

Harrow Youth Offending Partnership

Youth Justice Plan

July 2019 - 2020

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1. Foreword

Councillor Christine Robson
Young People & Schools Portfolio Holder



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

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

Our strategic objectives within this plan are to

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

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

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

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

2. Introduction

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

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

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

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

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

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

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

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

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

Consultation and Engagement

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

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

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

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

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

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

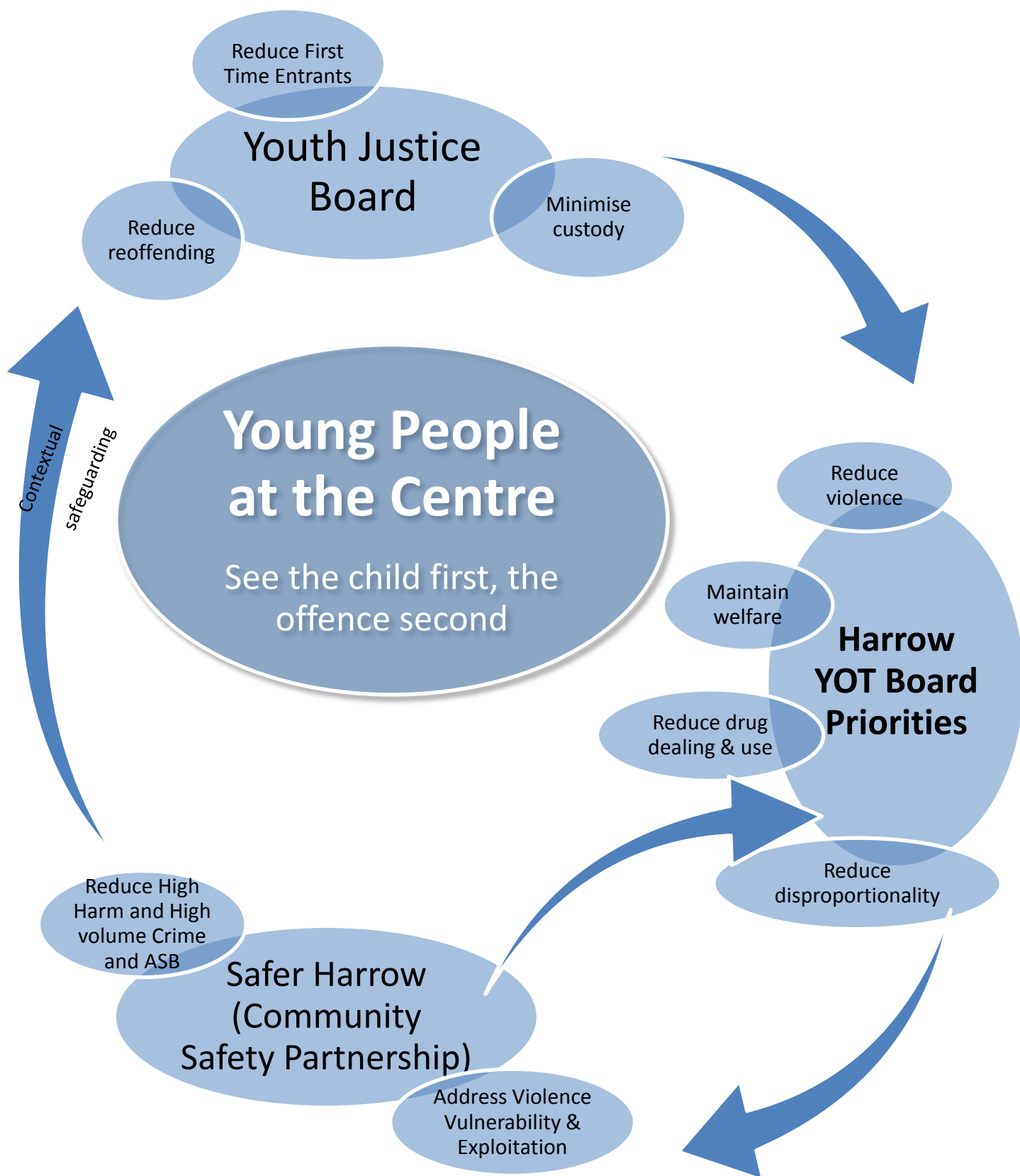
A number of relevant appendices then outline and give more detail about relevant operational matters.

3. Executive Summary

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

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

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





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

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

YJB National Indicators

First Time Entrants

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

Re-Offending

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

Custody

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

Local indicators

Numbers in Service

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

Reducing re-offending

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

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

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

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

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

Offences

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

Custody and Remand

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

Protecting the Public

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

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

Breached clients who re-offend within 12 months.

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

Protecting Children and Young People

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

Caseload Intervention, Risk and Vulnerability Levels

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

Education, Training and Employment

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

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

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

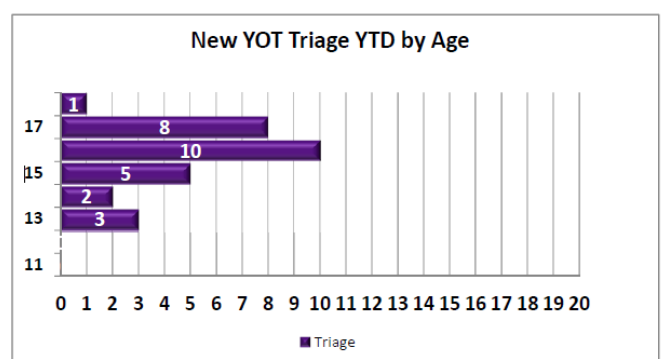
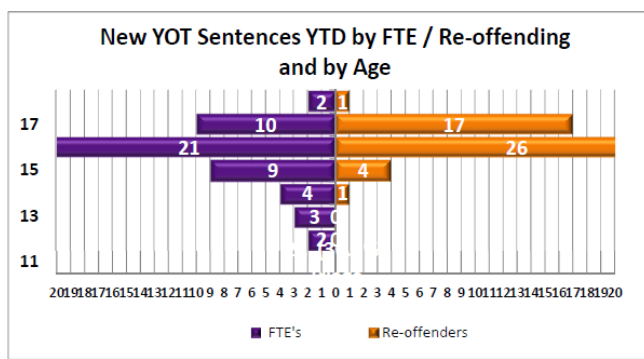
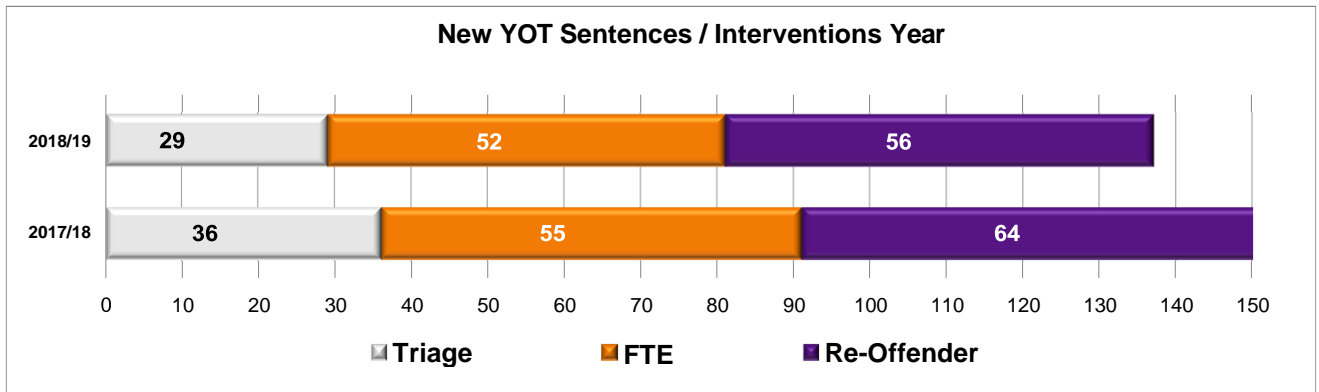
There have been 140 new interventions starting in the YOT year to date. This includes 29 Triage cases, 18 Youth Conditional Caution, 30 Referral Orders, 8 Remands, 8 custodial sentences and 35 YRO's

Numbers of Active Interventions by Type (Monthly figure)

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

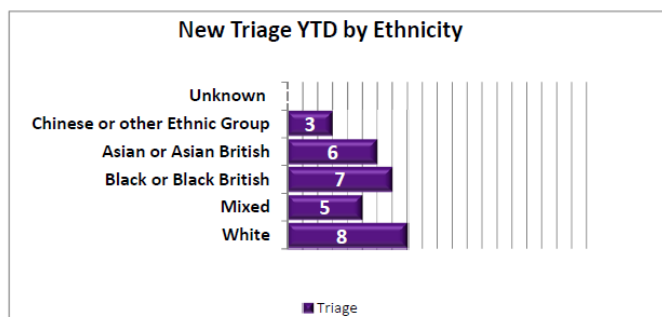
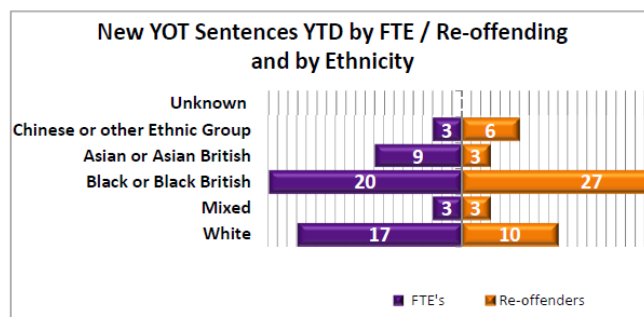
The number of active cases open to the YOT during March is 75. There has been a general decrease in the caseload since September.

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



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

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



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

Reducing reoffending

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

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

Triage - Numbers of Triage Cases who Became First Time Entrants

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

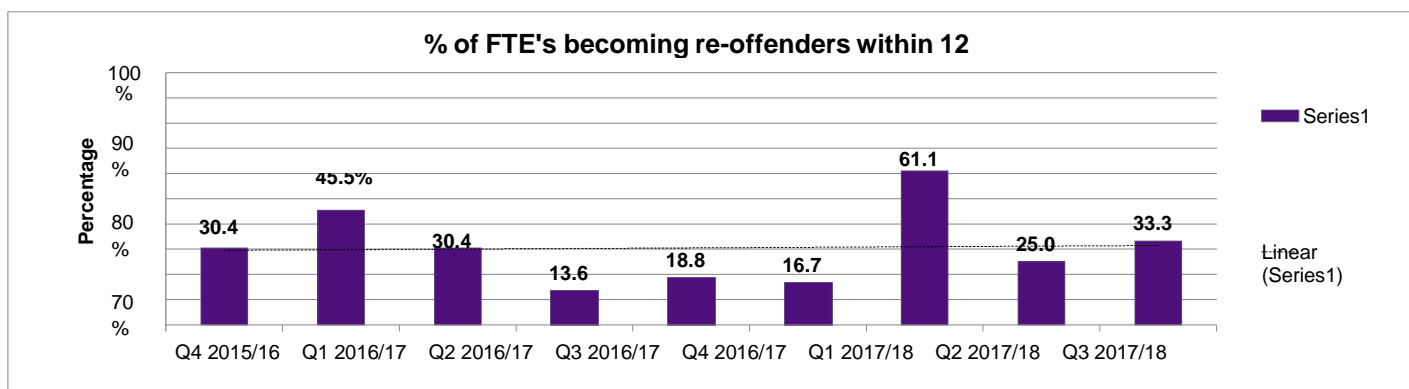
- Of the 52 young people who have entered the youth justice system year to date, only 6 (11.5%) had previous triage interventions with Harrow YOT. This suggests that FTE are not coming into contact with the YOT/triage programme before offending. It would be worth looking at the FTE group in more detail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

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

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

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

FTE's (Local figures)

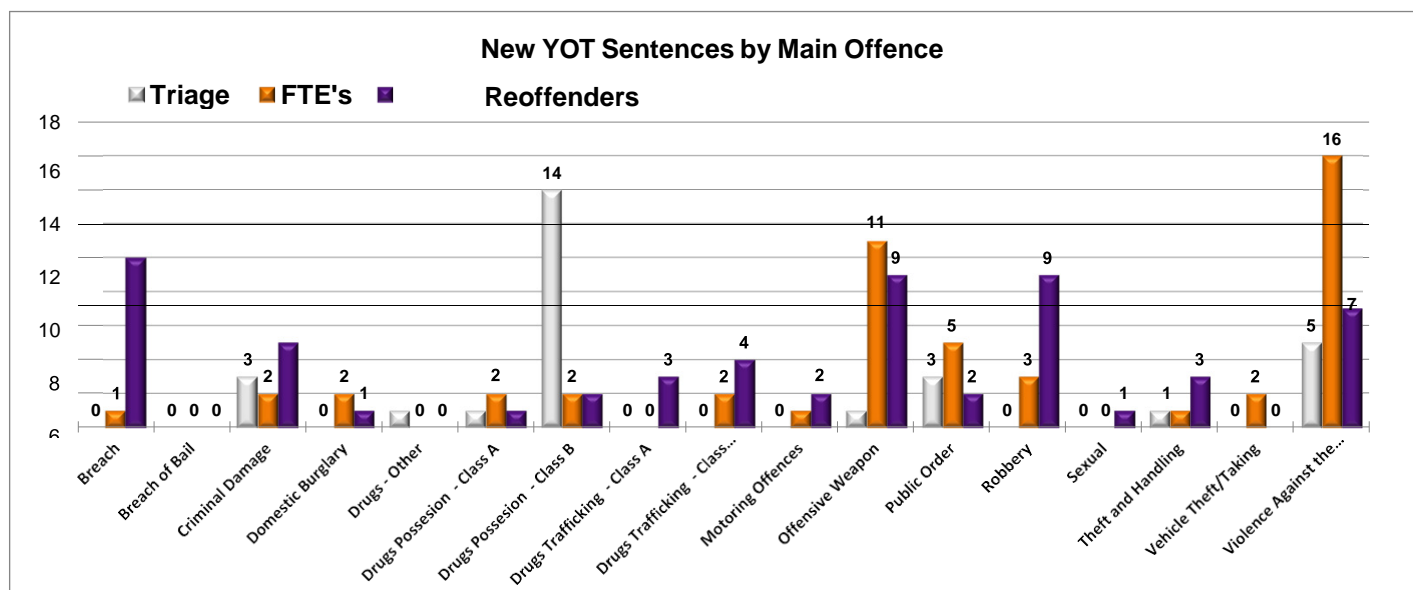


	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Number of FTE Cases starting in the quarter	23	11	23	22	16	18	18	8	15
Number becoming re-offenders within 12 months	7	5	7	3	3	3	11	2	5
% becoming Re-offenders within 12 Months	30.4%	45.5%	30.4%	13.6%	18.8%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

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

Offence Profile

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



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

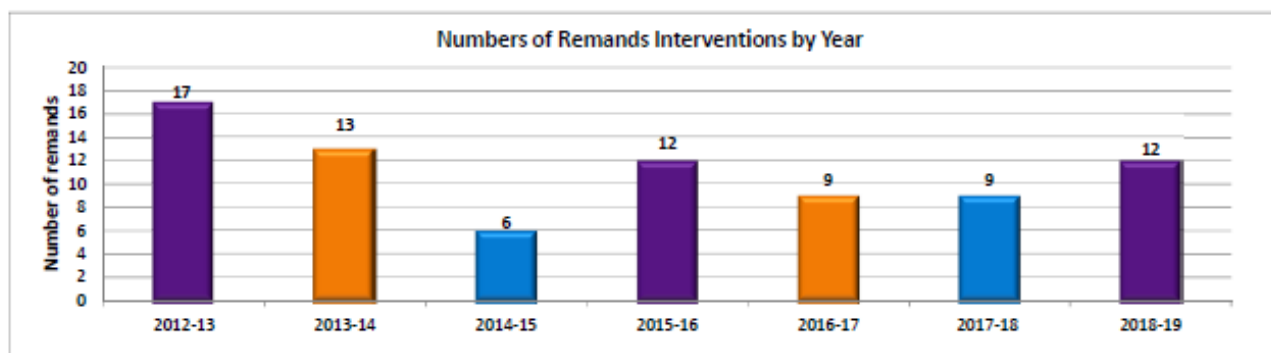
- This data is for the main named offence. It should be noted that a number of young people will have had more than one offences listed against their outcome. This is especially seen against the re-offending group. The main offence is usually the most serious of the offences. With the triage cases almost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

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

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

Custody and Remand

14. Numbers On Remand



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

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

Commentary

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

15. Numbers in Custody

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

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

Commentary

There have been a total of 12 young people in custody at any point during 2018/19. Throughout the year there have been 9 new custodial sentences. Currently there are 2 young people in custody and 1 young person on a post custodial licence.

16. Remand Bed Days

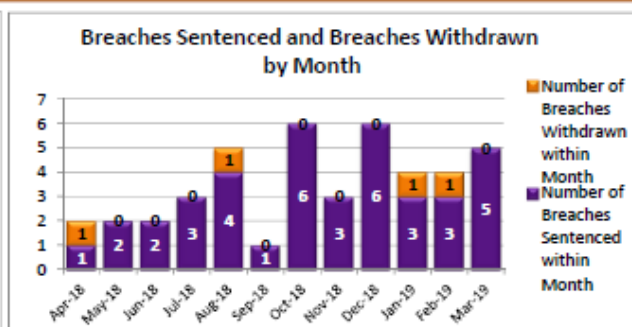
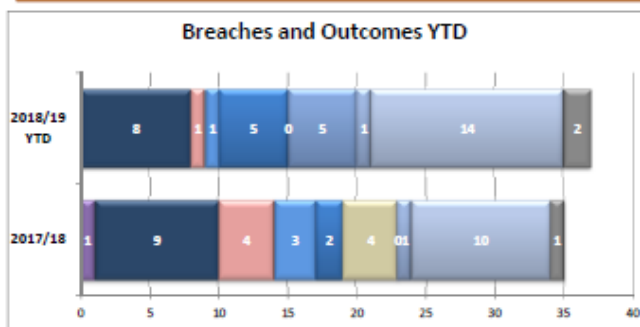
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Bed Days by Month	126	55	25	12	0	0	0	4	0	0	0	0	222
- Remand in Custody (YDA) STC	0	0	0	0	0	0	0	0	0	0	0	0	0
- Remand in Custody (YDA) YOI	126	55	25	12	0	0	0	4	0	0	0	0	222
- Remand in Custody (YDA) SCH	0	0	0	0	0	0	0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

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

Commentary

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

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

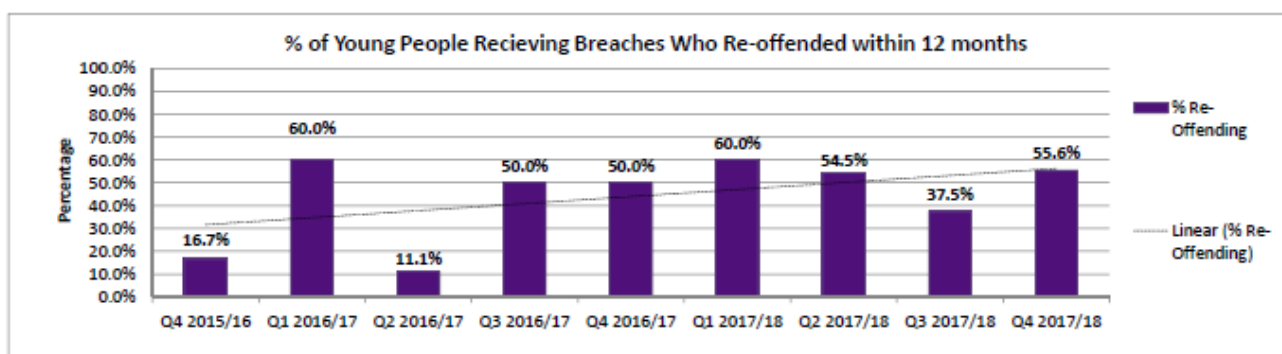


Month	2017/18 Full Year	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Number of breaches sentenced in month	35	1	2	2	3	4	1	6	3	6	3	3	5	39
Number of breaches withdrawn in month	2	1	0	0	0	1	0	0	0	0	1	1	0	4
Conditional Discharge	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Order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

Commentary

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

18. Breach Re-Offending

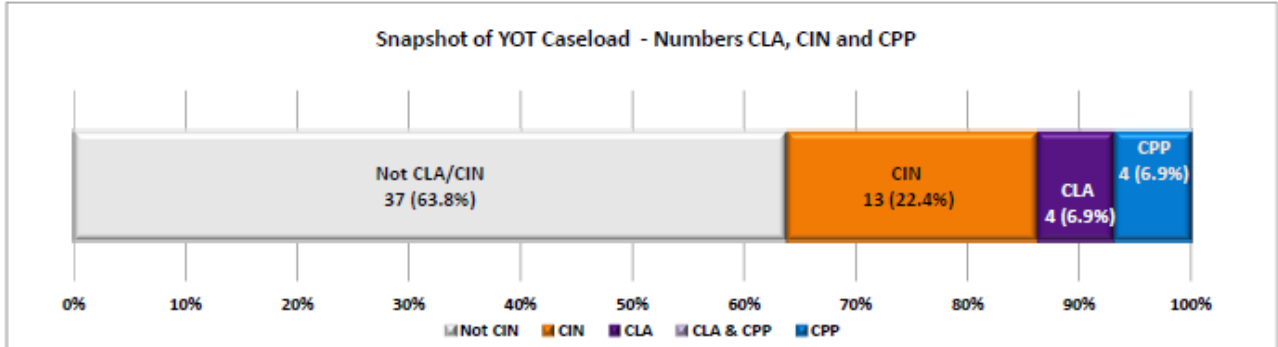


	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Number of breaches delivered in the quarter	12	5	9	8	10	5	11	8	9
Number becoming re-offenders within 12 months	2	3	1	4	5	3	6	3	5
% becoming re-offenders within 12 Months	16.7%	60.0%	11.1%	50.0%	50.0%	60.0%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

Commentary

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

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

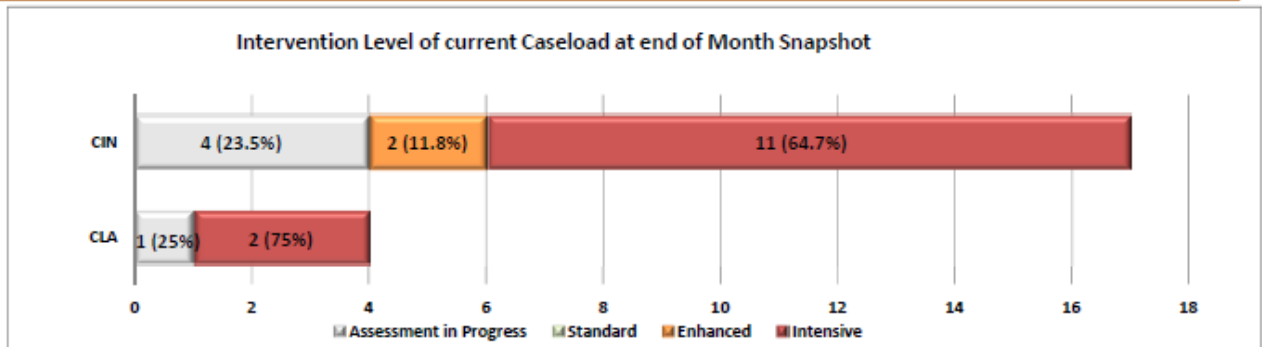


CLA/ CIN Status	Oct-18		Nov-18		Dec-18		Jan-19		Feb-19		Mar-19	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Not CLA/CIN	41	57.7%	39	59.1%	42	64.6%	33	58.9%	37	63.8%	37	63.8%
CIN	12	16.9%	10	15.2%	12	18.5%	17	30.4%	13	22.4%	13	22.4%
CLA	6	8.5%	5	7.6%	3	4.6%	3	5.4%	4	6.9%	4	6.9%
CLA & CPP	2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

Commentary

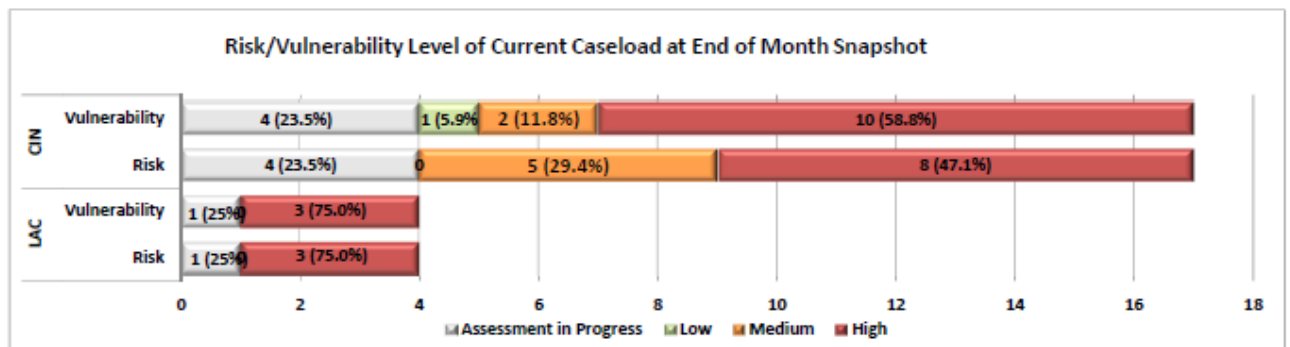
A snapshot of YOT cases at the end of March 2019 showed that 4 (6.9%) were looked after, 4 (6.9%) were on a child protection plan and 13 (22.4%) were classed as children in need. Over the past few months there has been a reduction in the number of YOT cases being looked after. Numbers on CPP are still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

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



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

Protecting Children and Young People



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

Commentary

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

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

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

21. YOT Referrals to Childrens Services

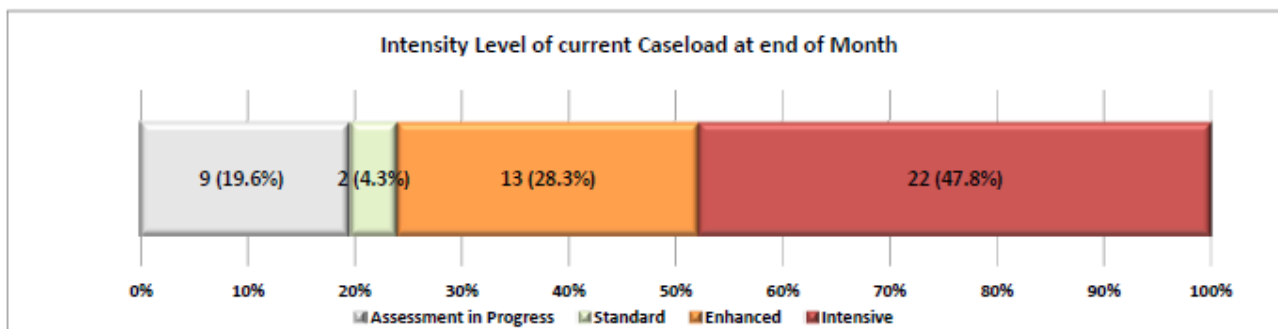
Outcome of YOT referrals to childrens services	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Strategy Discussion	0	0	0	0	0	0	0	0	0	0	0	0	0
Social Work Assessment	1	0	4	0	0	0	0	0	0	0	0	0	5
Total Referrals	1	0	4	0	0	0	0	0	0	0	0	0	5

Commentary

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

Caseload Intervention Level

22. Intervention Levels of Active Interventions



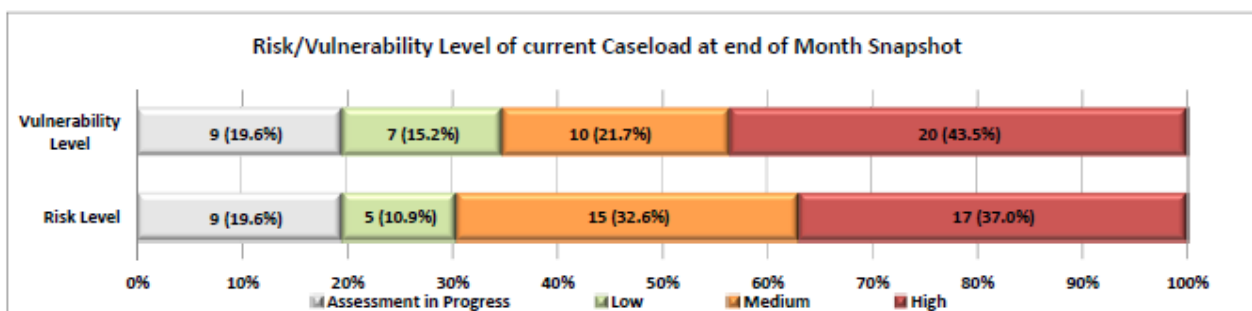
Assessed Intervention Level	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Latest Month %	2018/19 Average
Assessment in Progress	16	-	18	16	17	16	9	15	14	6	9	-	19.6%	21.3%
Standard	6	-	6	5	3	3	2	2	2	2	2	-	4.3%	5.2%
Enhanced	22	-	21	20	24	24	21	20	20	19	13	-	28.3%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

Commentary

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

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

23. Risk/Vulnerability Levels of Active Interventions



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

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

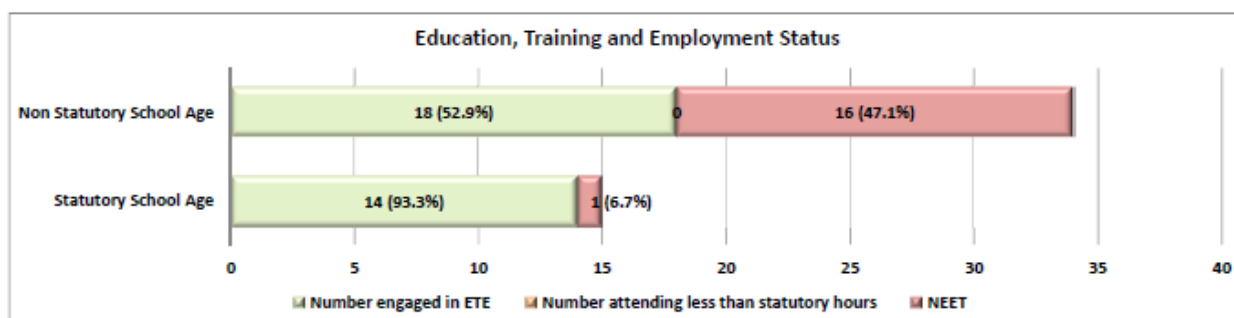
Commentary

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

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

Educations, Training and Employment

25. Education Status for Current Caseload



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

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

Commentary

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

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

22. Education Establishment for YOT caseload

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

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

Commentary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

5. Summary of Strategic Objectives

Overarching objectives

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

Youth violence, weapon based crime, vulnerability and exploitation.

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

Drug and alcohol misuse

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

Wellbeing and welfare

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

6. Delivering the strategy

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

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

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

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

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

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

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

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

7. Appendices

YOT Board Membership

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

Finance Table

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

Staffing structure and breakdown

COUNCIL

**Head of Service
Early Support and Youth
Offending
Mark Scanlon QSW**

**Youth Offending
Team Manager/ Hub Manger
EA QSW**

**Deputy Team Manager
HJ QSW**

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

**Deputy Team
Manager
LS QSW**

**Deputy Team Manager
YOT & Youth Hub
DK**

**YOT
Practitioner
ST QSW**

**YOT STUDENT
RO**

**2 Police Officers
MB & SW**

**YOT
Practitioner
KB**

**YOT
Practitioner
BL**

**YOT
Practitioner
ZB**

**YOT
Practitioner
JH**

**0.6 Substance Misuse Worker
Seconded (Compass YP Service)
DR**

**YOT
Practitioner
ZN**

**YOT
Practitioner
TL QSW**

**0.5 Victim
Liaison Officer
S: 01/08/2019**

**FTE Restorative
Justice
KC-O**

**CAMHS worker
S: 01/08/2019**

**Probation
Officer
Seconded
KKF**

**Education
Specialist
RS**

**Early
Support
Youth Hub
Structure**

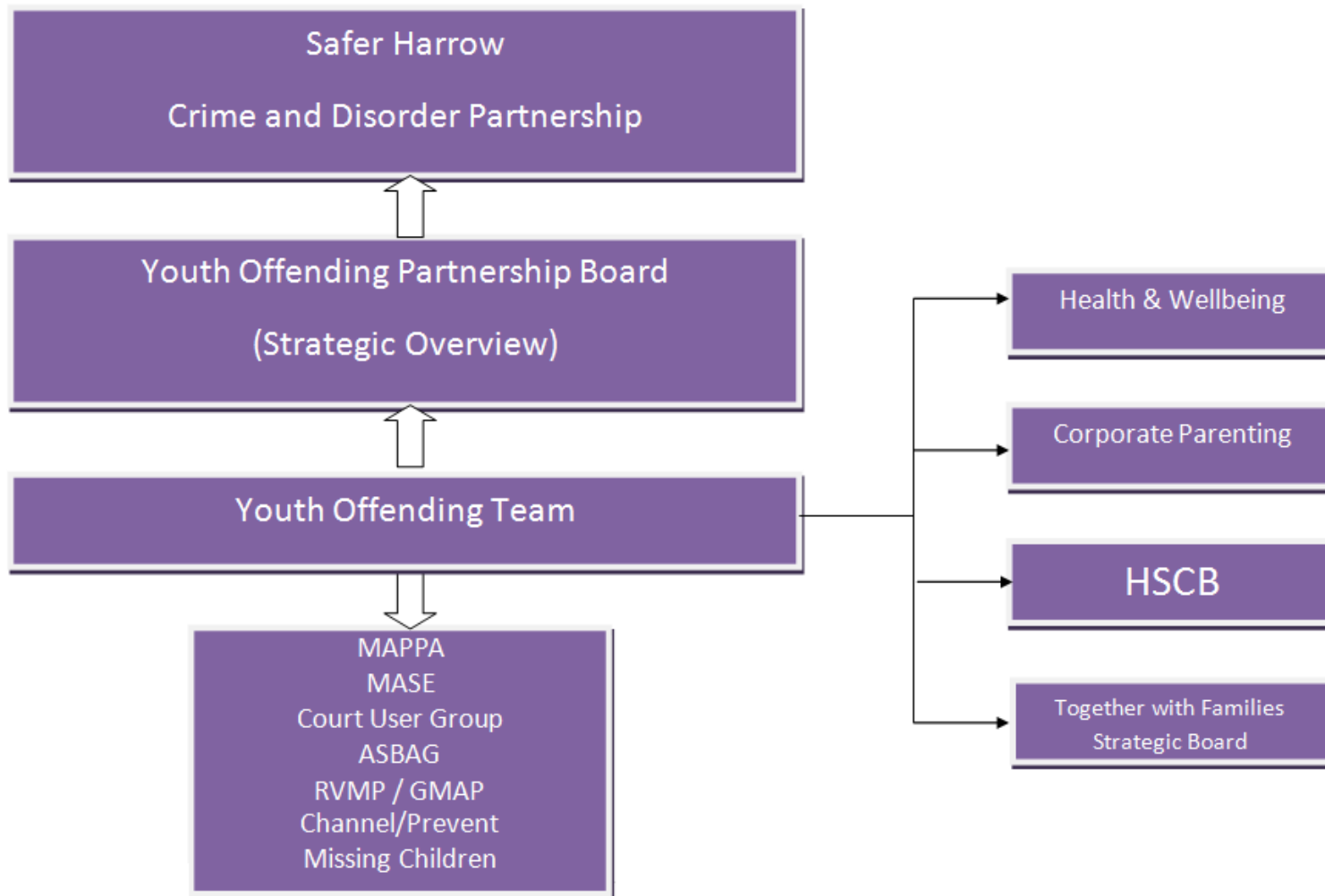
**0.5 Restorative
Justice
Co-Ordinator
CL**

**YJLD
SV**

**Prospects 0.2
commissioned
RD**

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

Structure and Governance arrangements



Allocation of Good Practice Grant

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

YOT Champions Roles

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

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

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

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

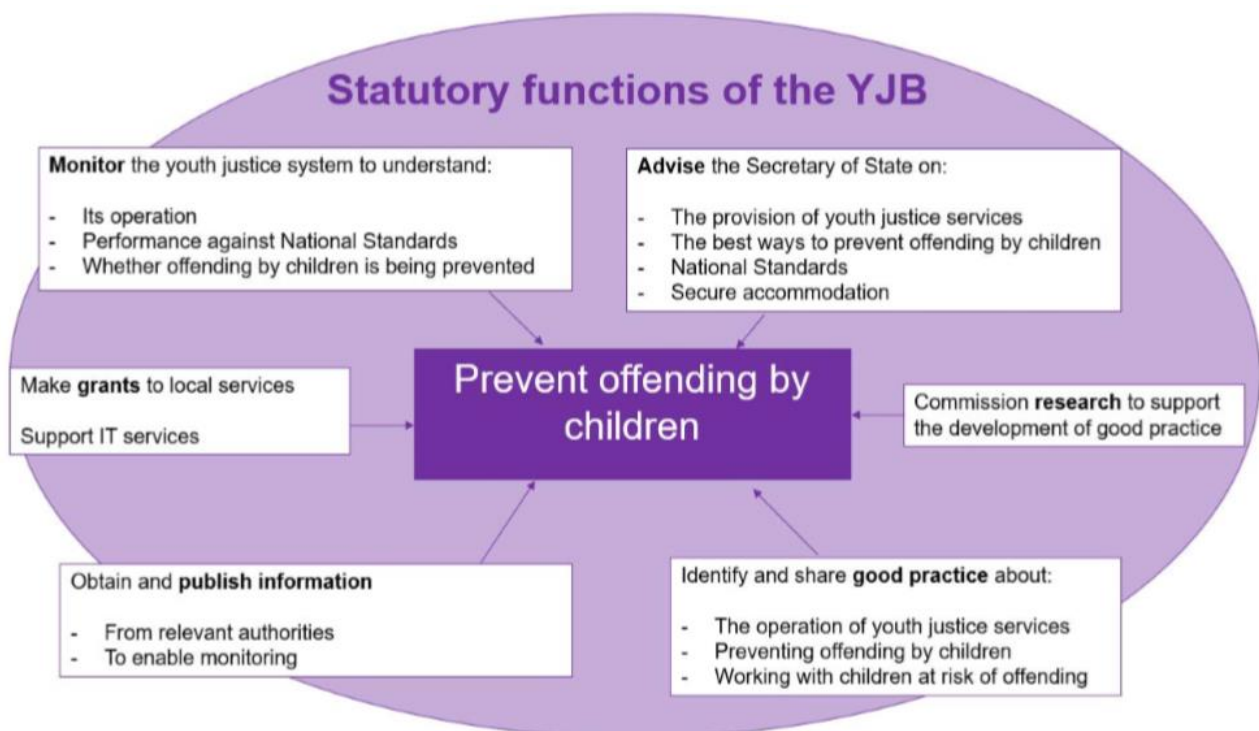
Glossary

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

Statutory functions and strategic approach of the Youth Justice Board (YJB)

The YJB is a non-departmental public body established by the Crime and Disorder Act (1998). It monitors the operation of the youth justice system and the provision of youth justice services. It advises the Secretary of State on matters relating to the youth justice system, identifies and shares examples of good practice and publishes information about the system: reporting on how it is operating and how the statutory aim of the system ('to prevent offending by children and young people') can best be achieved.

The YJB is the only official body to have oversight of the whole youth justice system and so is uniquely placed to guide and advise on the provision of youth justice services.

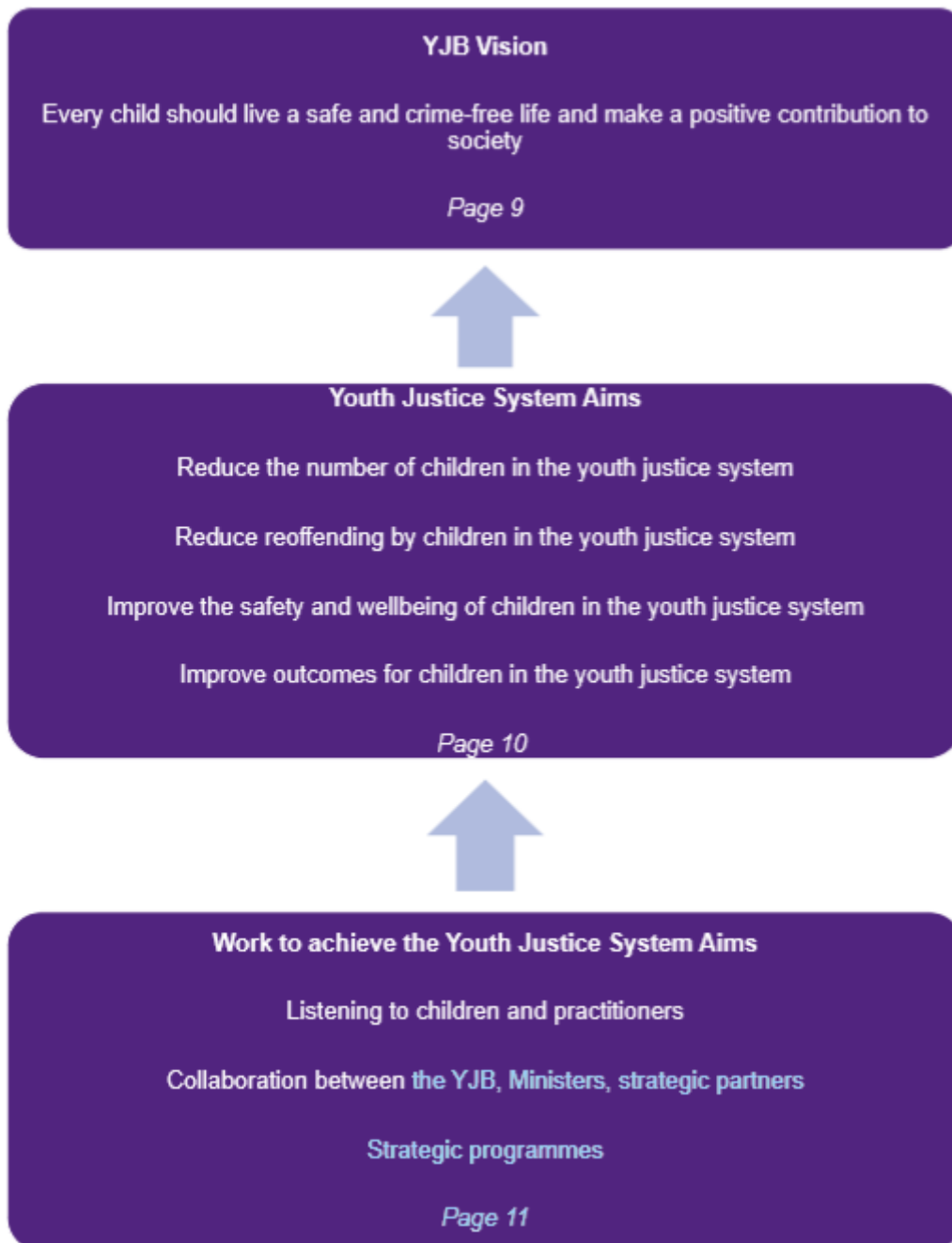


The YJB aspires to be:

- Child-centred
 - We see children first and offenders second. We make every effort to champion the needs of children wherever they are in the youth justice system and ensure we give them a voice.
 - We strongly believe that children can, and should, be given every opportunity to make positive changes.
- Outcome focused
 - We are outcome-focused in fulfilling our statutory functions. We provide leadership and expertise and promote effective practice across the youth justice workforce to maximise positive outcomes for children and their victims.
- Inclusive
 - We strive to challenge discrimination and promote equality, and we work with others to try to eliminate bias in the youth justice system.
- Collaborative
 - We encourage system-led change, and are enablers to innovation. We actively encourage, facilitate and engage in partnership working to help meet the needs of children, their victims

and their communities. Trustworthy ☑ We endeavour to act with integrity in everything we do.

Our strategic approach



Consultation questionnaire

Question	Response	Comment / suggestion
Are the strategic objectives the right ones?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	
Is the delivery approach the right one?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	
Is Harrow's YOT Partnership Board effectively established?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	How could it be improved? Which other groups be represented/involved?
How else can the Youth Justice Plan be improved?		
Would you be like to be involved in contributing / producing / reviewing the effectiveness of the Youth Justice Delivery Plan or future Youth Justice Plans?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe: I'd like to be kept informed of developments / opportunities	If you have said "Yes" or "Maybe" please provide an email address we can write to you at regarding this. You can advise us to stop emailing you at any time. email:
How should we publicise opportunities to be involved with co-producing and monitoring the effectiveness of these plans in future?	<input type="checkbox"/> Email <input type="checkbox"/> Website <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> WhatsApp Group <input type="checkbox"/> Other: please specify	Please tick as many as you wish. If you ticked other, please specify here

Thank you

Annex - YJB Guidance on YJ Plans

Legal framework

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. The following guidance remains predominantly unchanged from previous years.

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

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

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

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

The strategic and operational standards set out in the opening section of the '[National Standards for Youth Justice Services](#)' (2013) also detail policy and practice expectations that should be considered when drafting the youth justice plan. HMIP Probation Performance Standards contained within domain 1 of the YOT inspection guidance can also be referenced.

Content and structure

YJB guidance regarding the structure and content of the plan has been further reduced to enable localities to prepare a document which best fits specific needs. The YJB does not prescribe a template but provides a set of recommended sections (as follows) coupled with the suggestions for authors (immediately below) by taking into account how their youth justice services: -

- are delivering, against the three key indicators to reduce first time entrants, reduce reoffending and appropriately minimise the use of custody; and in Wales the four key indicators relating to devolved services that have been agreed with the Welsh Government.
- have assessed the needs of your cohort to inform delivery decisions.
- have identified local priorities and planned how these are to be met.
- are measuring impact.
- are responding to and mitigating against the risks to delivery.

Standard sections:

1. Introduction

This should include a high-level review of last year's plan, including:

- any major in-year changes to governance or service delivery
- the partnership's response to individual or thematic HMIP inspection reports published in the previous twelve months.

2. Structure and governance

This section should provide an overview of how the local authority is meeting statutory requirements for the oversight of youth justice services.

Please set out how the local partnership works to:

- hold the service to account for its practice
- monitor and meet conditions set out in any grant made by the YJB, e.g. timely submission of data, compliance with secure estate placement information and completion of national standards audits.
- support the YOT in overcoming barriers to effective multi-agency working and ensures that partner

agencies make an effective contribution to delivering against key youth justice outcomes.

3. Resources and value for money

Your youth justice plan will need to provide assurance that the YJB grant will be used exclusively for the intended purpose i.e. 'the *delivery of youth justice services*', by summarising its intended use.

YOTs will be required to include, within their annual Youth Justice Plan, a budget which provides details of how they propose to use this funding to fulfil the purpose of the grant. The format of this is at the YOTs discretion, but must allow the YJB to clearly identify how the grant has been spent.

Note: Failure to return a satisfactory plan by the stipulated timescale will result in the grant being withheld.

A table showing the financial, staffing and in-kind contributions made by local partners and others should also be submitted through the Youth Justice Application Framework (YJAF). Table 1 at the end of this document indicates what information is required. Should a YOT having difficulty submitting via YJAF, they should seek advice from YJB.

This section should also include:

- a description of how any other relevant grants from the YJB are being used for their intended purposes (including Junior Attendance Centres as relevant).
- confirmation of compliance with the minimum staffing requirements set out in the Crime and Disorder Act 1998 (which requires that the YOT has a nominated person from each of the following statutory partners: police service, children's services, national probation service, education and health). Where this cannot be confirmed, the plan should set out the steps being taken to ensure compliance with this requirement.

4. Partnership arrangements

This section should:

- describe the YOT's links to, and relationships with, other key service delivery providers especially those directed at safeguarding children and those directed at protecting people from harm.
- describe other commissioning arrangements that are intended to secure improvements against the relevant national youth justice outcomes. This is particularly important where key service delivery activity is undertaken outside the YOT.

5. Risks to future delivery against the youth justice outcome measures

This section should:

- include proportionate information on emerging or continuing concerns about performance on reoffending outcomes and action plans to reduce risks i.e. where performance is good, measures to sustain performance are sufficient. Where performance is poor, the plan should include the findings of analysis in to why this is the case, including the identification of concerns relating to any specific groups within the cohort, along with actions and timescales by which improvement measures will be put in place.
- highlight emerging or continuing concerns about improvements against First Time Entrants and Custody measures and the actions planned to reduce these risks, with particular reference to reoffending by looked-after children and those being resettled from custody
- describe any planned service reviews, self-assessments, peer reviews or audits that the service intends to undertake, including those related to thematic inspection findings.

While not directly linked to an outcome measure, it is recommended that this section also includes intended actions to respond to the diverse needs of children and young people in contact with your services including any known disproportionality concerns.