

Harrow Youth Offending Partnership

Youth Justice Plan

Shorter Consultation version

2019 – 2020

NB: The full version of this document contains an additional pages of data tables relating to need and performance over the last 12 months of the Youth Offending Partnership upon which the main themes and strategic objectives are built upon and various appendices containing useful but not essential information.

The full version will be published with the council papers on Harrow Council's website for the relevant meetings in July 2019.

For consultation responses please [see the relevant section below](#)

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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.

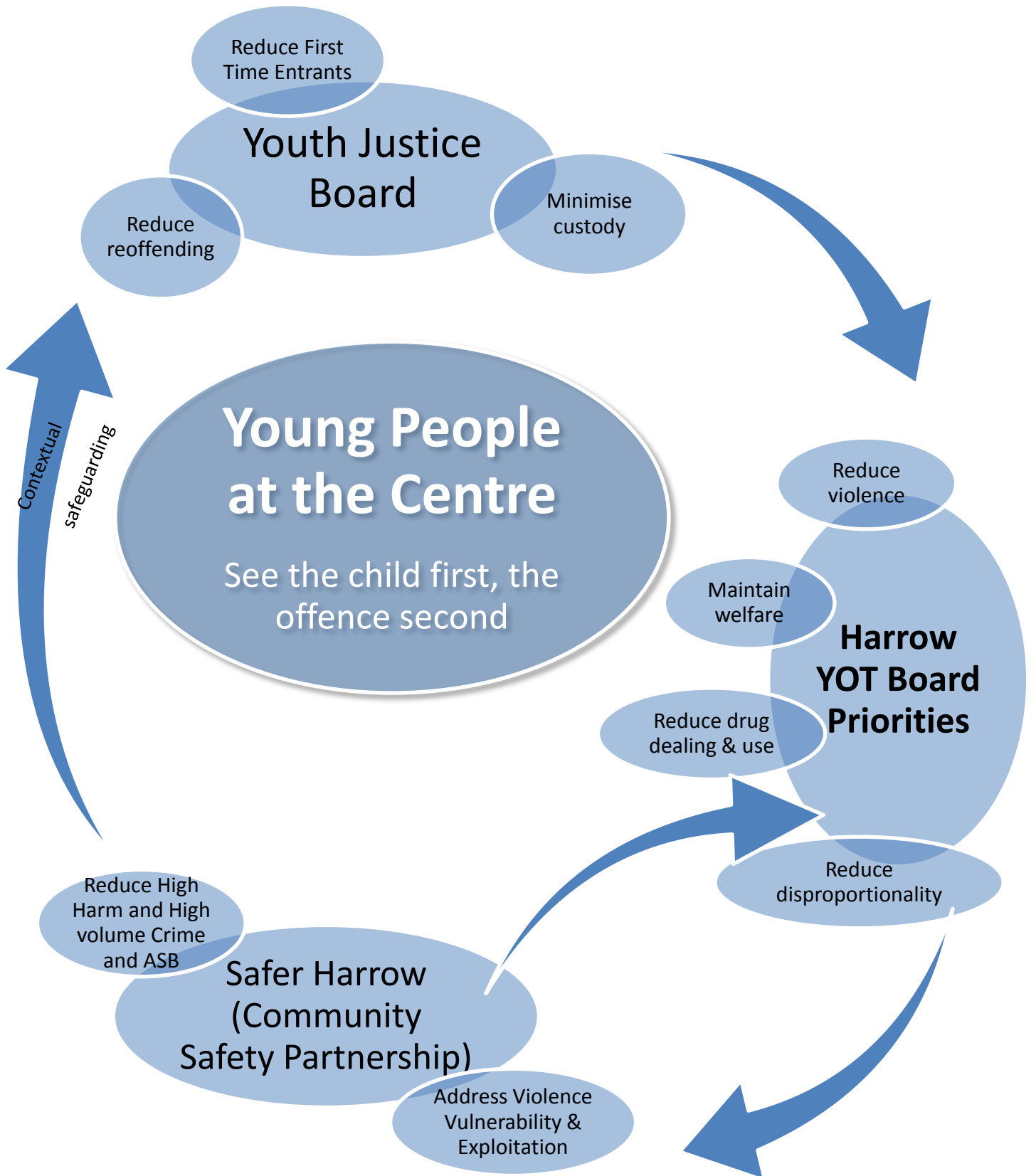
3. Executive Summary

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

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

- a. Addressing vulnerability to becoming involved in serious youth violence and
 - b. Being vulnerable to being exploited and involved in the use, supply and distribution of illegal drugs.
 - c. Known disproportionality of involvement in the criminal justice system
8. Relationships and collaborative working with Children's Services continue to strengthen and build on good arrangements. Consistently, about a third of YOT young people are also known to Children's Services Partners.
 9. The YOT continue to support, develop and promote a range of effective and innovative programmes including "mindfulness and mental toughness", "street doctors", "Goldseal: music production and business enterprise", TallShips collaborative residential course at sea, "no knives better lives" workshops, LEAP employability partnership.
 10. The service continues to build a closer affinity with the voluntary sector including Ignite, Young Harrow Foundation, Cedars Youth & Community Centre.
 11. As a learning organisation Harrow YOT has built from last year's commissioning of an independent audit to enhance practice skills around trauma informed practice, forensic case formulation and restorative approaches.
 12. The YOT's electronic case management system (Capita One) for recording has been continuing to embed. Though there are still some challenges (particularly around "connectivity") the use of the AssetPlus framework is much more embedded and enabling benefits in terms of enabling better identification of risk and vulnerability, ability to demonstrate management oversight.
 13. The YOT Partnership Board continues to be well attended and provides good level of scrutiny, oversight and strategic direction. Board members and YOT practitioners are now engaged in a rolling programme of observing and learning from each other's roles as the team have started to host YOT tour days for all Board members to observe practice for themselves. And all YOT practitioners have or will have attended YOT Boards over the course of the year.
 14. Overall, the caseload for Harrow is quite small. However, the cohort of young people being worked with is increasingly complex. NEET figures are significantly higher for young people beyond statutory school age. 95% of cases assessed resulted in requiring either enhanced (35%) or intensive (59%) active interventions. The overwhelming majority (86%) of the cohort are assessed as being medium-high risk to others and 81% having medium to high welfare vulnerability scores.
 15. There follows a graphic of the YOT plan on a page which is widely distributed and acts as a quick aide memoire for stakeholders and partners to have a quick overview of the strategic aim of Harrow YOT (HYOT).

HYOT Plan on a page



4. Summary of Strategic Objectives

Overarching objectives

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

Youth violence, weapon based crime, vulnerability and exploitation.

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

Drug and alcohol misuse

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

Wellbeing and welfare

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

5. Delivering the strategy

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

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

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

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

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

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

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

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

In developing this shared understanding the council support a range of projects outlined succinctly in the Safer Harrow Community Safety VVE strategy.

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

For quick reference a summary of the key delivery partner/projects include:

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

In terms of theoretical approaches Harrow are also in consideration of how to implement a public health based approach to knife crime in a more meaningful way than just adopting the words. Alongside this there is consideration of a Ripple Effect Community Based Contextual Intervention Approach

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

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

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

6. Appendices

YOT Board Membership

Role and organisation
Corporate Director People's Service. , Harrow Council. Chair
Head of Community and Public Protection, Harrow Council. Deputy Chair
Divisional Director Strategy, Harrow Council
Senior Officers. National Probation Service
CEO Young Harrow Foundation – Voluntary Sector
Head of Business Intelligence, Harrow Council
Service Manager, COMPASS Harrow
Team Manager, YOT, Harrow Council
YOTs Lead. NW BCU Metropolitan Police
Community Safety, Harrow Council
Trustee of Ignite Trust
Service Manager, Brent and Harrow CAMHS (LM)
Head of Youth Offending Team and Early Support Service, Harrow Council
Head of Virtual School – HSIP. Harrow Council
Youth Magistrate and Chair of NW London Youth Panel
Head Teacher The Helix Pupil Referral Unit
Divisional Director, Children & Young People, Harrow Council
Business Intelligence Officer, Harrow Council
Designated Nurse Safeguarding Children Harrow CCG

Issues and partner providers word cloud



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