deliver workshops for groups of young people (aged 14-25), providing info on mental health and emotional resilience across YOT and Youth Offer.
- Ignite – Offering a Gangs and youth violence post in South Harrow and Rayners lane (Funded through MOPAC)

- WISH – Offering a full school training and support package around CSE (Funded through MOPAC)
- Synergy – Offering 8 schools over 2 years a drama and workshop around not engaging in youth violence and gang activity (Funded through MOPAC)
- Compass – Offering a drug dealing early intervention program and 1:1 support throughout the secondary schools in Harrow (Funded through MOPAC)

We also work alongside the following in supporting Referral Order / Reparation delivery;

- Royal British Legion, Ignite Trust, Watford Football Club, Dogs Trust, Milmans, Age UK, local Methodist Church, local businesses including Foodbank.

### **Other Partners**

HYOT are members of a wide range of panels / meetings across the directorate and this is reflected in the staff's commitment to having varying champion areas (See appendix 9).

There is YOT representation, contribution and regular information sharing at the following:

- Missing Children / Children at Risk meeting (monthly and weekly)
- MASE
- Gmap (gangs mapping meeting)
- Prevent / Channel Panel
- Anti-Social Behaviour Action Group (ASBAG)
- Monthly transition meetings alongside National Probation Service (NPS) / Community Rehabilitation Company (CRC)

Regular attendance also takes place at YJB effective practice forum and RJ forums.

HYOT continue to sit alongside other Children Services providers, so are able to have access to provisions such as "Access to Resources Panel", where cases are presented to senior managers to secure outcomes, this can range from therapeutic input to specific accommodation types.

In addition HYOT have been involved in the development of an innovative project developing a mobile app. Young people have been key in the design and content of the prototype and is now being put forward as part of a funding bid to MOPAC which other local authorities have also provisionally agreed to be part of.

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

The total proposed grant for the HYOT Partnership for 2017/18 is **£211,435**. Although this is a 0.4% increase to last year's grant, YOTs remains concerned regarding the risk to in-year cuts from the YJB.

Despite partner contributions remaining relatively stable, there is concern that the future of services within the public sector are volatile and any small changes to resource could significantly impact delivery of Youth Offending services. Intense and varied resources are needed to reduce reoffending of the most complex cohorts that continue to present themselves within the Criminal Justice System.

HYOT are part of the wider council's quality assurance framework and commit to auditing 3 cases a month in addition to quality assuring all initial assessments and PSR's. The quality assurance framework is in the process of being revised and updated in light of changes to the National Assessment Framework and the introduction of the Assetplus.

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

Harrow are amongst the last group of YOT’s who are in the process of rolling out Assetplus on their current case management system (Capita One Youth Justice). There have been significant technical difficulties impacting the effective roll out of Assetplus. YOT board continue to monitor this to ensure there is minimal disruption to services being delivered, however the impact on timeliness of completion against current National Standards remains to be tested.

The Charlie Taylor review of Youth Justice was published in December 2016. (<http://www.yjlc.uk/wp-content/uploads/2016/12/Review-of-the-Youth-Justice-System.pdf>). Although there has been significant political change, there has remained a commitment to improve services across the Criminal Justice Sector. In particular by the development of Her Majesty’s Prison and Probation Service (HMPPS), which replaces National Offender Management Service (NOMS) and will be responsible for rolling out the Government’s reform programme aimed at reducing reoffending rates. (<http://www.yjlc.uk/wp-content/uploads/2016/12/The-government-response-to-Charlie-Taylor%E2%80%99s-Review-of-the-Youth-Justice-System.pdf>). HYOT continues to deliver and improve services despite a backdrop of political uncertainty.

### Harrow Youth Offending Team Annual Report 16-17

This annual report provides detailed information on the progress made over the last year in relation to addressing youth offending trends in Harrow and the performance of the Youth Offending Team (YOT). In addition the report considers priorities for the service for the forthcoming year 17/18

#### **Our Vision**

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

#### **Overview**

The Harrow Youth Offending Partnership Youth Justice Plan set the following key priorities for 16/17

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

These remain key priorities for the Youth Justice Plan in 2017-2018.

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

- Continued difficulties with integrating new database and impact on implementation of Assetplus
- Increased complexity of cohorts adding to existing resource pressures
- Uncertainty in respect of the future of Youth Justice

#### **Youth Crime**

Overall youth crime in Harrow has been variable but the general trend is a gradual decrease in numbers of orders, offences committed and numbers of young people committing offences. Figures dipped considerably in 2014/15 to 105 individuals committing crime; this had risen in 2015/16 to 159 but has since fallen in 2016/17 to 129.

Numbers of offenders have decreased during 2016/17 from 159 to 129 (a 18.9% decrease), the number of offences committed have also decreased but at a higher rate, from 336 to 237 (a 29.5% decrease). This suggests a reduction in the frequency of offending. This is supported by the decrease in the average numbers of offences committed by offender with 1.84 in 2016/17 compared to 2.11 in 2015/16.

Disposals have also decreased in 2016/17 at a faster rate than offenders. Total disposals have decreased from 206 to 139, this is a 33% decrease compared to the 18.9% decrease for the numbers of offenders. This suggests a reduction in the number of disposals being given by the courts.

**Table 1**

	<b>15/16</b>	<b>16/17</b>	<b>Increase / Decrease (%)</b>
Number of Young People who Offend.	159	129	18.9% decrease
Number of Offences committed	336	237	29.5% decrease
Average Number of Offences Committed Per offender	2.11	1.84	0.27 decrease
Number of Disposals	206	139	18.9% decrease

2016/17 has seen some slight changes in the distribution of disposal types being issued. The most notable change is an increase in the proportion of Referral Orders (first tier disposals), with 50.4% compared to 44.2% for the previous year and a decrease in the proportion of youth rehabilitation orders (community disposals), with 28.1% compared to 34.5% for the previous year. This could be associated with an increase in seriousness of offences, thus not suitable for Out of Court Disposals such as possession of offensive weapons.

The revised Out of Court Disposal (OOCd) process allowing police to offer Out of Court Disposals for a wider range of offences, and consider factors such as remorse at point of arrest has allowed for a more meaningful disposal which can assist in the diversion from the Youth Justice System. The number of Out of Court Disposals has decreased in 2016/17 to 19 compared to 36 in 2015/16. This accounts for pre-court disposals which are considered substantive outcomes so Triage (prevention programme) cases are not included.

### National Data – Youth Justice Board (YJB)

HYOT has seen good progress in reducing its re-offending rates compared to the previous year. There has been a 5% reduction in re-offending. This level of reduction is not reflected in comparator figures which are only showing minimal changes.

First Time Entrants (FTE's) have reduced by 8% but is still slightly higher than YOT family and London averages which have also decreased.

Harrow's use of custody rate was previously lower than all comparators at 0.26 but has increased to 0.34 (increase of 0.8). This is in contrast to a reduction in comparator figures. Harrow is now above YOT family averages for use of custody but lower than London and National averages.

HYOT has scrutinised the increase in the use of custody through the YOT board. Upon analysis of those cases, HYOT were satisfied that all steps had been taken to avoid the use of custody and the challenge was put to court representative at board who remain responsible for the judicial decisions made in youth court.

FTE's remain a challenge for HYOT due to the increase in young people being convicted of a knife offence as their first offence – this makes those cases unsuitable for consideration under OOCd route due to the seriousness of the offence and a duty to protect the public. Work is taking place across the borough as part of the wider Met Police initiative known as Operation Sceptre, which is a long term strategy to reduce violence with injury and combat knife crime. HYOT are engaged with partners across the council and community to proactively reduce the number of young people carrying knives. In addition the closer alignment of YOT and the Youth Offer means Harrow are able to bring expertise over to preventative services to divert to positive activities prior to entry into the system.

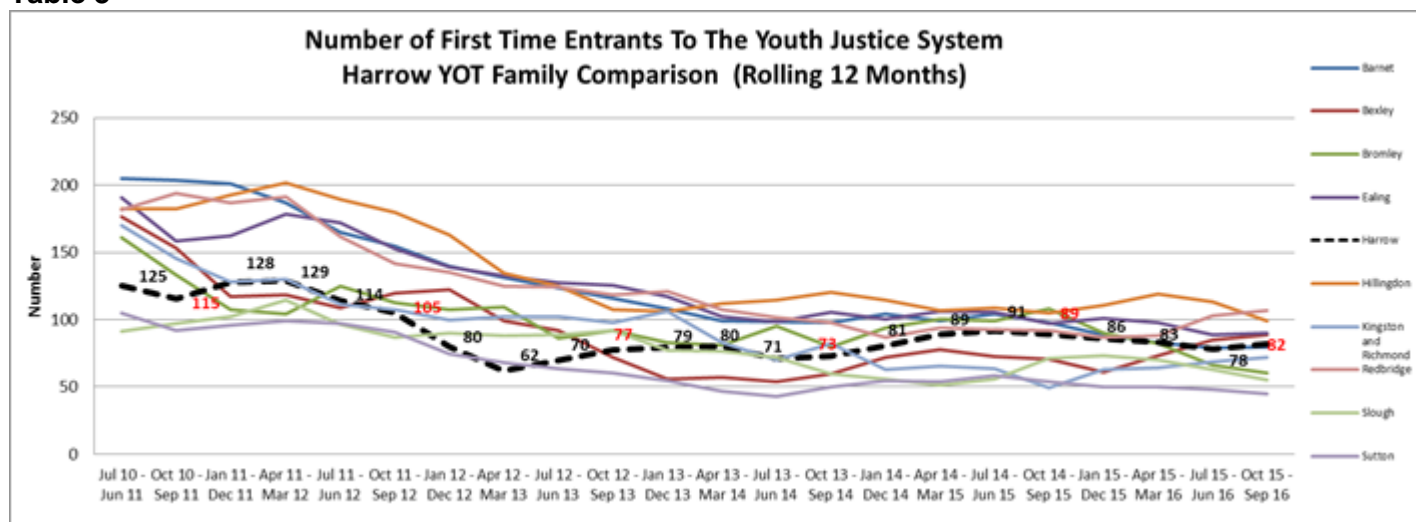
**Table 2**

	Harrow	London	YOT Family	England
<b>FTE PNC rate per 100,000 of 10-17 population</b> <b>**Good performance is typified by a negative percentage</b>				
<b>Oct 15 - Sep 16 (latest period)</b>	<b>349</b>	<b>395</b>	<b>292</b>	<b>334</b>
Oct 14 - Sep 15	379	422	314	380
per cent change from selected baseline	-8.0%	-6.5%	-6.8%	-12.0%
<b>Use of custody rate per 1,000 of 10 -17 population</b> <b>**Good performance is typified by a low rate</b>				
<b>Jan 16 - Dec 16 (latest period)</b>	<b>0.34</b>	<b>0.66</b>	<b>0.30</b>	<b>0.37</b>
Jan 15 - Dec 15	0.26	0.70	0.39	0.43
change from selected baseline	0.09	-0.04	-0.09	-0.07

<b>Reoffending rates after 12 months</b>				
<b>Reoffences Per Reoffender Apr 14 - Mar 15 cohort (latest period)</b>	<b>2.88</b>	<b>3.15</b>	<b>2.88</b>	<b>3.27</b>
Reoffences Per Reoffender Apr 13 - Mar 14 cohort	2.59	2.99	2.77	3.13
change from selected baseline	11.30%	5.20%	4.10%	4.60%
<b>Frequency rate - Apr 14 to Mar 15 cohort (latest period)</b>				
<b>Frequency rate - Apr 14 to Mar 15 cohort (latest period)</b>	<b>1.14</b>	<b>1.36</b>	<b>1.22</b>	<b>1.23</b>
Frequency rate - Apr 13 - Mar 14 cohort	1.15	1.29	1.12	1.19
change from selected baseline	1.2%	5.4%	9.1%	4.0%
<b>Binary rate - Apr 14 to Mar 15 cohort (latest period)</b>				
<b>Binary rate - Apr 14 to Mar 15 cohort (latest period)</b>	<b>39.4%</b>	<b>43.3%</b>	<b>42.4%</b>	<b>37.7%</b>
Binary rate - Apr 13 - Mar 14 cohort	44.4%	43.2%	40.5%	37.9%
percentage point change from selected baseline	-5.0%	0.1%	2.0%	-0.2%

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

**Table 3**

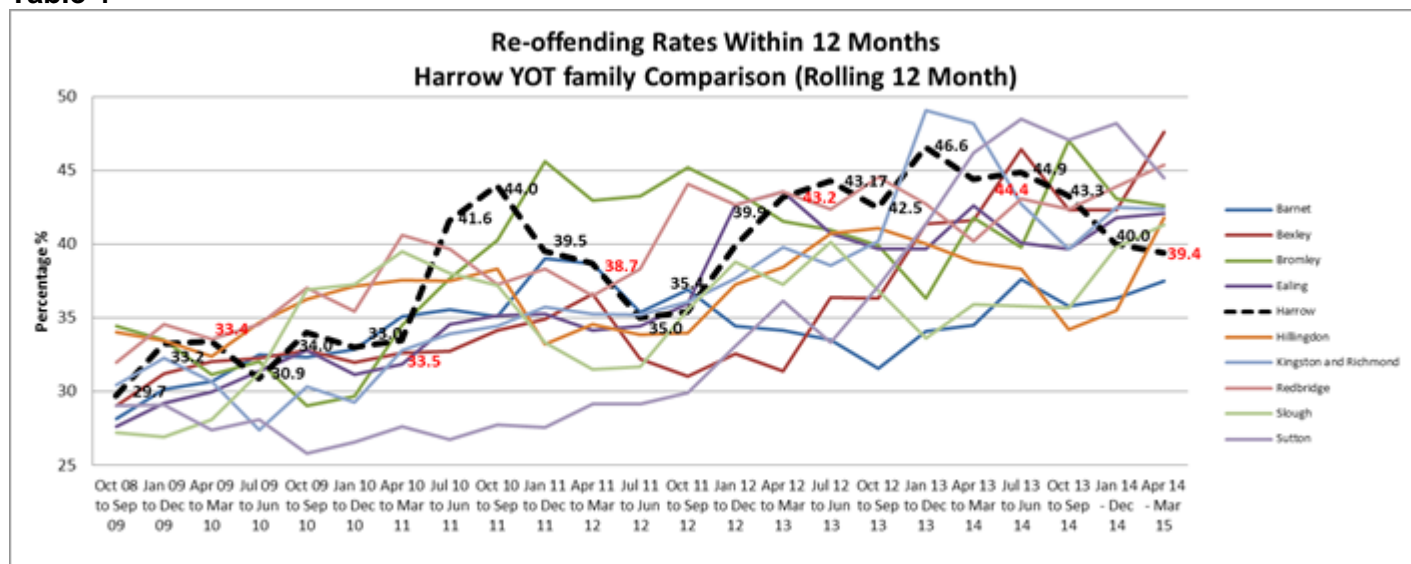


Between 2010/11 and 2013/14 there had been a steady year on year decrease in the number of first time entrants to the criminal justice system in Harrow, which is reflective of national and statistical neighbour trends.

Harrow has seen a reduction of 8% in first time entrants during the latest reporting period (Oct 15 – Sep 16) with 82 individuals compared to 89 in the previous year (Oct 14 – Sep 15).

The rate per 100,000 has decreased for Harrow in the latest reporting period (Oct 15 – Sep 16) with 349 compared to 379 in the previous year (Oct 14 – Sep 15). The current rate is higher than YOT family averages (292) and National averages (334) but lower than the London average (395). The 8% reduction for Harrow is reflective of the national picture with a reduction of 6.8% for the YOT family, 6.5% for London and 12% nationally.

**Table 4**



The YJB official re-offending statistics operate at a lag with the latest available reporting period for Apr 14 – Mar 15 (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).

Within Harrow's YOT family the general trend shows a considerable increase in the re-offending rate between the Jul 08 - Jun 09 cohort and the Apr 14 - Mar 15 cohort. This upward trend is also reflected in London and national figures.

The latest figure of 39.4% (Apr 14 - Mar 15) represents a 5% reduction on the previous year's figure of 44.4% (Apr 13 - Mar 14). This reduction is not reflected in comparator figures with London and England figures remaining the same and YOT family figures increasing slightly (2.0%). Harrow's current figure is the second lowest in its YOT family and comes in lower than the YOT family average (42.4%) and London averages (43.3%).

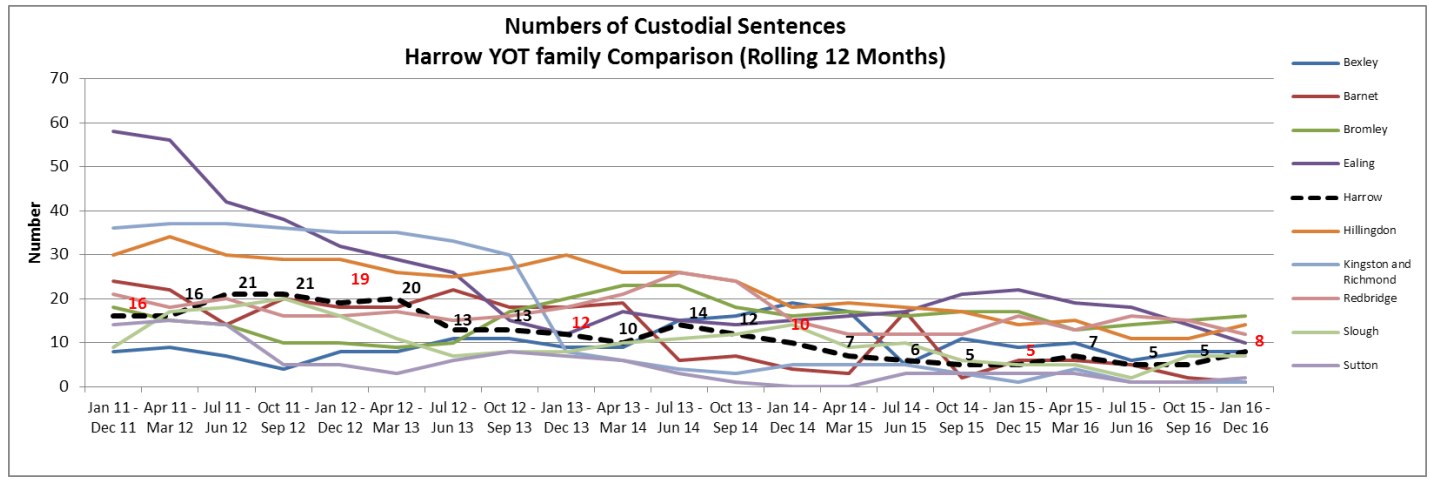
Harrow's most recent re-offending rate of 39.4% accounts for 52 re-offenders from a cohort of 132. This compares to last year's figure of 72 re-offenders from a cohort of 160 (Apr 13 - Mar 14). The last 4 quarters are showing a steady decrease in both the size of the cohort and the numbers of re-offenders.

A further measure of Re-offending is the re-offences per re-offender rate. This is the average number of re-offences committed by each re-offender. For Harrow the most recent figure is 2.88 (Apr 14 - Mar 15), which is an increase on the previous year's figure of 2.59 (Apr 13 - Mar 14). Comparator data is higher for London (3.15) but the same for the YOT family group (2.88) also reflect an increase in the last year, London increasing by 5.2% and YOT family increasing by 4.1%.

**Key point**

*This data indicates that there is a smaller cohort of re-offenders but proportionately they are committing more re-offences, recognising the increased complexity of issues being presented.*

**Table 5**



Over the past 3 years, Harrow's numbers in custody have been varied from between 5 and 21 in any 12 month rolling period. From Jan 16 - Dec 16 the figure of 8 demonstrates an increase on the previous year's figure of 7 (Jan 15 - Dec 15) and the highest it's been for 2 years.

The custody rate per 1,000 indicators allows for a better comparison between YOT's performance. Overall, Harrow's current position of 0.34 (Jan 16 - Dec 16) is higher than the previous year's figure of 0.26 (Jan 15 - Dec 15). Harrow is currently the 5th highest of the 10 YOT's, and is higher than the YOT Family averages (0.30) but lower than the London averages (0.66) and National averages (0.37).

**Key point**

*Unlike other indicators, there is no significant trend in the number of custodial sentences across the YOT family group.*

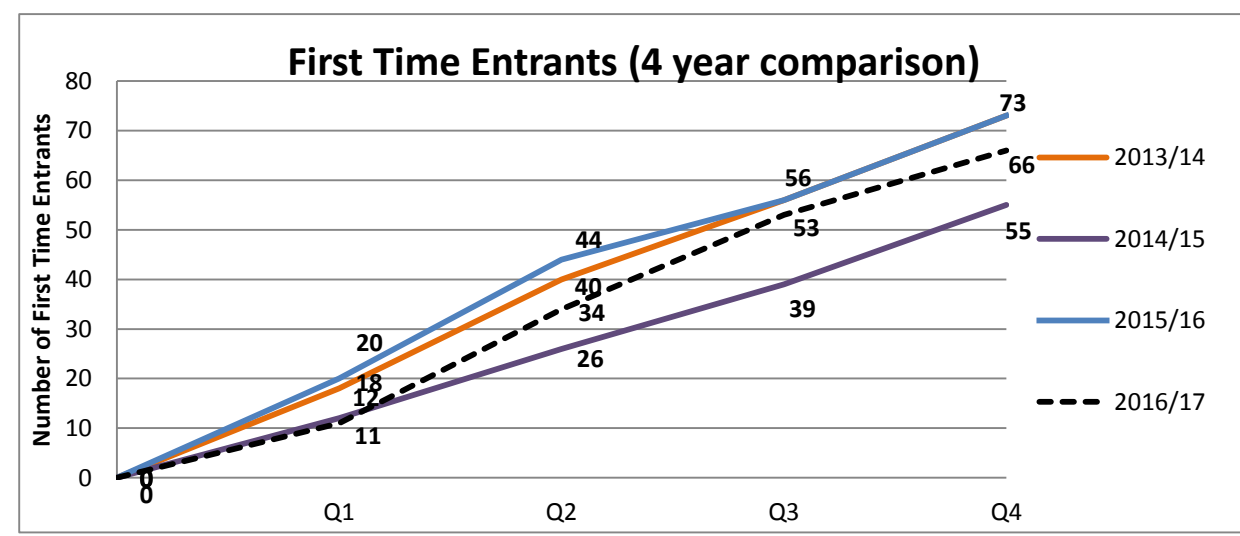
**LOCAL DATA**

**First Time Entrants (FTE's) Local Data**

Local analysis of FTE differs from national figures. National figures are calculated from Police National Computer (PNC Data) compared to the local figures which are taken from the local case management system. The local figure will differ from the national figure as the national figure takes into account offences that may not be recorded on the local system, such as offences receiving a police caution.

Over the past 4 years the numbers of first time entrants have varied with 55 in 2014/15, 73 in 2015/16 and 66 in 2016/17. The most recent figure of 66 represents a 9.6% decrease on the previous year's figure of 73.

**Table 6**





FTE Outcomes types for 2016/17 are proportionately similar to those of the previous year.

56/66 young people (84.8%) were male and 10 (15.2%) were female.

17 year olds made up 25.8% of the triage starts, followed by 15 and 16 year olds (22.7%), 18 year olds (13.6%), 14 year olds (9.1%).

FTE's with conditional cautions in 2015/16 (9) were higher than in 2016/17 (2). Conditional cautions were used 6 times in 2016/17 but the majority of these cases had already entered the youth justice system at an earlier date. In 2016/17 FTE's receiving referral orders (65.2%) were slightly higher than in 2015/16 (56.2%). The numbers of first time entrants receiving custodial sentences was also slightly higher in 2016/17 (6.1%) compared to 2015/16 (2.8%) accounting for 4 young people.

Of the 66 young people who were first time entrants in 2016/17, offences falling into the Violence Against the Person category are most frequent accounting for 43.9%, followed by Drug offences (13.6%), theft and handling stolen goods (10.6%) and Robbery (10.6%).

### **Key point**

*The violence against the person offences were mostly possessions of knives or other offensive weapons (18 cases - 27.3%) and the rest were Assaults (11 cases - 16.7%), this demonstrates the increase in seriousness of first time offences.*

### **Prevention Programmes (Triage)**

During 2016/17 the YOT received 73 new referrals considered suitable for triage intervention, 68 of which went on to engage with the programme. A total of 75 were subject to triage in the year including those already active at the start of the year.

In 2016/17 there were a total of 50 young people discharged from the triage programme. 45 (90.0%) of whom completed the programme successfully. The remaining 5 out of 50 young people (10%) had an outcome of 'not completed' – i.e. x1 breach, x2 did not engage and x2 moved out of Borough. Those not accounted for in terms of outcomes were considered "still active".

Of those 75, 17 (22.7%) were female and 58 (77.3%) were male. 15 year olds made up 24.0% of the triage starts, followed by 16 year olds (24.0%), 17 year olds (21.3%), 14 year olds (10.7%), 13 year olds (9.3%), 12 year olds (4.0%), 11 year olds (2.7%).

For the 75 young people starting a triage intervention, offences falling into the Theft and Handling Stolen Goods category are most frequent and account for 36.0% of all offences. Drug offences are also common accounting for 30.7% of cases, with Possession of Cannabis accounting for 16% and Possession of Class B accounting for 13.3%. Violence against the person offences account for 21.3%, which includes common assault at 16%.

There are some clear differences seen in the types of offending between males and female. As there are fewer females (22.7% of the triage group), their offending patterns are less represented in the overall figures. Females are less likely to commit drug offences 11.8% compared to 30.7% for males. However, females are more likely to commit theft and handling offences at 58.8 % compared to 29.3% for males. Offences falling into the violence against the person category are more balanced with 17.6% for females and 22.4% for males.

Of the 75 young people involved in Triage, 5 had committed a further offence and became a First Time Entrant by End of May 2017. Of the 5 who became First Time Entrants;

- 1 received a Youth Conditional Caution,
- 1 received a Conditional Caution,
- 2 received Referral Orders and
- 1 received a Youth Rehabilitation Order.

Re-offences included 4 Violence Against the Person offences and 1 Vehicle Theft.

This figure will continue to be monitored for up to 12 months after the end of the year to capture any further re-offending.

### Key point

*HYOT has made significant improvements on delivery of triage services as this was previously an area which failed against National Standards Audit. The alignment of the Youth Offer will increase provision for triage cases ensuring positive engagement is offered in community based provision at the earliest opportunity.*

### Out of Court Disposals (OOCB)

During 2016/17 there were a total of 30 out of court disposals. This accounts for 10 youth conditional cautions that were already active at the start of the year and 20 new out of court disposals starting in the year (14 Youth Conditional Cautions and 6 Conditional Cautions).

Of those 30 on OOCB in 2016/17, 5 (16.7%) were female and 25 (83.3%) were male.

Ages were spread for the out of court disposals. 17 year olds made up 23.3%, followed by 13 and 15 year olds (20.0%), 16 year olds (16.7%), 14 year olds (13.3%) and 18 year olds (6.7%).

Of the 30 young people offences falling into the violence against the person category are most frequent accounting for 33.3%, followed by Drug offences (23.3%), theft and handling stolen goods (13.3%) and public order offences (13.3%).

The violence against the person offences included, Possession of an offensive weapon (13.3%) and Assault or occasioning actual bodily harm (10.0%).

25 out of the 30 young people subject to OOCB were first time entrants, whereas 5 of those young people had a previous outcome, 1 x conditional discharge, 1 x conditional caution, 2 x Referral Order, 1 x Youth Rehabilitation order.

At the end of May 2017, 9 of the 30 young people subject to an out of court disposal had committed a further offence.

This figure will continue to be monitored for up to 12 months after the end of the year to capture further re-offending.

Of the 9 cases that re-offended;

- 1 received a conditional caution
- 5 received referral orders
- 2 received a youth rehabilitation order and
- 1 received a custodial sentence

Re-offences included 3 x drug offences, 2 x Robbery, 2 x Theft, 1 x possession of knife and 1 x motoring.

### Triage/OOCB/ FTE Comparisons – offences

**Table 7**

Offence Type	Triage		Out of Court Disposals		FTE's	
	Number	%	Number	%	Number	%
Criminal Damage	1	1.3%	1	3.3%	2	3.0%
Drugs	23	30.7%	7	23.3%	9	13.6%
Non Domestic Burglary	1	1.3%	1	3.3%	0	0.0%
Other	4	5.3%	3	10.0%	4	6.1%
Public Order	2	2.7%	4	13.3%	5	7.6%
Robbery	0	0.0%	0	0.0%	7	10.6%

Theft And Handling Stolen Goods	27	36.0%	4	13.3%	7	10.6%
Vehicle Theft / Unauthorised Taking	1	1.3%	0	0.0%	3	4.5%
Violence Against The Person	16	21.3%	10	33.3%	29	43.9%
Total	75		30		66	

Offence types vary between first time entrants, triage and out of court disposals. The most noticeable difference is Violence against the person offences with 43.9% for first time entrants, 33.3% for out of court disposals and 21.3% for triage. Knife and offensive weapons offences are higher in the first time entrants category with 27.3% of offences being for offensive weapons compared to only 2.7% in the triage group. Most of the first time entrants that were sentenced for Knife/offensive weapons offences received a referral order.

Theft and handling stolen goods are seen much more frequently in the triage group (36.0%), compared to OOC (13.3%) and First Time Entrants (10.6%). Drug offences are also seen more frequently in the Triage group (30.7%) compared to OOC (23.3%) and First Time Entrants (13.6%). Those committing robbery type offences only fall into the first time entrants category making up 10.6% of the first time entrants. All those with a robbery offence were sentenced to referral orders or youth rehabilitation orders.

**Key Point**

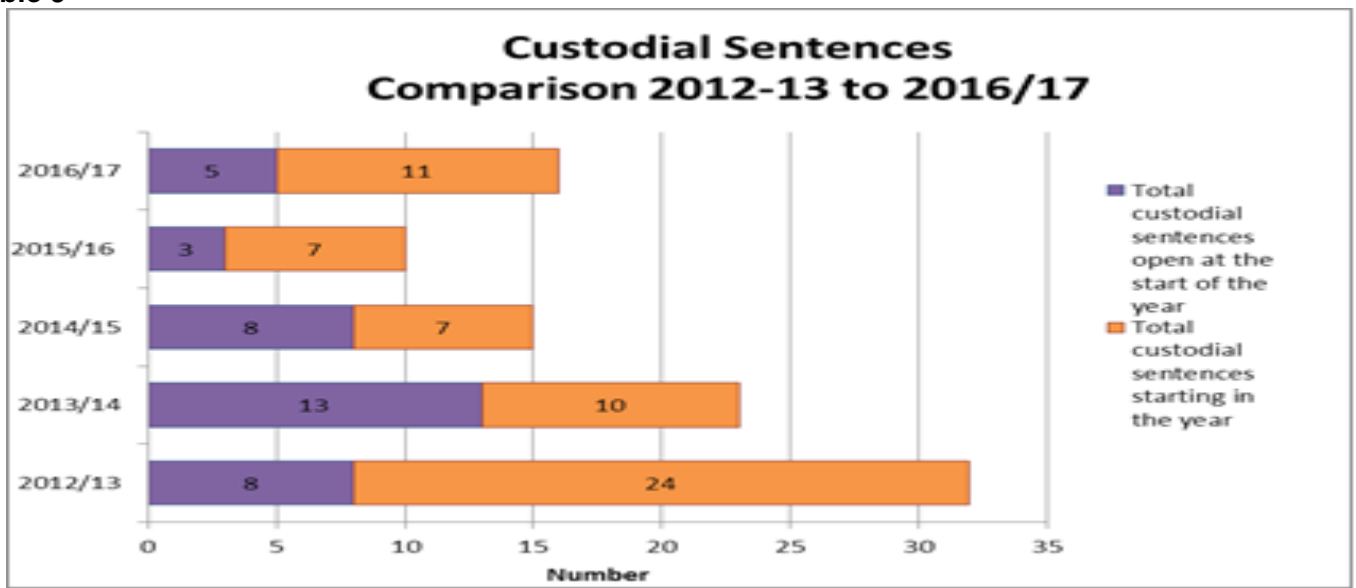
*The above demonstrates decisions regarding out of court disposals are commensurate to the offence category, where more serious offences are considered FTE's.*

**Use of Custody**

**Table 8**

Annual Numbers in custody April - March	2012/13	2013/14	2014/15	2015/16	2016/17
Total custodial sentences open at the start of the year	8	13	8	3	5
Total custodial sentences starting in the year	20	10	7	7	11
Total in custody during year	28	23	15	10	16
Rate per 100,000	0.84	0.42	0.30	0.34	0.47

**Table 9**



The general trend for Harrow, which was reflected nationally, had been a considerable decrease in the number of young people in custody up until 2015/16, falling from 24 new custodial sentences in 2012/13 to 7 in 2015/16.

However, 2016/17 has seen an increase in new custodial sentences (11), which is higher than the 2015/16 and 2014/15 figure (7).

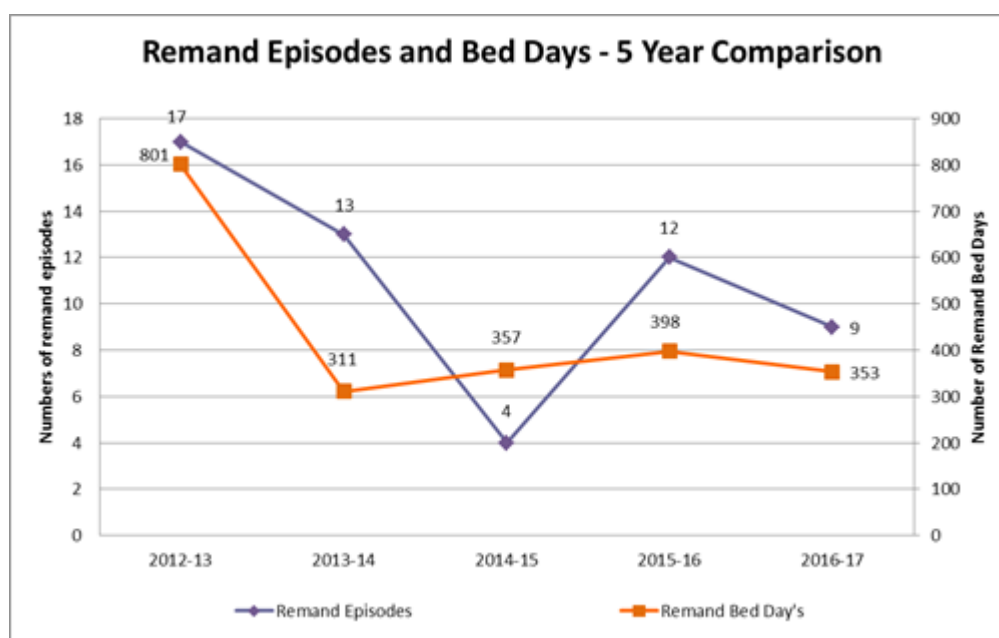
At the start of 2016/17 Harrow had 5 young people on custodial sentences, there have been a further 11 new custodial sentence and at the end of March 2017 there were 5 young people in custody and 3 young people on a post custodial licence.

### Use of Remand

Table 10

Annual Remand Figures April - March	Remand Episodes	Remand Bed Day's
2016-17	9	353
2015-16	12	398
2014-15	4	357
2013-14	13	311

Table 11



Over the past 5 years Harrow's numbers on remand have been variable, decreasing to only 4 in 2014/15. The 9 remands account for 2 already open at the start of the year and 7 new remands starting in the year.

Although there was a decrease in both remands and bed day's during 2016/17 compared to the previous year, the numbers of bed days is still relatively high. Numbers of remands decreased by 33.3% while bed days only decreased by 12.7%. This is due to a few cases where the length of time on remand was longer than average because of the seriousness of the offence.

At the end of the year (31<sup>st</sup> March 2017) there was 1 young person on remand, however at the time of writing this report a further two have been remanded for serious offences.

### Key point

*The above data demonstrates the increase in seriousness of offending leading to more custodial sentences and increased length of remand periods in custody, leading to increased placement costs.*

## Data Summary – Outcome Indicators

### FTE –

From Oct 2015 - Sep 16, Harrow has seen a reduction of 8% in first time entrants which accounts for 82 individuals as opposed to 89 in the previous year.

### Reoffending –

The latest figure of 39.4% (Apr 14 - Mar 15) represents a 5% reduction on the previous year's figure of 44.4% (Apr 13 - Mar 14).

### Use of Custody –

From Jan 16 - Dec 16 the figure of 8 demonstrates an increase on the previous year's figure of 7 (Jan 15 - Dec 15) and the highest it has been for 2 years (0.34% increase).

## Education, Training, Employment (ETE)

Table 12

Current ETE for Open Interventions							
Actively engaged in ETE	Total In Age Group	Total Actively Engaged	% Actively Engaged	Engaged in ETE for less than standard Hrs.	% Engaged in ETE for less than standard Hrs.	Total NEET	% NEET
Statutory School Age (25+ Hrs. ETE)	57	46	80.7%	5	8.8%	6	10.5 %
Non Statutory School Age (16+ Hrs. ETE)	40	30	75.0%	1	2.5%	9	22.5 %
Total	97	76	78.4%	6	6.2%	15	15.5 %

Rates for young people in Education, training or employment (ETE) have been variable over the year. Harrow's local target is 75%. The ETE status for the active caseload at the 31<sup>st</sup> March 2017 is displayed in the table above and is 78.4%, this compares to 62.0% for the same point in the previous year (31<sup>st</sup> March 2016). This can be attributed to the appointment of a qualified Education Specialist within the YOT who has been proactive in helping young people into Training, Education and Employment and has made significant links with education providers.

The snapshot shows that 80.7% of young people aged 10-16 were accessing 25+ hours of education and 75.0% of those aged 17-18 years were accessing 16+ hours. Detailed reports are provided on a quarterly basis to the YOT board on all NEET (Not in Education Employment or Training) young people

### Ethnicity and Gender

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

Over the past 6 years (2011/12 to 2016/17), 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 general 10-17 population, yet only accounts for 18.6% of the young offending population in 2016/17. Asian/Asian British have been consistently under represented over the past 5 years, but had fallen to their lowest in 2015/16 (15.3%) with a small increase in 2016/17 (18.6%).

Young people of Mixed Ethnicity make up 8.0% of Harrow's general 10-17 population. The rate of offending amongst this group has been gradually increasing since 2012/13 and prior to 2015/16 remained in line with the Harrow population. From 2015/16 figures have seen an increase bringing them above the Harrow general population to 11.6% in 2016/17.

The numbers of White British young people in the YOT has been variable over the past 6 years; there was an increase in 2015/16 to 39.7% bringing it above the Harrow general population figure of 33.7%. However, 2016/17 has seen a dramatic decrease down to 25.6% which is the lowest recorded in the last 6 years. This means that the white offending population is now under represented in youth offending services. More in depth work needs to be done to understand the changes to the white offending population in Harrow. White ethnicities cover white British but also white European and other nationalities such as Roman and Polish.

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 general 10-17 population but 34.1 % of the youth offending population in 2016/17. Over the past six years this group have been consistently over represented in youth offending services. The current figure represents an increase on the last two years. The Youth Offer is currently developing bespoke provision for BAME young males to support diversion away from Criminal Justice. For example MIND have developed an emotional wellbeing workshop which is targeted at young black males and accounts for cultural sensitivities in delivery and content.

In 2016/17 the gender split of young people convicted on an offence was nationally 84.6% Male to 15.4% female. In London females represent a smaller proportion with 13.7% to 86.4% male and for the YOT statistical neighbours they represent 14.4% to 85.7% Male.

Over the past 6 years Harrow's figures have been variable between 13.4% females in 2011/12 up to the highest rate of 19.5% in 2015/16. 2016/17 represents a dramatic decrease in the proportion of YOT clients who are female with only 8.5% (11) and a high number of males at 91.5% (118). Harrow has a lower proportion of females convicted of an offence (8.5%) compared to the National Average (15.4%), London Average (13.7%) and YOT Family average (14.4%).

Over the past 5 years the average number of females convicted of an offence each year is 21 (lowest 11 and highest 31). For males this figure is more variable with the average being 116 (lowest 87 and highest 149).

### **National Standards Audit**

The YJB do not measure National Standards – rather, it seeks that the YOT Partnerships/Management Boards undertake their own quality audit and provide results to the YJB annually. This is a condition of the Youth Justice Grant. The audits follow a thematic approach which supports the strategic aims of the YJB and the wider youth justice system plus a data extract relevant to the standards being audited. The YOT partnership board were requested to commission the self- audit for NS 2016/17 which focussed on the theme – Reducing Custody.

126 cases were audited against 5 sets of national standards. All cases under each NS were then aggregated to provide an overall standard out of three possible categories. Standards met, (+85%), Standards met with recommendations for improvement: (65 to 84%), Standard not met and improvement required: (-64%).

All 5 standards fell within the “standard met with recommendations for improvement” category. Comparator data from 15-16 demonstrates an increase in National Standard 7 percentage. 15-16 data showed of the 24 cases audited, 50% were standard met, and 41.7% were standard met with improvements. 16-17 data showed of the 22 cases audited, 72.7% were standard met and 27.3% standard met with improvements.

### **Internal Performance Measures**

Internal performance measures continue to be reported on, however due to the move to Assetplus there is an anticipated “parallel” reporting process that will need to take place whilst all cases move to the revised assessment process.

The table below (table 13) represents the key targets and progress between 2014/15 and 2016/17. There was a gap in performance monitoring between September 2015 and January 2016 due to migration to a new case management system. New reports had to be written before performance reporting could return to normal. The gap in weekly reports has negatively impacted on performance during 2015/16. Weekly performance reporting returned to normal and was in operation throughout 2016/17.

- Countersigning for Risk Of Serious Harm (ROSH) has increased by 13% and countersigning for Risk Management Plans /Vulnerability (now known as Safety and Wellbeing) Management Plans by 21%.
- Home visits within timescales have increased from 50.5% to 59.2%. (Home visits have shown a recent improvement in Q4 with 76.9% within timescales)
- ASSET completion within timescales has fallen to 62.7% compared to 73.4% for the previous year.
- Intervention plans within timescales have remained relatively stable at 52.2% (1% decrease on the previous year).

There have been continued challenges with IT impacting the ability to effectively record work – this has been considered at the YOT board and monthly performance narrative reports are provided to members which give a detailed overview on reasons for dip / increase in performance month on month.

These performance narratives alongside performance measures continue to be shared with YOT Partnership Board which offers appropriate challenge and oversight to ensure timeliness of performance improves.

**Table 13**

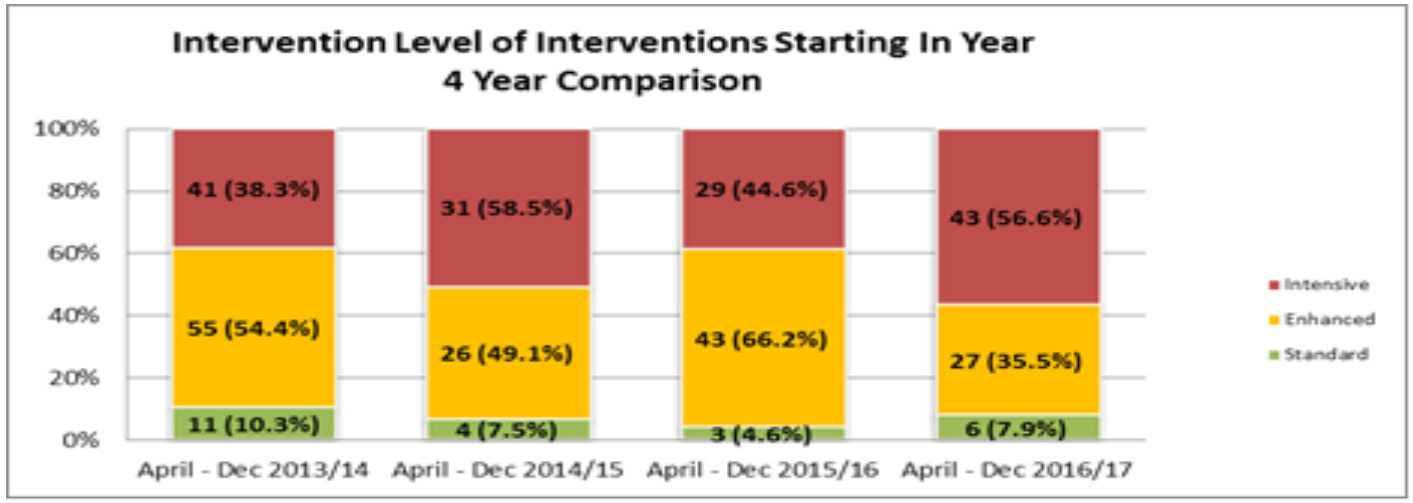
Target	Description of Measures/Indicators	Q4 2014/15	Full Year Figure 2014/15	Q4 2015/16	Full Year Figure 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Full Year Figure 2016/17	Q4 comparison on between 2015/16 and 2016/17	Full year comparison between 2015/16 and 2016/17
1	% ASSETS Completed within 15 days (20 days for referral orders)	90.9%	90.7%	56.5%	73.4%	55.3%	72.0%	70.0%	50.0%	62.7%	-6%	-11%
2	% Interventions with Plans completed within 15 working days (Referral Orders - 20 days)	59.4%	72.4%	33.3%	53.5%	50.0%	63.0%	51.6%	45.0%	52.2%	12%	-1%
3	% ROSH's (Risk of Serious Harm Assessment) that were countersigned in period	94.0%	90.3%	65.0%	69.4%	85.2%	72.2%	89.6%	82.2%	82.7%	17%	13%
4	% Risk Management Plans (RMP) and Vulnerability Management Plans (VMP) countersigned in period	83.3%	91.9%	66.7%	61.9%	79.0%	74.5%	96.4%	78.2%	82.6%	12%	21%
5	Of those appropriate for Home Visits, % having them within 28 days of the intervention start	67.9%	74.0%	61.1%	50.5%	60.6%	48.9%	59.5%	76.9%	59.2%	16%	9%

### Caseloads / Intensity Levels

In 2016/17 there has been a slight decrease in the number of interventions starting in the year (78) compared to the previous year (82). The graphs below show the assessed levels of intensity at the start of the intervention. (Assessed levels of intensity determine the minimum number of contacts a young person has as part of their court order). 2016/17 has seen a shift in the proportion of the caseload assessed as “intensive” (requiring the most amount of contact), from 44.6% to 56.6% demonstrating an increase in the complexity of cases entering the Youth Justice System.

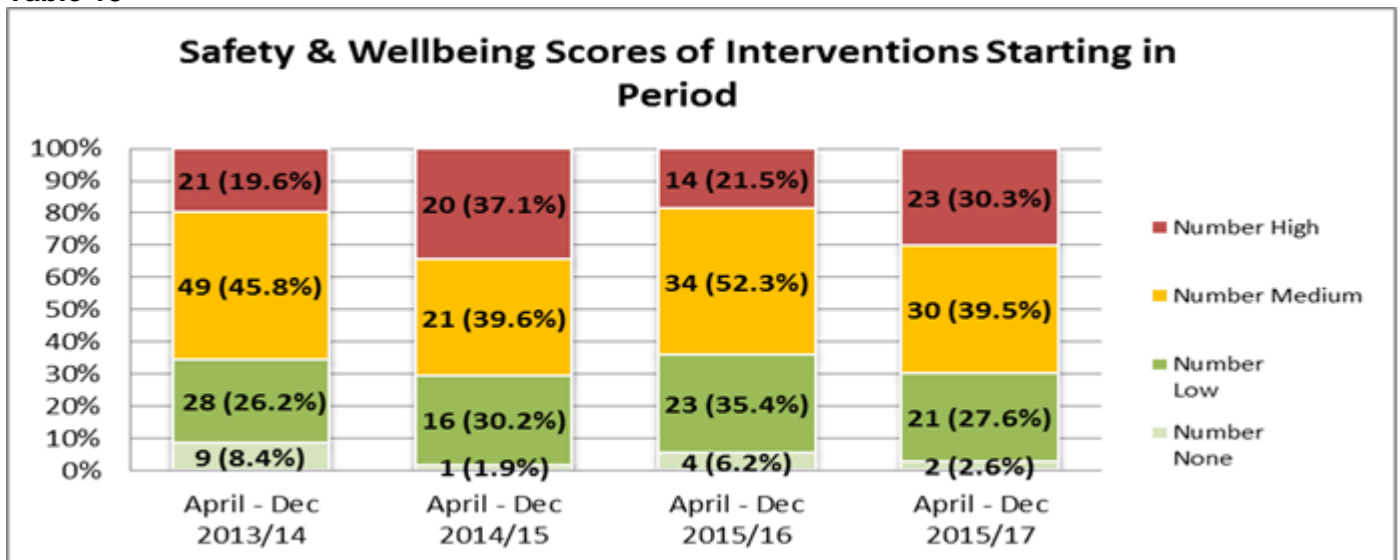


**Table 14**



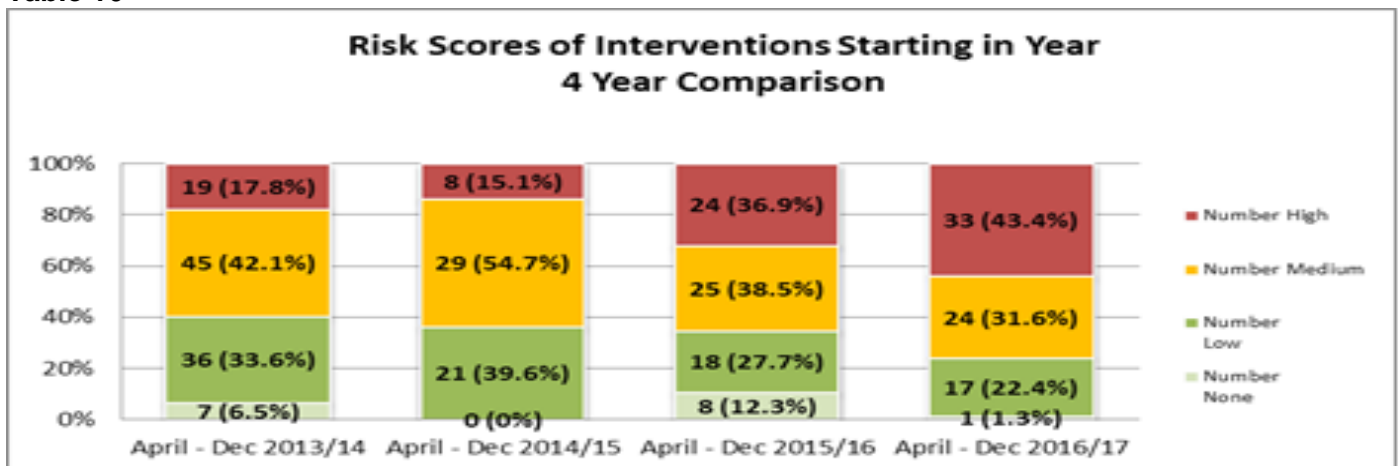
In addition assessed levels of Safety and Wellbeing have shown a notable increase in those assessed as having very high/high vulnerability with 23 (30.3%) of cases having high/very high vulnerability in 2016/17 compared to 14 (21.5%) in 2015/16. There is also a decrease in the numbers having low vulnerability with 21 (27.6%) in 2016/17 compared to 23 (35.4%) in 2015/16. This demonstrates that the continued increase in complexity of the cases being presented to YOT.

**Table 15**



Assessed levels of risk have also shown a notable increase in those assessed as having very high/high vulnerability with 33 (43.4%) of cases having high/very high risk in 2016/17 compared to 24 (36.9%) in 2015/16. Hilighting again the increased risks needing to be managed by the YOT.

**Table 16**





Although the 16/17 data demonstrates there is only one case assessed as very high risk of harm and 0 assessed as very high in terms of safety and wellbeing; we are aware that the trend in increased risks / safeguarding concerns continues; in that 2 young people currently known to YOT are assessed as very high in terms of safety and wellbeing and 2 as very high in terms of risk to public.

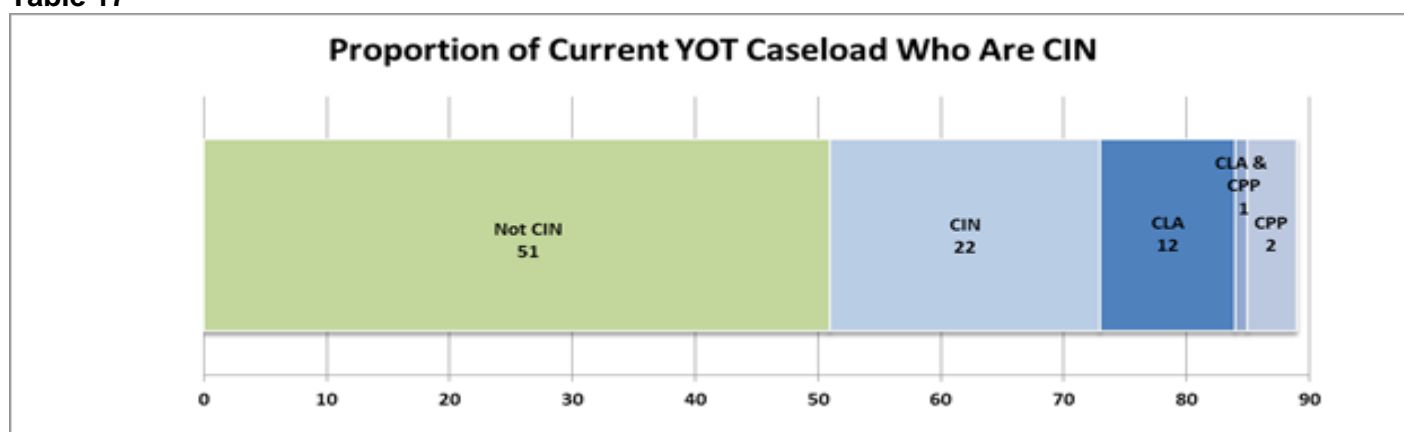
There was also a considerable increase in the number of referrals made from YOT to Multi Agency Safeguarding Hub (MASH) demonstrating an increased understanding of welfare based issues and again supporting the evidence suggesting an increase in complexity of cases being received. Data from 15-16 shows only 16 referrals were made, yet there were 36 referrals from April 2016– March 2017.

In summary, the data shows that increased complexity of cases leading to higher levels of assessed intensity and resource commitment (in delivery of court orders) has meant additional work load pressures for the team.

### YOT and Looked After Children

A snapshot of the YOT caseload in February 2017 showed that there were a total of 12 young people who were also looked after, this represents 13.18% of the YOT caseload. In addition to this 22 (24.72%) were classed as children in need and 5 (5.6%) were on a child protection plan.

**Table 17**



The snapshot data for children looked after in Feb 2017 shows that on the whole a higher proportion of the Children Looked After (CLA) caseload are re-offenders than the general YOT population. Of the 12 young people looked after, 9 (81.8%) had been re-offenders with only 2 (18.2%) being first time entrants, this compares to only 45.6% of the YOT caseload who are re-offenders. In addition to this, 6 of the CLA re-offenders are in the top 12 most frequent re-offenders having received 5+ separate sentences.

An analysis completed in January 2017 demonstrated the following:

- *Less CLA children entering the Criminal Justice System compared to previous years, however high number known to CIN / FRT at time of first offence*
- *4 were due to criminal remand route and not solely welfare reasons, of the 4 none remained CLA required post release from custody / sentence.*
- *High number of cases with previous historical / current social care involvement generally in this cohort*

Work continues alongside social care colleagues to have an increased understanding of those identified “at risk” of repeat offending. In addition a YOT / CLA champion has been identified across both services to tackle the issue of CLA repeat offending. There is further work to be considered regarding the use of Restorative solutions within carehomes. CLA and care leavers who are also subject to YOT interventions are scrutinised through the Corporate Parenting Panel and a report on this was presented in January 2017.

## **Interventions**

Despite significant reductions in budgets HYOT continue to try and source the opportunity to deliver creative interventions.

HYOT embarked on sessions with a Charity called Street Doctors. Street Doctors are second year medical students who volunteer their time to deliver training to groups of young people on the impact of knife crime and first aid in relation to someone who has been stabbed. Where HYOT has seen a significant increase in Carrying of Offensive Weapon, this is a key intervention in raising awareness of the impact of and seriousness of knife crime. The outcome of which has been two young people applying what they had learnt to stop the bleed when witnessing a stabbing.

HYOT were incredibly successful in the delivery of their Summer Arts College funded by UNITAS in 16/17 and were deemed by the moderator as ".one of the best he had assessed..". All 8 young people who attended the programme improved their literacy and numeracy skills and gained Bronze Arts awards, some of whom went on to gain the Silver Arts awards post the programme ending. Based on successes of last year HYOT have been encouraged to apply for funding again to run Summer College in 2017. The Summer Arts College is for NEET and our most vulnerable and high risk young people as outlined in the conditions of the grant funding

The development of the Youth Offer has provided the YOT with direct access to a range of services and provisions on offer for young people. In addition young people will be supporting the regeneration of the centre by way of painting the building as part of their reparation hours.

HYOT continue to source out and engage with community projects that can support engagement / delivery of services to young people.

## **IT / Assetplus**

Harrow YOT has continued to suffer from IT issues which have also impacted the smooth transition to the revised framework of Assetplus.

All issues have been reported at the YOT Partnership Board as well as the Youth Justice Board and a representative from Capita One (Database providers) now attends the YOT board to provide regular updates on progress being made.

HYOT are amongst the last YOT's nationally to "go live" with this revised assessment tool. Staff have all been trained and had refresher training prior to going live with Assetplus. As of the 1<sup>st</sup> July 2017 all new cases will start on Assetplus framework. A local agreement has been put in place in measuring performance, recognising the shift to a new assessment combined with on-going IT issues is problematic.

## **Safeguarding**

In January 2017, Harrow were inspected by Ofsted via the Single Inspection Framework where around 200 safeguarding cases were audited as part of the inspection. Children remaining in custody overnight and Children Looked After who offend or repeat offend were considered as key lines of enquiry during the inspection. Inspectors were satisfied that the appropriate measures were in place to ensure the needs of this cohort were met.

There was one reported Community Safeguarding and Public Protection Incident in 16-17 and all necessary procedures as outlined in YJB guidance were adhered to.

## **Staffing / Resource**

HYOT have a structure that is fit for purpose. However, the increased demand of shifting to a new assessment framework as well as an increase in the number of cases and complexity led to discussions regarding further additional resources. Board members agreed to an additional YOT practitioner post. However, to ensure it was cost effective this has been advertised as a fixed term 12 month contact rather than an agency post.

Harrow YOT continues to access training via HSCB and the YJB inset calendar, however has also accessed training in house on topics such as Trauma from Children, Adolescent Mental Health Services (CAMHS) Nurse within team, RJ / Victim training from RJ coordinator.

There has also been an informal agreement where a local Met Police Community Engagement Officer will be based alongside the YOT, to support improving relationships between young people and police but also access resources such as police cadets and other police led engagement services.

### **Key achievements for 16-17**

- Reducing reoffending rates amongst Harrow Young People
- Fully permanent workforce
- Integrated and promoted the work of the YOT across Harrow's Children's Division

### **Key priorities for 17 – 18**

- Embed the revised Youth Offer into the preventative work of the YOT in order to continually reduce the number of FTEs
- Embed the revised Asset plus assessment framework and continue to work closely with IT providers to improve system performance and reliability
- Active contribution in developing strategies corporately and alongside partners to reduce serious youth violence and knife crime as part of the VVE delivery plan that is monitored by Safer Harrow.

## **Appendix 2 – YOT Board Membership**

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

### Appendix 3 – Finance Table

<b>AGENCY</b>	<b>STAFFING COSTS (£)</b>	<b>PAYMENTS IN KIND – REVENUE (£)</b>	<b>OTHER DELEGATED FUNDS (£)</b>	<b>TOTAL (£)</b>
<b>Local Authority</b>	£677,994			£677,994
<b>Police service</b>		£66,231 (x2 FTE Police Officers)		£66,231
<b>National Probation Service</b>		£49,173 (x1 FTE Probation Officer)		£49,173
<b>Health Service</b>		£16,833 (jointly funded CAMHS p/t post)  YJLD worker £60,650 (x1 FTE)		£16,833   £60,650
<b>Police and Crime Commissioner</b>				
<b>YJB Youth Justice Grant (YRO Unpaid work order is included in this grant)</b>	£211,435 (Provisional)			£211,435
<b>Other</b>				
<b>Total</b>	<b>£889,429</b>	<b>£192,887</b>		<b>£1,082,316</b>

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

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

## Appendix 5 Glossary of terms

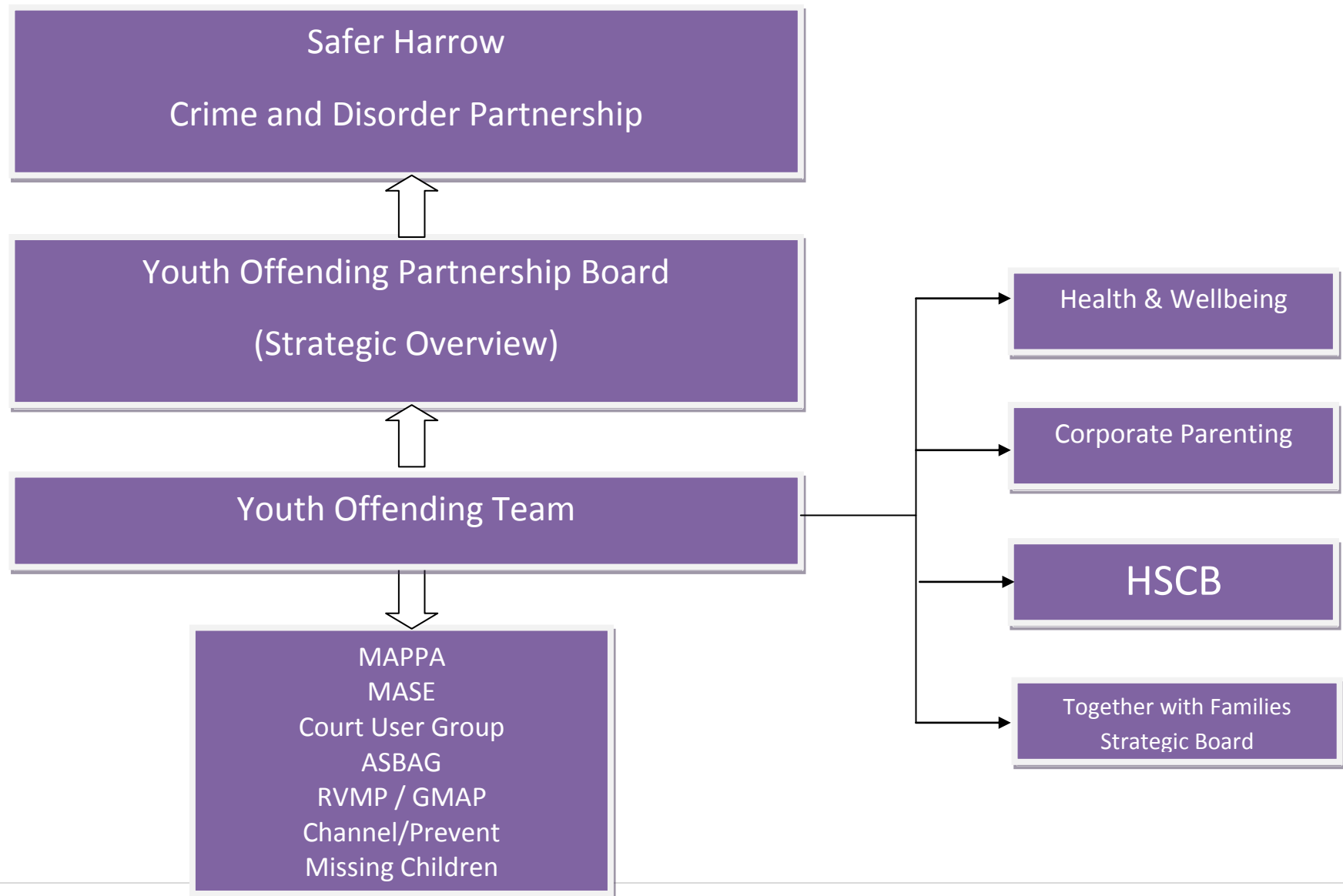
ASBAG	Anti-Social Behaviour Action Group
BAME	Black and Asian Minority Ethnic
CAMHS	Children and Adolescent Mental Health
CCG	Clinical Commissioning Group
CIN	Children in Need
CLA	Children Looked After
CRC	Community Rehabilitation Company
CSPPI	Community Safety and Public Protection
CSE	Child Sexual Exploitation
ES	Early Support
ETE	Education, Training and Employment
FTE	First Time Entrant
HMPPS	Her Majesty's Prison and Probation Service (Formally National Offender Management Service - NOMS)
HSCB	Harrow Safeguarding Children Board
HYOT	Harrow Youth Offending Team
LASPO	Legal Aid, Sentencing and Punishment of Offenders Act
LA	Local Authority
MASE	Multi Agency Sexual Exploitation (Panel)
MASH	Multi Agency Safeguarding Hub
MAPPA	Multi Agency Public Protection Arrangements
MOPAC	Mayor's Office for Policing and Crime
NEET	Not in Employment, Education or Training
NHS	National Health Service
ONS	Office of National Statistics
PVE	Preventing Violent Extremism
PNC	Police National Computer
RJ	Restorative Justice
ROTL	Release on Temporary Licence

ROSH	Risk of Serious Harm
R/VMP	Risk / Vulnerability Management Plan
YJB	Youth Justice Board
YOT	Youth Offending Team
YJLD	Youth Justice Liaison and Diversion
YJILS	Youth Justice Interactive Learning Space
YRO	Youth Rehabilitation Order



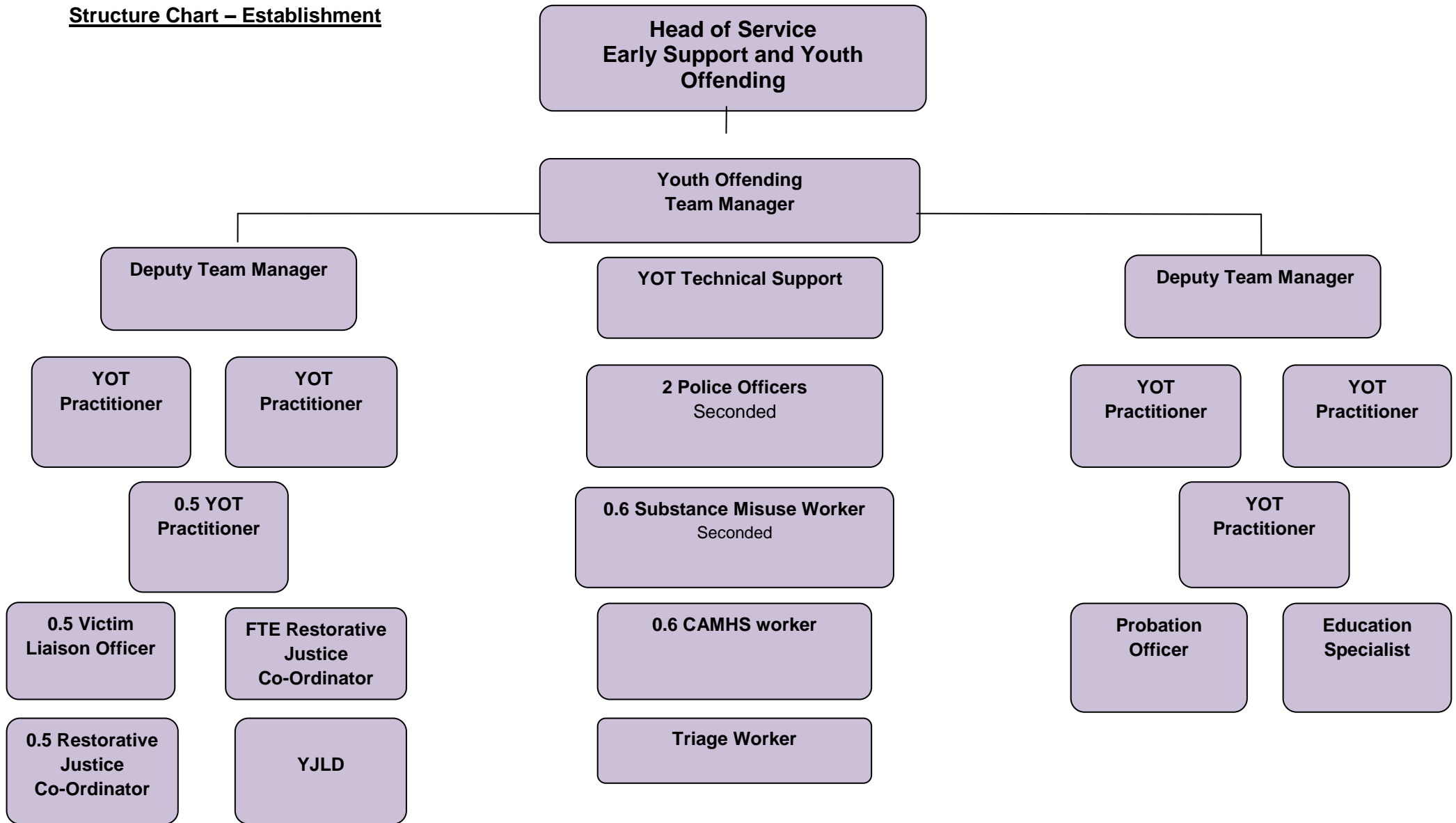
**APPENDIX 6**

**Structure and Governance arrangements**



**APPENDIX 7**

**Structure Chart – Establishment**



## **Appendix 8**

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

<b><u>Area of Delivery</u></b>	<b><u>Activity</u></b>	<b><u>Associated Costs</u></b>
Service delivery improvements	Implementation of Assetplus, including improving casework practice and performance.	£100,435
Reducing FTE's	Strengthen preventative services within the YOT, including improved links with Together with Families work by way of increased data collation with partners and tracking	£40,000
Reducing Re-Offending	Completing further analysis on reoffending cohort to identify trends and triggers.  Development and further investment in programmes and resources targeting reoffending cohort needs.	£30,000
Reducing the Use of Custody	The YOT will continue to ensure robust programmes are available including positive activities for YP to access as part of their bail / resettlement from custody.	£31,000
Restorative Justice work including work with Victims	Identifying creative methods of engagement to support victims of crime and encourage increased engagement in restorative processes	£10,000
		£211,435

**APPENDIX 9 – YOT Champion Roles**

*The role of a champion is to ensure they keep abreast of relevant research, legislation and local policies and procedures to support the knowledge / awareness of staff in a particular area. In addition, it gives staff the opportunity to attend training and advocate for an area of work which affects our young people. Your role is to be a “central point” for your chosen area so other members of the team can come and seek advice / guidance from you. Being a champion doesn’t mean you have to know everything, but it is important you are able to identify the appropriate links for staff and advocate the relevance of this area in the lives of young people in the criminal justice system.*

CHAMPION AREA	STAFF MEMBER	MEETINGS ATTENDED / INPUT TO / GATHER INFO FROM	WHAT ARE YOU EXPECTED TO ACHIEVE BY BEING A CHAMPION? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Child Sexual Exploitation	Deputy Team Manager	MASE	<p>Immediate action</p> <ul style="list-style-type: none"> <li>- LS to ensure CSE lead is invited to Team meeting to discuss process of referral</li> </ul> <p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- LS to feedback to team any patterns / risk areas / trends on a monthly basis at team meeting (standing agenda item)</li> <li>- Identify and share research in relation to those who are at risk of CSE and any links to Youth Justice.</li> </ul>
Prevent	YOT Manager	Channel	<p>Immediate actions:</p> <ul style="list-style-type: none"> <li>- Ensure staff understand referral process into channel</li> <li>- Ensure all staff have completed online training</li> </ul> <p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- ASG to feedback any significant information in relation to risk / vulnerabilities</li> </ul>
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			<ul style="list-style-type: none"> <li>- Any identified/ increased risk in relation to LB Harrow</li> </ul>
Missing Children	Yot Practitioner	Monthly at risk missing children meeting	<p>Immediate actions</p> <ul style="list-style-type: none"> <li>- ASG will continue to attend Monthly at risk meeting and individual information on cases will be collated from YOT Practitioner</li> </ul> <p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- Share research in relation to push and pull factors as to why children go missing and any link to YJ system</li> </ul>
Gangs	Yot Practitioner and Deputy Team Manager	Gangs Matrix Meeting YJB Gangs Forum	<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- LS to ensure written update is provided to all staff re: police operations / impact on geographical locations / those linked to Young People known to YOT.</li> <li>- To bring back research / effective interventions from forum and share with team as resources</li> <li>- To support referrals into gangs intervention within LA</li> </ul>
Safeguarding	YOT Practitioner / Deputy Team Manager		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To support staff in increasing their understanding of safeguarding within the YJ system</li> <li>- Link research to practice and support this within assessments (DTM)</li> </ul>
Victim work	Victim Liaison Practitioner		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To ensure staff understand the importance of individualising victim empathy work</li> <li>- To identify meaningful ways this can be supported within plans</li> </ul>
Restorative Justice	Restorative Justice		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To train staff in RJ practice</li> </ul>

	Coordinator		<ul style="list-style-type: none"> <li>- To support staff in embedding RJ within their day to day work</li> <li>- To identify meaningful ways this can be supported within plans</li> </ul>
Effective Interventions / Research	Probation Officer / YOT Practitioner	YJB Effective Practice Forum	<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To increase understanding and share resources that are considered to be effective in reducing offending / further offending in young people.</li> <li>- To increase and promote what meaningful engagement means</li> <li>- To assist staff in focussing on a strengths based model such as Good Lives Model</li> </ul>
Group Work	YOT Practitioner/ Restorative Justice Coordinator		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To develop sustainable group work programmes that run throughout the year and can be accessed by all young people within the YOT.</li> <li>- To support bespoke delivery of programmes based on changing needs / trends being identified</li> <li>- To incorporate services from within then multi agency YOT for regular delivery of group sessions (such as compass)</li> </ul>
Health	Clinical Nurse / Youth Justice Liaison Diversion Practitioner		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To support increased understanding of health needs for those young people within the YJ system</li> <li>- To share relevant information / research</li> <li>- To assist in the incorporation of health needs within plans for young people</li> </ul>
Education/ SEN	Educational Specialist	YJB Send Forum	<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To advocate with education providers increased access of provision for young people</li> </ul>

			<p>within the criminal justice system</p> <ul style="list-style-type: none"> <li>- To provide regular sessions at the YOT for young people who are NEET / Excluded to ensure education needs are being met in the interim</li> <li>- To share effective practice and research in relation to education needs of those young people within the criminal justice system.</li> </ul>
Substance Misuse	Substance Misuse Worker		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- Increase awareness of impact of substances within staff group</li> <li>- Deliver regular sessions to groups of YOT cohort regarding the use of substances / possession of cannabis</li> <li>- Ensure research regarding the impact of substances is shared across the service (this can also be in relation to parental substance abuse impact on children)</li> </ul>
Transition arrangements	Probation Officer	Case transfer meetings	<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To ensure there is understanding across the service regarding the process of transitional arrangements</li> <li>- To support staff understanding of what makes a “good transition” based on inspection / research available across probation</li> </ul>
Quality Assurance	YOT Practitioner	YJB QA support	<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To increase the use of research in assessments</li> <li>- To support developing a “peer” QA network within the team</li> <li>- To support increased consistency of QA across service.</li> </ul>
Children Looked After	YOT Practitioner	CLA Team Meetings	<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To attend CLA team meeting and deliver training to support understanding of “at risk”</li> </ul>

			<p>cohort</p> <ul style="list-style-type: none"> <li>- To share research with CLA and YOT regarding the increasing issue of criminalisation of children looked after</li> </ul>
Children With Disabilities	YOT Practitioner		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To develop links with CWD team</li> <li>- To increase awareness in team re: CWD and impact in youth justice</li> </ul>
Workforce Development	YOT Practitioner		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To create a wider understanding across the service of what “workforce development” entails</li> <li>- Share emerging research across the team</li> <li>- To increase knowledge / skills across the team to deliver effective and meaningful services to children and families</li> </ul>
Early Support (ES)	YOT Manager		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- To increase access to youth services provision for young people known to YOT across the borough</li> <li>- To improve partnership links with Early Support services</li> <li>- To increase awareness of what ES can offer for young people and families</li> </ul>
Reflective Practice	Clinical Nurse		<p>Ongoing Role</p> <ul style="list-style-type: none"> <li>- Develop Reflective Practice across the service</li> </ul>



