

Harrow Youth Justice Plan

2022-24 [Updated May-June 2023]



Youth justice plan structure

1.	Introduction, vision and strategy	3
2.	Local context	4
3.	Child First.....	5
4.	Voice of the child	7
5.	Governance, leadership and partnership arrangements.....	8
6.	Board Development.....	10
7.	Progress on previous plan.....	10
8.	Resources and services	12
9.	Performance	14
10.	Priorities	18
11.	Standards for children in the justice system	28
12.	Workforce Development.....	29
13.	Evidence-based practice and innovation.....	29
14.	Service development plan.....	30
15.	Service improvement plan	32
16.	Appendix 1a - The YJ Team	35
17.	Appendix 1b - The relation of Harrow’s Youth Justice Service to the Directorate, the Council and Additional Partnership Boards	36
18.	Appendix 2 - Budget Costs and Contributions 2023/24	37
19.	Appendix 3 – HMIP Improvement Plan	37
20.	Appendix 4 – Consultation.....	46

1. Introduction, vision and strategy

- Harrow endorse the vision of the Youth Justice Board. As such what follows aligns closely with the YJB's own vision statement for 2021-4.
- Harrow's Youth Justice Partnership's vision is for a youth justice system that treats children as children. This vision lies at the heart of who we are and what we stand for as a partnership.
- As adults, we have a moral responsibility to protect children in our society from all harms that might hinder their growth and their ability to realise their potential. If we fail in this responsibility, children will almost inevitably fail to thrive.
- In some cases, they may be drawn towards, coerced, or exploited towards negative influences and behaviours to feel self-worth and value. In such circumstances, contact with the youth justice system, the subsequent impact upon their sense of self, and the stigmatisation that follows will all hinder their ability to constructively move forwards.
- Harrow Youth Justice Partnership want to break this cycle. We want to make sure that wherever possible, children are prevented from having contact with the youth justice system.
- In cases where contact is unavoidable, any interventions that are deployed create constructive opportunities for children to realise their potential. This will benefit both the child as an individual, and society.
- Evidence tells us that this works in preventing offending and reoffending¹. This is our core principle and what we regard as a Child First approach.
- The Harrow Youth Justice Partnership aims to ensure that the whole of the local youth justice sector can respond to children's differing levels of vulnerability and need to ensure less contact occurs with the system.
- Our vision calls for a systemic response to meet this challenge, where the all organisations contributing to the Harrow Youth Justice Partnership operate according to the following Child First approach as follows:
 1. Prioritise the best interests of children, recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
 2. Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
 3. Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers (including "corporate parents") and carried out with respect, kindness, empathy, to help keep children safe, informed and provided with positive opportunities.
 4. Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

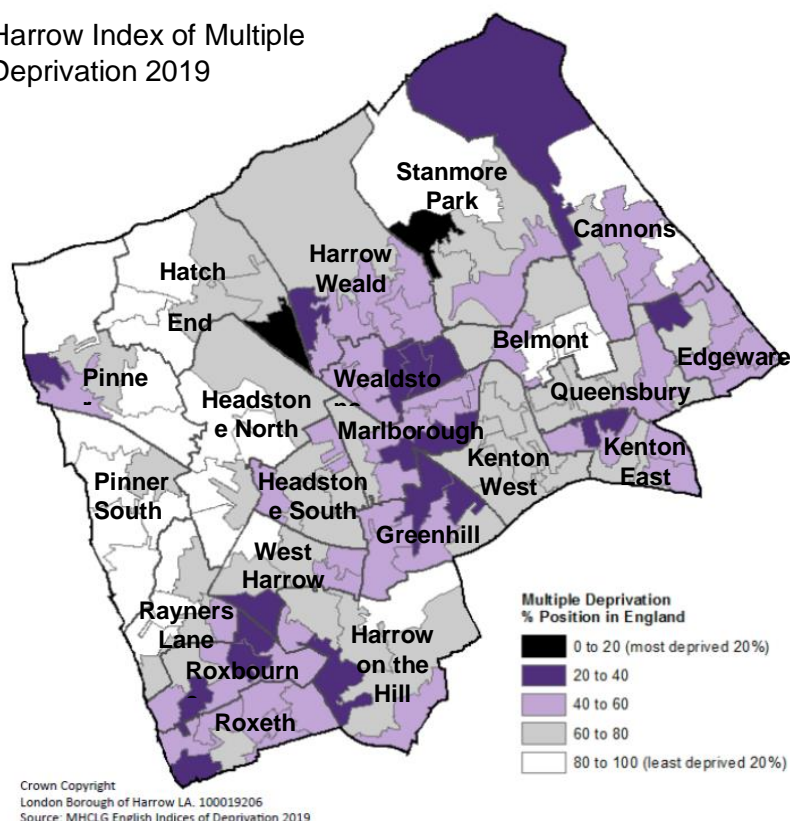
¹ For example, in relation to resettlement from custody, see <http://www.beyondyouthcustody.net/>

2. Local context

1. Borough profiles (including proportionality) (Data from June 2022)

- i. Approximately 59,375 CYP under 18 (24% of population)
- ii. Approximately 6,500 in "deprived" households (IDACI*), focused on Wealdstone, Marlborough, Roxbourne. ***The Income Deprivation Affecting Children Index**
- iii. 12% Primary Free School Meals (FSM), 16% Secondaries FSM
- iv. 84% of all children are from minority ethnic groups: Indian (25%), White British (16%), Other Asian (16%). 90% of school population other than White British
- v. EAL: 64% Primaries, 60% Secondaries
- vi. SEN: 4829 pupils (Jan 2020); including 1202 EHCPs

Harrow Index of Multiple Deprivation 2019



2. Children's Services Profiles

- i. Referrals: 470/10,000; 5% with NFA; 446 go to assessment; 93% complete in 45 days
- ii. 547 Child Protection enquiries, rising (257/10,000)
- iii. 91% of Initial Child Protection (CP) Conference go to a CP Plan (CPP). Almost none on a plan after 24 months
- iv. CPP Numbers: increasing as complexity of cases increases. More Violence Vulnerability Exploitation (VVE) involving Child Criminal Exploitation (CCE) and Child Sexual Exploitation (CSE).
- v. Looked After Children (LAC) decreases have enabled investment in VVE and adolescent safeguarding
- vi. Disproportionality noticed and being addressed in series of plans

3. Child First

See children as children: Prioritise the best interests of children, recognising their particular needs, capacities, rights, and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.

- Harrow have ensured staff are developed in a psychologically informed approach. This has included training in Forensic Case Formulation, Trauma Informed Approaches, Adverse Childhood experiences, identifying strengths by adopting a Strengths Based approach. We are maintaining development of staff, management and leadership. Children receive high quality assessments within the service which consider their needs and their contexts. We work very closely with social work teams to ensure a holistic assessment of the entire family. Screening takes place of all children for emotional and wellbeing issues and staff are trained in identifying needs for Early Support. The Youth Justice Service (YJS) is a part of the Children's Early Help Service so integrated with the universal and targeted Youth Offer.
- Workers are skilled and knowledgeable about child development and developmental milestones and all will seek suitable referral and signposting as required whether about learning style of family need. Where capacity impairments are identified, suitable support will be sought to support these children. As a service we have promoted the idea of a Child First approach. There were challenges from some partner agencies in implementing the Turning Point delayed prosecution model as others did not appear to be Child First oriented. YJS staff were keen to support partners learning in this area which I see as a testament to the approach being embedded in the YJS staff ethos.

Develop pro-social identity for positive child outcomes: Promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.

- Being integrated within the Early Help Service area, the YJS benefits from seamless pathways into Youth Offer provision including positive individual (such as gym work) and group activities (such as youth club, music production, sports) and targeted support such as mental toughness and resilience training programmes and leadership programmes. Early Help staff are trained and supported by the systems in use to identify strengths and work with young people on goals they identify for themselves. We find that consistently, using our impact measures that there is a positive movement in all the young people we work with.
- Children who have additional vulnerabilities, say for example NEET, receive tailored support from our education worker and linked careers guidance service offer. They will also receive swift support from substance harm minimisation services, counselling and access to offers within the voluntary sector (such as the premier league sponsored Chances Programme) which directly offers to work with young people at risk of offending and reoffending.

Collaboration with children: Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers

- From support following arrest, through the processes of support at Court, assessment, intervention and review all our work seeks to actively engage the children and families we work with. With input from some of our children, we have developed child friendly version of our intervention plan which families say is much easier to input to and refer to. We use child and family questionnaires to gauge how much involved they felt during the intervention. We developed mobile telephone links to our simple on line surveys.
- Throughout the process of assessment practice evaluations regularly find high levels of high quality involvements with children. For example understanding the trauma of a UASC's journey to Harrow. This extends into interventions where workers go the extra mile to ensure children are engaged, for example during lockdown even mirroring children on video calls to bake cakes together. Through this high quality relationship based work the team enable trusting relationships to be formed and this leads to high quality assessments and intervention plans.
- Practice evaluation and systemic review has identified that as a service we need to extend this collaborative approach into the review process more consistently and this is an action on our improvement planning. Nevertheless, overall we provide a highly tailored and high quality participative service to the children and young people we work with.

Promote diversion: Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

- In addition to our Youth Justice, Liaison and Diversion worker who is embedded within the team (although has recently moved to another role so we are recruiting again) we also benefit from having an integrated Youth Justice and Youth Offer management structure and delivery service. Children, within the service automatically benefit from an introduction to our Youth Offer and certainly at the formal end of an intervention are usually signposted over to the universal or targeted Youth Support Offer.
- Harrow took part in the deferred prosecution Pilot known as Turning Point which enabled children who did not want to admit guilt to still be eligible for non-prosecution route. Preliminary findings from the research team which includes oversight from the University of Cambridge have showed significant decreases in rearrest and charging rates. The success is also having a positive impact on over-represented cohorts of children (particularly young Black adolescent males). Language issues aside these results show immensely positive outcomes for young people made possible by the courageous leadership within the partnership.
- Harrow have employed a specialist Intensive Youth Support Officer
- Harrow are in the process of recruiting to Project Engage (Youth Work within Custody) and the Turnaround Programme (ongoing Youth Work to Young People at risk of involvement with the Criminal Justice System).
- We have also taken steps to ensure all street issued RJ are also referred to us by police so that additional early support can be offered to these children and their families.

4. Voice of the child

- The Youth Justice Service in Harrow work in close partnership to gather the views of children and their families. Throughout the process of assessment and intervention planning, the views of children we are working with is central to the work. Staff are skilled in developing rapport with children and maintaining a reliable trusting professional relationship with the children and families they work with. They gather the views of family members using the self-questionnaires within the asset and as part of building family friendly intervention plans and via inclusion in reviews. The family Friendly "My Plan" was developed by practitioners in consultation with their children.
- In 2021, we also launched our first mobile phone based survey using the government "Notify" service which enabled us to send a link direct to young people's (and carers) mobile phones for them to give more detailed views about the quality of service they had received, how they had received it and what we could build on and do better as a service. The result of this were around a 14% return and showed us that some of the delivery methods we had developed throughout lockdown (such as communicating about appointments by text message) were valued highly and so we can continue this, whereas for most young people they found virtual meetings difficult so we have taken a default position of ensuring meetings are always in person unless there are specific reasons to make them virtual. We also learnt that our capacity for delivering on line meetings with parents and professionals (especially distant) has been significantly developed over the last 2 years and it is now very easy for us to arrange virtual meetings at short notice.
- As a final result of our first survey we have now implemented a much briefer online survey which is issued to mobile phone numbers of young people at the end of their intervention. We began this at the beginning of 2022 (financial year). Results were lower than hoped so we have amended the methodology to combine with the very highly completed self assessment questionnaires completed as part of the asset plus process.
- Our performance management information is being developed to include a thematic analysis of issues arising from children in their daily interactions with practitioners.
- We have also proposed a new sub group to our main partnership board specifically to look at developing more participation by young people in strategic developments. We are considering establishing options for more engagement with the Board including a Young People's Board and / or a young people's representative (most likely from our well established Harrow Youth Parliament [HYP]). HYP also are facilitated within the same directorate as the Youth Justice Service and they have direct access to the Head of Service / Assistant Director who regularly attends and briefs them on YJ matters and issues.

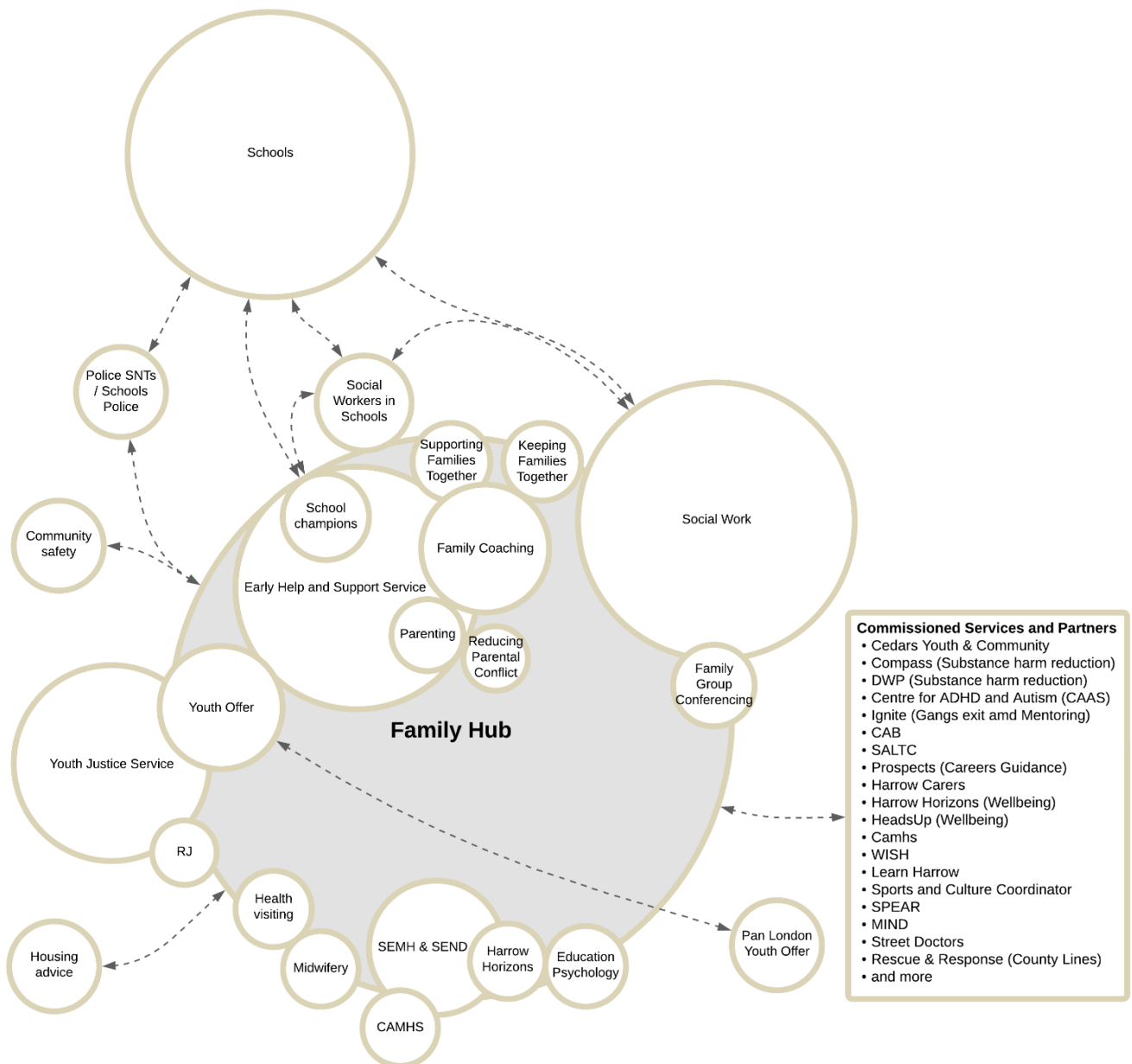
5. Governance, leadership and partnership arrangements

- Appendix 1a and b shows the structure charts of
 - a) The YJ Team and YJ Team Data Table
 - b) The relation of the YJ Service to the Directorate, the Council and Wider Partnership Boards (including Community Safety Partnership and Children’s Safeguarding Boards)
- Appendix 1c shows the membership of the Local Youth Justice Partnership Management Board
- The Harrow Youth Justice Partnership Board meets quarterly and is chaired by the Director of Children’s Services (DCS) in the Harrow People Directorate.
- The Board carry out effective scrutiny of practice and effectiveness and take an active role in the process of continual assessment for improvement strategically. Performance Data is considered at each meeting and any risks and issues receive suitable scrutiny, unblocking and direction.
- All required statutory and an excellent range of non-statutory agencies are represented enabling outstanding partnership and networking opportunities
- Board members and YJ Team members take advantage of observing each other’s work and shadowing opportunities
- Widespread political support championed by portfolio holder for Children – who presents the annual plan to Scrutiny and Cabinet committee
- Reports up to the Harrow Community Safety Partnership – “Safer Harrow” which is chaired by portfolio holder for public safety. Strategic intentions are aligned as described on the following graphical representation of the Harrow YJ Service “Plan on a page”



- In the Spring and Summer of 2021 following the revised guidance from YJB issued in April 2021 about the role of Partnership Management Boards the Management Board undertook a deep review of its Terms of reference, membership and resources. As this work was completing, we were also notified of an HMIP inspection. The results therefore of our own scrutiny have been incorporated within our improvement plan.
- As well as all statutory partners within the team (see Appendix 2b) there are a suitable range of partnership arrangements with external partner providers. These include but are not limited to: Health Services, substance harm minimisation and cessation services, mental health and emotional wellbeing support services, youth advisory and careers guidance services, mindfulness resources, parenting groups and of course social care.
- With the Assistant Director responsible for Youth Justice Service being a part of the Children’s Directorate Senior Leadership Team and also responsible for the Early Help service, the development of Family Hubs which is being implemented in Harrow integrates fully with the Youth Justice Service. All of the services shown below already exist and pathways between them. The development of a “Hub” approach will bring in enhanced integration and provision pathways.

Harrow Family Hub - Universe Model [in development]



- Commissioned Services and Partners**
- Cedars Youth & Community
 - Compass (Substance harm reduction)
 - DWP (Substance harm reduction)
 - Centre for ADHD and Autism (CAAS)
 - Ignite (Gangs exit and Mentoring)
 - CAB
 - SALT
 - Prospects (Careers Guidance)
 - Harrow Carers
 - Harrow Horizons (Wellbeing)
 - HeadsUp (Wellbeing)
 - Camhs
 - WISH
 - Learn Harrow
 - Sports and Culture Coordinator
 - SPEAR
 - MIND
 - Street Doctors
 - Rescue & Response (County Lines)
 - and more

6. Board Development

- I would refer you to paragraphs above under heading 15.1 regarding **Improvements to the Board** at page 32

7. Progress on previous plan

The plan we submitted for 2022-24 included 6 key strands:

- a) Service developments
- b) Benefits definitions
- c) Workforce development
- d) Partnership improvements
- e) Organisational supports/improvements
- f) YJB influence and support

Over the last 12 months we have:

- a)
 - Improved the integration of the YJ Service into the wider work of Early Support
 - Undertaken surveys of views with our children
 - Fully implemented our family friendly version of the intervention plan
 - Continued to work closely with partners within the council and related partner organisations including with Social Work, Police and community safety team (which includes the serious violence prevention coordinator)
- b) and c)
 - Further defined a set of quality interventions to work with any young person. We are still developing this "library"
 - Continued to offer bespoke and standard training and development opportunities to staff so they can gain subject specific knowledge and develop generic skills and experience in providing beneficial work with young people. This has included increased awareness about on-line safety and grooming and we are looking to build on our Case Formulation Training by offering support for motivational interviewing in greater depth and for Formulating intervention plans and within review processes.
 - Across the council there has been a commissioning of training for coaching and in recent months a number of coaches are now available to all members of staff and staff can request these sessions. We are hoping to see take up of this offer within the staff team over the next 12 months.
- d)
 - The strong partnerships have been maintained and many service providers already commissioned by YJS or working by cooperative agreement with us have been extended. This includes, MIND who run mindfulness sessions for our YP, Cedars Youth and Community Centre who offer a

Premier league funded programme called "Chances" to young people at risk of offending or reoffending, Street Doctors who provide sessions for young people around life-saving emergency first aid techniques based on peer associations. We have developed new partnerships with SPEAR who deliver employability improvements to young people through providing opportunities for acquiring foundational skills and facilitating work placements and apprenticeship opportunities. The directorate was successful in implementing a Social Work in School programme which links up with Early Support Champions in schools and other school based supports thus providing a more preventative and proactive approach for resolving predisposing and precipitating factors earlier.

- Several new partnerships were created with organisations and bodies offering opportunities and volunteers for working on our reparations projects. These include an urban farm providing experiences for people with special educational needs, community art installation projects. Local radio opportunities and working with elected officials to explain the life experiences of being stopped, searched and arrested. This restorative approach to reparation works has made a big impact on many of the young people and community members and representatives who have taken part. Some of the plans for developing further projects are still being progressed.

e)

- Organisationally, a review has been undertaken of the effectiveness of the Board's representation and engagement. As a result there has been a refresh of the Terms of reference and membership to ensure consistent representation at a suitable level.
- We have initiated 3 sub groups
 - Disproportionality
 - Early Intervention and Prevention
 - Representation (voice of the child)
- We have also agreed to carry out a Self Evaluation against National Standards in the year 2023-24

8. Resources and services

The table below shows the income and expenditure of the Harrow YJS for 2022-23

INCOME	Youth Justice Board	Local Authority	Police	Probation	Health	Total
Cash	£257,636	£801,387		£5,000		£1,064,023
In-kind			£100,134	£31,709	£33,272	£165,115
Total income	£257,636	£801,387	£100,134	£36,709	£33,272	£1,229,138

EXPENDITURE	Youth Justice Board	Local Authority	Police	Probation	Health	Total
Salaries	£219,394	£686,692	£100,134	£31,709	£33,272	£1,071,201
Activity costs	£6,031	£13,877		£5,000		£24,908
Accommodation	£0	£0				£0
Overheads	£32,211	£100,818				£133,029
Equipment	£0	£0				£0
Total expenditure	£257,636	£801,387	£100,134	£36,709	£33,272	£1,229,138

We use our grant, partner contributions and available resources to deliver the services described above including:

- A core offer to young people within the criminal justice system in terms of support at Court, a holistic and strengths based high quality assessment to produce reports to help Court's determine most suitable sentences
- An effective intervention service involving young people and their families from the start and throughout to create meaningful intervention plans and support their personal development and progress against the agreed targets within the plan.
- An holistic offer of tailored support to address predisposing, precipitating, perpetuating and protective factors with regards to offending and re-offending behaviours. The offer extends to a psychologically informed understanding which is shared with the young person. This will lead to plans for tailored packages of support and referrals to suitable agencies with which we have agreements and commissioning arrangements with (and are quality assured as a result).
- Within house we have range to a high degree of multi-professional inputs including, education specialists, mental health specialists, substance misuse specialists. And we have access to a vast range of support services within the council and across the wider partnership as has been described and displayed diagrammatically above with reference to the Family Hub universe.

We believe this high quality relation based approach which builds trusting professional relationships and attempts to understand and share this insight with the young person, their family and the network of professionals they work with leads to good results for the young person and local community. Our data shows that overall the numbers of children coming into contact with the Youth Justice service is decreasing as is our rate of reoffending (young people committing reoffences – though number of reoffences per young person less so) and children within custody. Remand bed days however, have seen a significant increase in Harrow mainly due to a small number of highly complex and serious incident trials being delayed over the period of the pandemic. In a minority of cases, young people were remanded for almost 6 months (including for murder, attempted murder and assault with intent to cause serious harm). The direction of travel has been consistent in Harrow for the last 5 years that the children we are working with though they are fewer in number overall are coming to notice for more serious crimes and with more complex backgrounds requiring more intensive support to bring about a positive impact on desistance. The majority of our cases are also open to Social Work teams as well.

Although overall numbers are down there is still a high proportion of children who are subject to Out of Court Disposals. As a result we have invested in ensuring all practitioners can work with this cohort. This has resulted in decision to carry out full AssetPlus assessments with this cohort BEFORE OOC decision panels. This has led to improved services and decision making for this group of children and if they subsequently require additional interventions there is an even more sound foundation for assessment.

We have also created an Intensive Youth Support Officer [IYSO][within the YJ Service. Though primarily a youth work role, this officer is skilled and trained to work with YJS clients and is a fully embedded member of the team. This post enables early intervention and diversion opportunities for children who have been arrested and released under investigation of bailed to return but without any involvement with the YJS. Now all street RJ or Community Resolutions are shared with the YJ team via the embedded police officers and we offer support in all cases to relevant young people. Having already been in discussion with local Custody Command units locally to embed our IYSO within custody suited to reach people while they are within that “teachable moment” of being under arrest and a captive audience within a custody suite we are now taking advantage of the resources available under Project Engage to provide this in a structured way alongside our BCU neighbours. We are looking to improve our offer within 2022/23 by ensuring this role becomes embedded and continuing to provide high quality and quality assured services which meet the individual needs of the children we work with.

As last year, the YJS do not have the same level of access as they had pre-pandemic to secure interview rooms with adjacent office space. This has remained a concern for staff, However, Harrow have opened a new state of the art office space for collaborative or individual back office work The YJ team are also using the Youth centre and other family centres as their main base and carrying out most office based face to face with children work on a designated day. This has been a challenge on the morale of staff however, they have on the whole made good use of the opportunity of having sessions within a youth centre. Some young people have commented on the benefits too but some parents of children using the Youth Offer have been concerned about the influence of YJ clients within a universal setting.

9. Performance

9.1. New national key performance indicators

From 23/24 the YJB have introduced a set of 10 new KPI's. The first return will cover April to June (Q1) and will be due for submission at the end of July 23.

The rationale for the new indicators is to improve the understanding of how YJ partnerships are responding to the changes in context such as the move towards multi agency /partnership models of working and increased complexities of the caseload. Also, to reflect the areas that are strategically important in delivering effective services and outcomes for children.

Much of this data collection will require some manual data extraction as reports and data recording processes do not already exist in our YJS data management system (Capita). The YJ performance analyst has been working on the data to ensure it can be collected and that any processes are put in place to make the data collection easier in future.

We are expecting our Information management system provider, Capita, to make changes to the system to accommodate the new data recording requirements. However, we do not yet have a date for this change.

See below for the national indicators and progress/issues that may be faced in collecting the data.

Indicator	Input required from partner agencies.	Process, progress and issues
1. Suitable Accommodation	Information to be gathered internally. With support of YJ case managers.	The system is not currently set up to record the accommodation status. YJ Management system provider to make changes to the system in the future. No date has been given yet. In the meantime this data will be collected by going through each of the cases with the practitioners at monthly data days. Risk: Manual and time consuming task. Relies on case managers being available to discuss the data.
2. Education Training and employment (ETE)	Information to be gathered internally. With support of YJ Education Worker.	Data collection process has been discussed and agreed with the education worker. Data to be shared / collected monthly with education worker. No issues expected in collecting this data
3. Special Educational Needs	Information to be gathered internally. Data available through YJ information system.	This data is available through the YJ information management system as it links to the SEN system Capita One. Manual checks will be required, however other than the time pressures no issues expected in collecting this data. Collected monthly.
4. Mental Health and Emotional Wellbeing	Initial list to be gathered internally. Then sent to CAMHS and YJLD workers for their input.	Input from specialist services required. The list of cases eligible to be included in the return will be sent to the YJLD and CAMHS workers to confirm if they have had a mental health assessment / intervention

		<p>This is required because this information is not easily extractable from our YJ information management system.</p> <p>We have met with both CAMHS and YJLD worker to confirm the process.</p> <p>Data to be shared / collected monthly</p>
5. Substance Misuse	Initial list to be gathered internally. Then sent to Compass for their input.	<p>Input from specialist services required. The list of cases eligible to be included in the return will be sent to Compass to confirm if they have had a substance misuse assessment / intervention</p> <p>This is required because this information is not easily extractable from our YJ information management system.</p> <p>We have met with compass to confirm the process.</p> <p>Data to be shared / collected monthly</p>
6. Out Of Court Disposals	Information to be gathered internally by Performance Analyst	<p>All data is readily available from the YJ system and easy to extract. No issues identified.</p> <p>Collected monthly.</p>
7. Wider Services	Information to be gathered internally by Performance Analyst. Cross referencing with MOSAIC data and early support data. Input required from early support analyst.	<p>The list of cases eligible to be included in the return will be taken from the YJ system. This list will then be cross referenced with children's service data for LAC/CIN/ CPP data.</p> <p>Data will also be passed to early support analyst to cross check against early support service.</p> <p>Data to be shared / collected monthly</p>
8. Management Board Attendance	Information to be taken from management board minutes.	<p>Required attendance list discussed with management board. Any gaps in representation have been discussed and changes suggested.</p> <p>Agreed to use the attendance from the latest Board.</p> <p>Collected quarterly</p>
9. Serious Violence	Data collected through YJMIS return. Form will only need submitting if YJMIS is unable to be submitted.	<p>If the data cannot be collected by the YJB from the YJMIS returns, all data is readily available from the YJ system and easy to extract. No issues identified.</p>
<ul style="list-style-type: none"> Victims 	Information to be gathered internally. With support of Victim Worker.	<p>Met and discussed the process with the Victim Worker.</p> <p>No issues expected in collecting this data</p> <p>Data to be shared / collected monthly</p>

9.2. Existing national key performance indicators

■ Binary reoffending rate

% Re-offending within 12 months (Jan 21 - Mar 21) – 22.2%.

Actual number of Re-offenders (Jan 21 - Mar 21) – 4 re-offender from a cohort of 18

Harrow's current figure (Jan 21 - Mar 22) is 22.2%, 4 re-offenders from a cohort of 18. This compares to 60.9% for the same period last year (Jan 20 - Mar 20) and is a decrease of 38.6%. Harrows current figure is lower than comparator YOT's (27.4%), national figure (31%) and the London figure (31.8%).

■ Frequency of reoffending

Reoffences per reoffender (Jan 21 - Mar 21) – 5.

On average the re-offenders are responsible for 5 re-offences each which is slightly higher than family average of 3.46. This shows that we have less re-offenders but committing a higher number of re-offences, suggesting a smaller but more intensive caseload.

■ First time entrants

Rate per 100,000 population (Oct 21-Sep 22) – 119.

Actual number of First Time Entrants (Oct 21-Sep 22) – 31

The YOT family comparator data for the last few years shows a decline in the number of first time entrants to the youth justice system. This is a trend which is also reflected nationally.

The current period for Harrow (Oct 21 - Sep 22) shows a Decrease of 39.8% on the same period in the previous year (Oct 20 - Sep 21). The current rate per 100,000 population is 119 compared to 197 for the same period last year. Harrows current rate is lower than the YOT family average of 147. The last 2 quarters have seen Harrow fall below the YOT family average for the first time in 18 months. Harrow is also at its lowest first time entrants rate for the past 3-4 years.

■ Use of custody

Rate per 1,000 population (Jan 22 - Dec 22) – 0.19

Actual number entering custody (Jan 22 - Dec 22) – 5

Over the past 3 years, Harrow's actual numbers in custody have been varied from between 2 and 11 in any 12 month rolling period. The current quarters (Jan 22 - Dec 22) figure of 5 is the same as the same period last year (Jan 21- Dec 21).

The custody rate per 1,000 population indicator allows for a better comparison between YOT's performance.

Overall, Harrow's current position of 0.19 (Jan 22 - Dec 22) is slightly lower than the previous years figure of 0.20 (Jan 21 - Dec 21). Harrows current rate is higher than YOT family comparators (0.11), London (0.15) and National (0.11). Even though the actual custody numbers are the same (5) the rate is slightly lower due to an overall increase in population numbers.

9.3. Local performance indicators

- During 2022/23 there were 91 new interventions starting that were either Out of court disposals (triage and community resolutions) or court orders. 33 (36%) of cases were out of court disposals (OOC), 36 (40%) were first time entrants and 22 (24%) were young people who had previously offended and been involved with the youth justice service. Overall numbers receiving these types of outcomes had been reducing over the last couple of years but numbers have remained stable in

22/23 with a very slight increase of 3 on the previous year. OOC cases have increased from 27 last year to 33 this year, and they make up a slightly larger proportion of the caseload 36% compared to 31% in the previous year. The biggest difference is in the breakdown of first time entrants and re-offenders. Last year had seen a reduction in first time entrants but this has increased again in 22/23 with 40% (36) of the caseload compared to 32% (28) for the previous year. The actual number of those in the re-offending group has decreased in 2022/23, from 33 in the previous year to 22 in the current year. Proportionately re-offenders make up 24% of the caseload compared to 38% in the previous year. This is proportionately the lowest it has been for the past few years and despite an increase in the previous year, numbers of re-offenders have reduced.

Month	2020/21 Total	2021/22 Total	Q1	Q2	Q3	Q4	2022/23 Total
Number of new interventions starting	100	88	22	30	27	12	91
Number of OOC. (Inc Triage and community resolutions)	32	27	6	15	10	2	33
% OOC	32%	31%	27%	50%	37%	17%	36%
Number that are FTE's (in YCC's)	41	28	10	11	8	7	36
% That are FTE's	41%	32%	45%	37%	30%	58%	40%
Number that are re-offenders	27	33	6	4	9	3	22
% That are re-offenders	27%	38%	27%	13%	33%	25%	24%

10. Priorities

10.1. Over-represented children

Harrow YJS have implemented an approach to addressing disproportionality which we call the 3 pronged approach which is described in the following presentation slide

The Task

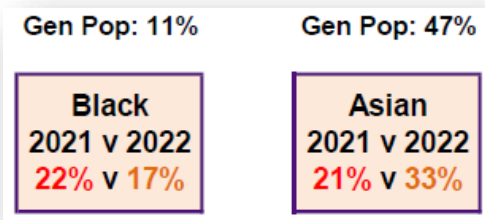
1. Equip disproportionally affected individuals with skills for life.
 - Rights, respect, leadership, education, entrepreneurship, developing talents
2. Develop competencies of the workforce across the Youth (Criminal) Justice partnership
 - Cultural competence, Unconscious bias, good lives model, trauma (including race trauma) informed approaches, psychologically informed practice
3. Identify and challenge wider structures, systems, cultural vestiges and legacy colonial racism to move towards a more inclusive anti-racist norm
 - Colour aware (not colour blind), positive action, workforce analysis, inclusion of Black YP in system re-designs

As a result of this we have delivered a number of actions

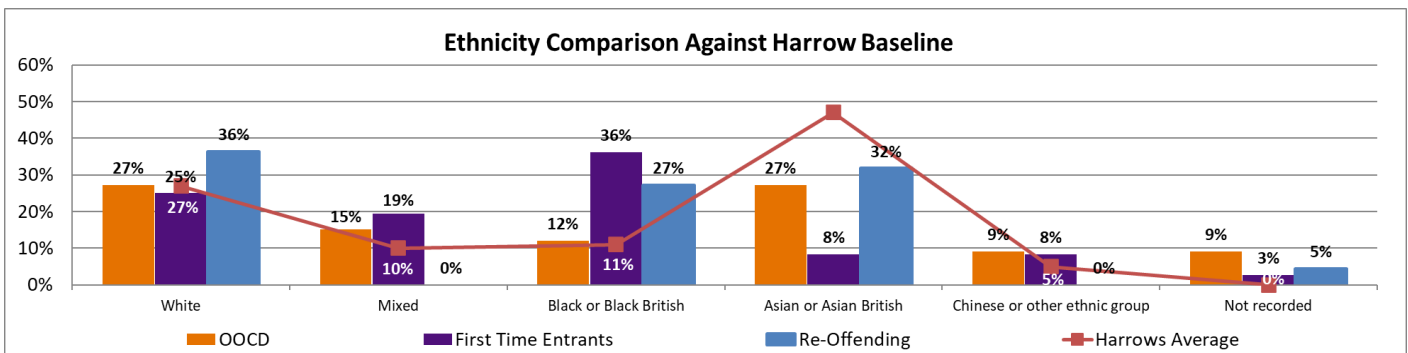
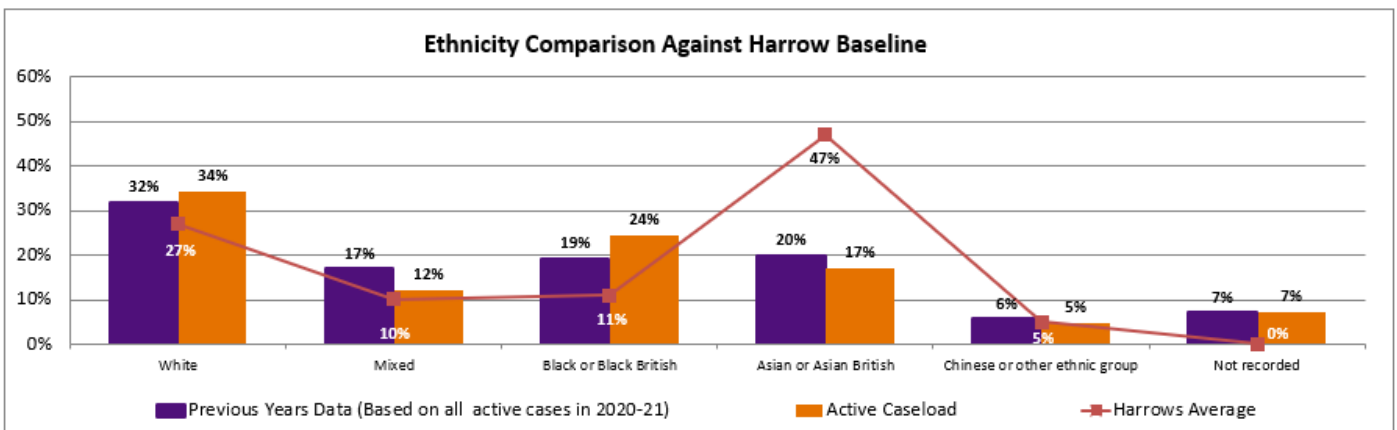
Actions

Individuals	Workforce	Culture
Empire to inspire - leadership programme	Psychologically informed development framework	Harrow's own Race Report (Patrick Vernon - OBE)
Excluded pupils of BCH retrospective	Case Formulation Approach	BLM Steering Group and Council Priority
Turning point	Trauma Informed Approaches	Performance framework review
Mental toughness programme	Restorative Approaches	Met Police Wide Scrutiny Panels
Good lives (motivational) and strengths based interventions	Good Lives Model	Engage with wider regional based programmes eg W & G London
Education Psychology Partnership	Unconscious bias and cultural competence	Engage with YJB and YOTAD Network National Programmes
SALT / CAMHS / Specialist Custody / EET / PAYP / and more...	Offer to partners...	...

The Board consider the disproportionality data at each meeting. Below, I again attach an extract from the year end data pack. Though this does show that the over-representation of Black cohorts and under-representation of Asian cohorts does persist, we have identified that this disproportionality has reduced



2. Demographics. Ethnicity, Age, Gender.



We still have a long way to go to address disproportionality in Harrow as is common with many other areas within London.

Our **next step** is to receive data from our partner organisations at a Board level to ascertain what impact we have made locally by taking this approach. We will also bring in a new level of timescale comparative reporting of a number of key indicators including:

- Rate of interventions
- Disposal Types (CR, Triage, Cautions, YCC, Court Disposals, Custody, Lengths of Orders)

- Remands²
- Arrests / Stop and Search / RUI / CBOs

This will provide an even higher degree of transparency and accountability.

The YJ Partnership has started to receive the Arrest / RUI / SuS and CBO data but bringing this formally into the board will happen from Q3 in 2022-23.

As a service and indeed an authority, Harrow is committed to improving the life chances cohorts of children who have been historically disadvantaged and we believe our approach to work with our children, our staff, our partner agencies and our communities is making a difference but that this is a strategy which must be employed consistently for generations to come.

10.2. Prevention

- I have described above how the Harrow Youth Justice Service sits within a wider system of Early Help and Family Hub universal provision. Within the existing arrangements, there is already close collaboration on work and information sharing between YJS and Children's Social Care (CSC) and Community Safety (Com Safe) and the Police. Every day there is an information and intelligence sharing briefing where reports of significant arrests and incidents are shared in this briefing session. Children who are missing or at risk or have indicators of being at risk of being vulnerable to criminal exploitation are considered. Essentially this is like a mini strategy discussion held every day on children at risk of coming into the criminal justice system.
- Children already allocated to a partnership key professional the information is shared with so it can be taken account of. Children who are not allocated already will likely be considered for Early Help. The pathway for this is for a screening by our Early Help worker within the MASH team who may be able to provide immediate information, advice and guidance or else signpost to our internal Youth Offer or Early Support service, and if more suitable will broker a referral to a suitable partner operated Early Help service.
- This bridges the need for children who are identified as being vulnerable but cannot be supported by a statutory YOT intervention.
- For children who are already known to the Youth Justice System, they are introduced to our Youth Offer either during the period of their statutory intervention with us or in all cases, as they are existing. They will then be eligible to receive support from skilled youth workers to engage in positive activities and be helped with information, advice, guidance and navigation of the support pathways they may need to access additional support services.

² Also see the

Remand Table on page 25

Remand Table

Remand Table

Remand Tablebelow

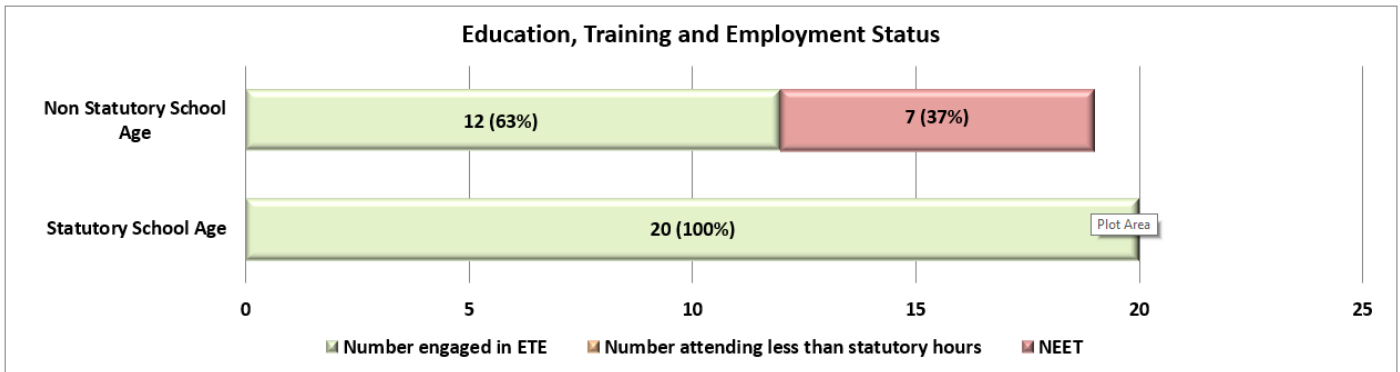
- Harrow are in the mobilisation phases of key regional and national projects and programmes including Project Engage (Youth Work within Custody Suites) and Turnaround (Youth Work follow up with Young People at risk of involvement in the criminal justice system)

10.3. Diversion

- Ending in April 2022, Harrow actively took part in a London based deferred prosecution model (Turning Point) pilot with our partner boroughs comprising the tri-partite North West Borough Command Unit.
- Although primarily focused on reducing disproportionality this scheme benefited children by enabling them to accept a contract of work as an alternative to certain charging with an offence. Eligibility for the scheme was that the CPS were more than 50% certain of achieving a successful prosecution and that it may not be in the public interest to proceed with such prosecution. Crucially, the child does not have to admit guilt, only to accept the condition of the contract which would typically involve attending an assessment session and then undertaking a number of learning and reparation sessions. The results are still being evaluated by the University of Cambridge, early findings indicate this was a significant success as children going through the process have mainly not come back to arrest or charge. The rate of re-arrest/charge is statistically significant and is shown to be a direct result of intervention.
- Our Triage programme works well with children who have been arrested and referred to us. We carry out a full assessment with these children where families consent to this to provide intensive Early Help aimed at preventing further touchpoints with the criminal justice system.
- Harrow also have taken steps to ensure that all police issued / street RJ / instances of Community resolutions are reported via YOT police into the YJS. There, the family is offered support by the out of court workers and Youth Offer workers. We have created and recruited to a specific role which bridges our Early Help Youth Offer and our Statutory YJS. We are currently mobilising our project of working with local custody suites to provide early help and information advice and guidance to young people arrested who may subsequently be released under investigation or under bail but under no duty to engage with the local YJS.
- As is common with many boroughs we benefit from a liaison and diversion resource serving those young people who have been arrested and detained in custody. Screening for SEN and mental health issues takes place and may mitigate formal criminal justice responses as well as enable Early signposting and help to relevant mental health resources. Our main postholder has recently left the post and it is being covered virtually while recruitment is actively underway – we are currently just awaiting vetting completion.

10.4. Education

- Our data for 2022-23 is within our year end data pack. I attach a relevant extract below



Statutory School Age	Q4 Previous year		Q1		Q2		Q3		Q4		Average for Year	
Total actively engaged (25hr +)	15	100%	19	100%	16	100%	11	100%	20	100%	66	100%
Total engaged less than statutory hours	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total not engaged (NEET)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Number at Statutory School Age	15	-	19	-	16	-	11	-	20	-	66	-

Above Statutory School Age	Q4 Previous year		Q1		Q2		Q3		Q4		Average for year	
Total actively engaged (16hr +)	18	64%	23	88%	12	63%	12	63%	12	63%	59	71%
Total engaged less than statutory hours	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total not engaged (NEET)	10	36%	3	12%	7	37%	7	37%	7	37%	24	29%
Number at Non Statutory School Age	28	-	26	-	19	-	19	-	19	-	83	-

Statutory School Age - A snapshot of the live caseload at the end of March 2023 shows that 100% (20) of young people at statutory school age are involved in 25hrs + of education and 0% (0) are attending for less than statutory hours.

Non statutory School Age - A snapshot of the live caseload at the end of March 2023 shows that 63% (12) of those above statutory school age are involved in 16hrs + of education training and employment and 37% (7 individuals) are NEET.

10.5. Restorative justice and victims

- There is strong support for victims and RJ in Harrow through the dedicated separate team which sits within the service.
- The suitability of all cases is considered for work to achieve a level of restorative justice. Our pathway includes a consideration of the parties views and where there is agreement an active RJ outcome will be pursued. Where there is no recognition of harm caused work will be undertaken to bring about mutual understanding of other's points of view.
- Reparations may include direct contact (taking victims wishes and feelings into account). Ideally we aim for an RJ conference which requires a significant amount of preparation.
- We have established a wide variety of positive reparation programmes aimed at

- developing the life skills and practical skills that young people can use in their lives going forward and inform their Education / training / employment choices
- having a therapeutic effect for those experiencing mental health issues in their lives
- giving back to the community / those harmed
- The programmes include:
 - **Heathrow Special Needs Centre (farm – out of borough)**
 - Working with animals e.g., grooming animals, cleanings stalls, gardening, fencing
 - Research evidences that working with animals helps young people who are suffering from trauma/mental health benefits
 - **The RoundTable (evening online project)**
 - This involves local Councilors, young people and Harrow Youth Justice Service management/team in discussions of issues affecting them as young people
 - To date, we have had successful events where young people had the opportunity to share their thoughts/personal experiences of what they thought about stop and searches
 - This is a creative means that young people can use as a platform to have their voices heard, empower them, to contribute to change/impact/make a difference in a supportive environment
 - Each month theme topics change, the next event is what do young people think about carrying knives
 - **St Luke's Hospice Charity Store**
 - This project was set up for young people whose offence is retail related e.g. shoplifting
 - This project involves sorting through donations, labelling/tagging garments, stocking racks/shelves
 - Originally to cover one store for reparation, agreed that we would be covering reparation projects for 8 stores across the Harrow borough
 - **Radio Harrow (only to be run during school holidays)**
 - The aim of this project is for young people to assist in the community radio for Harrow, and young people would assist in: Radio presentation and interviews, Voice techniques, Studio and sound production
 - **Several other projects are in development** including: A graffiti Art project, climate change projects and supporting the NHS blood drives
- We also have a permanent officer who works with victims alongside the RJ team and also links in with the Victim Support service.

10.6. Serious violence and exploitation

Harrow Community Safety Partnership (known locally as Safer Harrow) are the overarching governance body for considering high harm and high volume crime in Harrow. The Youth Justice Partnership Board report into the Safer Harrow Board which is chaired by the portfolio holder for community Safety. This relationship is shown in the diagram on Appendix 1b - The relation of Harrow's Youth Justice Service to the Directorate, the Council and Additional Partnership Boards.

The borough's Community Safety Strategy is managed via the Safer Harrow Board. The delivery plan for this strategy includes consideration of serious violence and exploitation and the Youth Justice Partnership are a key vehicle for feeding into this strategy.

Additionally, within Children's Social Care there is an Adolescent Safety and Development Team (previously known as Violence, Vulnerability and Exploitation multi agency Team) which sits within Social Work management structures but engages in the daily meetings I described above which shares near real time intelligence briefings about significant incidents.

Within the wider safeguarding partnership the Schools also organise an all schools briefing meeting called the Significant Incidents Group (SIG).

Additionally at operational levels there is a Multi-Agency Child Exploitation (MACE) Panel and within the YJS there is a Safety, Wellbeing and Risk Management (SWARM) panel for the multi-agency consideration of higher risk cases.

Together with the Safer Harrow, Safeguarding Board, SIG, VVE team and YJ team, MACE, SWARM and the Violence Reduction Coordinator post (which is a post within Community Safety Team) there is a significant and coordinated approach to identifying, mapping and responding to serious violence and the vulnerability to exploitation including criminal and sexual exploitation on the borough. As a Borough partnership, the Community Safety Board is leading on the development of our Serious Violence Duty Action Plan.

Social Care direct referrals to the National Referral Mechanism and we have had successful final outcome findings which some of which have been used as part of statutory defences for supply related charges in some cases. We also are part of a North London arrangement for supporting children at risk of involvement in County Lines. Services available via this partnership including St Giles Mentoring Service and Gangs Exit Services. There are also counselling services specifically for women and girls.

We also have an active strategy for countering Violence Against Women and Girls (VAWG) and there is more detail on this in the slides below.

Our partners provide us with maps of violent incidents and we analyse these to target any potential outreach Youth work as well as working with statutory agencies to address organised crime and gang activity. The following slides all were produced for our new member briefings in June 2022.

Violence



Period 2nd May to 29th May 2022

29% Increase across
BCU 39% Increase in Harrow.

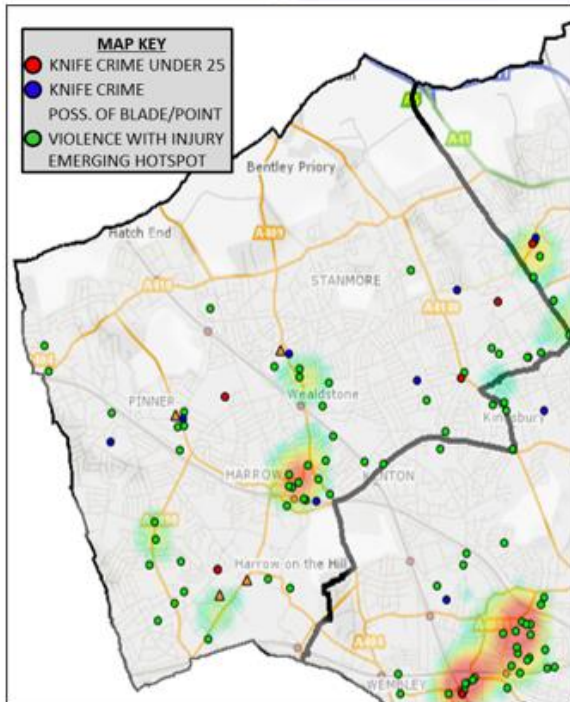
Main Hotspot – Harrow Town Centre
(Station Road). 44% of offences

Knife Crime 10 (2)

Knife Injury Under 25's 4 (1)

Violence With Injury 51 (43)

All offences 64 (46) 34%



Borough Violence Response



Police Street Duties based at Harrow Police Station being utilised for additional High Visibility

Policing in Town Centre

Police Violence Suppression Unit to provide additional patrols during peak times in hotspot localities

Police to provide an officer in LA CCTV control room to monitor areas during peak times.

Criminal Behaviour Orders used for offenders. Three Offenders have received 5+ year orders preventing them from entering the town centre in last three months.

Knife Crime Prevention Orders for habitual offenders

Offenders managed through high risk panels

Violence Against Women & Girls / Sexual offences against females



Non Domestic Violence related only
Period 2nd May 22 to 30th May 22

33 Public protection offences (Rape, Sexual Assault, Exposure)

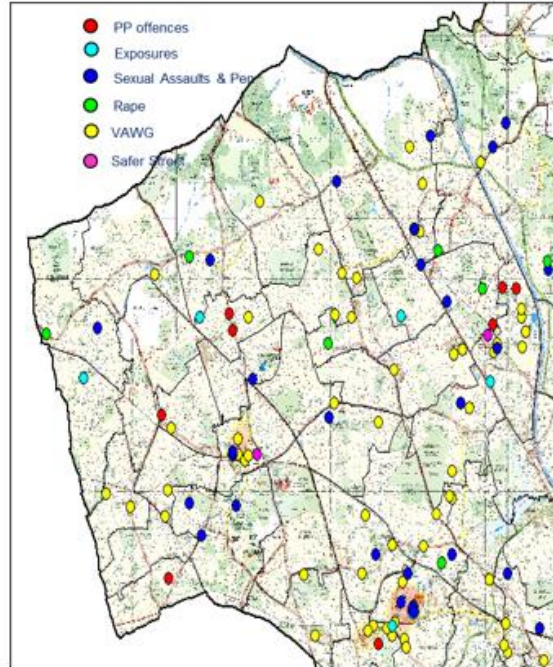
25 Violence Against Women & Girl offences

Hotspot

Harrow Town Centre / Harrow Bus Station

Peak times

Week days 1600 -1900 hrs.
 Thursday – Sunday 0000 – 0230 hrs



Borough VAWG Response



Violence Against Women & Girls Sub Group set up in Harrow incorporating Met Police action plan

Police high visibility patrolling during peak hours.

Use of Local Authority CCTV to monitor hotspot areas within Town Centre and Bus Station

Local authority front line staff trained on preventing, identifying and supporting victims of VAWG

Safe Places initiative being implemented

Ask Angela in licensed premises

Offenders managed through Multi Agency Public Protection Arrangements (MAPPA)

10.7. Detention in police custody

10.8. Remands, use of custody and Constructive resettlement

Our resettlement policy was approved in March 2021 and was reviewed in Q3 2022. It will be reconsidered again during Q3 2023.

The Harrow social care working protocol outlines expectations of the YJS and Children's Social Care (CSC), including when a child is remanded to local authority care or youth detention. This protocol details the roles of services, joint working responsibilities and procedures required to manage safety and risks when a child is remanded or receives a custodial sentence. In addition, it clearly states that resettlement activity needs to start promptly and that there will be separate resettlement meetings with appropriate professionals in attendance, where a personalised plan will be developed that takes into consideration the child's diversity needs.

The development of the resettlement meeting has been led by the team manager. While there is no specific resettlement team, the resettlement meeting requires all appropriate partnership services and practitioners working with the child to attend and work collaboratively.

All resettlement cases are considered by the team manager who would head up a meeting to ensure suitable actions are being progressed. There have been some instances of testing the protocol's effectiveness where a child is being sentenced for a significant period of time and will require a placement upon release to ensure a suitable placement is identified early enough to meet the needs of the secure unit while at the same time not so early as to cause unsustainable budget pressures for the placements team.

The expectation set is that all resettlement meetings fully involve the child, their family (where available) and corporate parenting representatives (social workers). This will be tested as part of our Self Evaluation during 2023-24 and standard practice evaluations.

Where Youth Justice workers are concerned about resettlement issues they can raise this for discussion with the Senior Leadership Partnership team via the monthly Safety Wellbeing and Risk Management (SWARM) panel. This has been the case and the Head of Service has escalated cases to their equivalent in Children's Social Care on occasion. This resulted in suitable resolution of escalated issues and risks. Aside from some issues of timeliness, the quality of resettlement provision (whether in foster care, semi independent accommodation, or back within family or extended family) will be monitored and evaluated to ensure it remains suitable and any support required can be accessed easily as a result of the close working relationship and protocol arrangements between YJS and Children's Social Care (CSC).

The data table below was produced in relation to work about remand costs but is also pertinent and noted as part of our work addressing disproportionality (as already noted above). The following table also includes data about the age, gender and ethnicity of children on remand.

Remand Table

Alleged Offence	Establishment	Type	£day	Days	Cost	Outcome	Notes	Age	Gender	Ethnicity
Breach of bail	Cookham Wood	YOI	307	43	£13,201	Custody (32 months)	Sentenced as adult to custody	18	Male	White Other
Robbery	Feltham	YOI	307	24	£7,368	DTO Custody (18 Months)	Sentenced to DTO custody	16	Male	Black Carribean
Possession cannabis, hoax, criminal damage.	Parc	YOI	307	7	£2,149	Youth rehabilitation order (12 months)	Young Person given bail and then sentenced to community order	17	Male	White Other
Robbery, possession offensive weapon, fraud, breach	Feltham	YOI	307	6	£1,842	Recalled to custody (6 weeks)	Recalled to custody as on licence.	17	Male	Black Carribean
Robbery	Wetherby	YOI	307	485	£148,895	DTO Custody (72 Months)		17	Male	Asian Other
Robbery x 4, Shoplifting.	Feltham	YOI	307	119	£36,533	Still on remand	Still on remand - young person is on remand but is also in custody for another offence so not sure if we will be charged or not.	17	Male	Black Carribean
Possession of firearms with intent to endanger life, possession of offensive weapons, intent to supply cannabis	Feltham	YOI	307	232	£71,224	Still on remand	Still on remand - Remand could extend past this date	17	Male	Black African
Total remand days for these cases				916	£281,212					
Total remand days in 22/23				560	£171,920					

11. Standards for children in the justice system

- Our last Board led self-assessment was in the Summer of 2019 which showed that we were delivering a Good level of service across all domains apart from Reviews which required improvement.
- We plan to carry out another self-assessment of standards review in the last quarter of 2023-24.
- Our HMIP inspection – though the domains had slightly changed since the 2019 framework showed broadly that most areas needed to demonstrate improvements apart from Assessments which were outstanding in Court Disposals and Good for Out of Court and the organisational arrangements for staffing which was also Good.
- Harrow’s own view, while accepting the judgement of the HMIP, is that the results were skewed by the inclusion of a very small number of “Turning Point” cases which should have been excluded in the consideration. Our overall rating was 2 points away from a good overall due to these cases.
- We are not complacent, however, and recognise that improvements across a range of areas are required for the service to demonstrate the good service we believe we provide.

- As a result, we have produced an improvement plan and started a concerted series of improvement focused workshops both with the team and with the board.
- Our intention is for these to continue over the next inspection cycle as part of a continuous improvement journey. We intend to widen the inclusiveness of the workshops to include partner agencies (leaders and practitioners) going forward.
- As a result of the 9 recommendations of the HMIP inspection we have of course included 9 specific action areas. Some of these relate specifically to the Turning Point Pilot and specifically actions for external agencies (Police) and as this pilot has now ceased for children within the criminal justice system these aspects have been completed.
- I have attached our improvement plan summary as Appendix 3 below. This outlines our progress to date and planned activities for the coming year.

12. Workforce Development

- Harrow YJS have been implementing a psychologically informed approach to the training and development needs of our workforce for the last 5 years.
 - This has meant that all staff have been trained in the use of Forensic case Formulation Theory (including the 4Ps (Predisposing, Precipitating, Perpetuating and Protective factors)), the impact of Adverse Childhood Experiences, Trauma informed Approaches and the strengths based Good Lives Model. We will be continuing this development to implement Forensic case Formulation within Intervention Plans and Reviews (as it is strongly present in assessments).
 - The operational management team are also collaborating with some lead practitioners to develop a practitioner development programme. This will consider training undertaken and yet to be undertaken and enable career development opportunities.
 - As all Harrow YJS staff are permanent employees they are eligible for all training opportunities available to council staff and Children's Directorate / Safeguarding staff. This includes our contracted offer with Research in Practice and the West London Alliance as well as all training offered through the Harrow Local Children's Safeguarding Board Partnership.

13. Evidence-based practice and innovation

13.1. Activity evaluation

- As outlined earlier, Harrow are developing a number of key innovative areas of practice including

- **Extending the offer of Early Help** to young people arrested and released under investigation or bailed to return through offering Help through our Youth Offer based on information of young people's arrest or on-street police-issued Community Resolution where we are informed about these instances and young people involved.
- **Extending our offer of Early Help** to young people arrested and released under investigation or bailed to return through negotiating with our local BCU Custody Command unit to have our Intensive Youth Support Officer (IYSO) based within custody suites for regular times each week. This officer would build rapport during the "teachable moments" children are under arrest. They would then provide information, advice, guidance and pathways into support wither directly with them selves or their own Youth Offer colleagues in Harrow or to a central signposting / Early Help team in either of our neighbouring boroughs. We are ready to begin this work and are just waiting for custody command unit authorisation and vetting procedures.
- **These previous two items are now being supported** through 2 grant funded programmes: a) Engage (MOPAC funded) Youth Work session with children in Police Custody Suites and up to 3 follow up sessions in the community, b) Turnaround (MoJ funded) Extended Early Help for those arrested and released but remaining on the edge of the criminal justice system
- **Implementing a psychologically informed approach** within our work not just at assessment but also at intervention planning, delivery and review stages. The Senior Leadership Team is seeking an academic research partner to support an evaluation of this approach.
- Harrow have developed a 3 pronged approach **to addressing disproportionality** (Oupskilling impacted children, Oupskilling workforce, Ochallenging and supporting the development of wider systems and structures). At the same time we are noticing a reduction in some disproportionality in local data. We will seek to build on this work and include local young people and families in the strategic development of this work.

14. Service development plan

14.1. Service development

The Year ahead will focus on aligning our priorities to the available resources

Implementing:

- Project Engage (Youth Work within Custody + up to 3 Community based sessions)
- Turnaround Programme (up to 12 months of Early Help and Prevention focused work for Youth following on from Engage)
- Your choice (Cognitive Behavioural Therapy interventions) research base for Youth Justice Service
- Self Assessment of National Standards

Developing:

- 3 sub groups of main YJ Partnership Board

- Voice – improving representation of young people on the Board’s main functions of setting direction and priorities and contributing to scrutiny: challenge and support
- Disproportionality – addressing known disproportionality – with a particular focus on Black and Mixed Race, Caribbean Boys + additional support for low number of girls)
- Prevention and Diversion – supporting the development of all programmes to keep children from becoming involved in the criminal justice system and having highly effective interventions to minimise any further involvement
- Staff professional development
- Contributing to (and taking leadership of some of) the wider developments of more integrated Children’s Services and Family Hub model of delivery

Maintaining / managing

- Good operational practice with statutory (Court based) Orders and Out of Court Disposals
- Progress with all aspects of the Improvement plan – including Board and Strategic focus
- Managing resources of staff, buildings and budget to deliver the best value possible within the constraints

14.2. Challenges, risks and issues

- With so much going on both locally and nationally and so little resource there is a risk of change fatigue and of management becoming over-extended relative to the scope of the tasks
- The Casey Review has challenged all London boroughs to consider how to develop constructive relationships with the police and maintain the trust of communities and particularly our young people. Harrow have engaged with NW London Police Borough Command units regarding the Commissioner’s Turnaround plan (not to be confused with the MoJ Turnaround Programme) and are working constructively to provide suitable support and challenge.
- Our revised data pack now includes a summary each quarter of any issues and risks arising to the local youth justice systems and services.
- We have identified the following service risks and actions addressing these
 - Implement all actions on HMIP Improvement plan (see appendix 3 below)
 - Costs of remand beds is very significant. An area of overspend as the YJB grant is based on an expected number formula.
 - SALT C – although there is a provision it is recognised the pathways, accessibility and level of support available can be enhanced. A re-commissioning process is currently underway.
 - System stability has been an intermittent issue. We are currently soft market testing for an alternative case management system provider.
 - The Chair of the Board retired in 2021 and was replaced. The new Chair is also retiring in 2023. It will take some time to develop the long term understanding of local issues for the new Chair
 - Non school age NEET: maintain under scrutiny at Board level and support specialist support pathways

- Custody figures for 2021-2 have increased on 2020-1 (though are still lower than 2019-20) – maintain high standard of PSRs – implement routine QA feedback from Courts.
- Implement additional measures for considering impact of local approaches for addressing disproportionality. See our disproportionality data **next step** on page 19.

- As in last year's plan, the base for the Youth Justice Team is acknowledged to have been challenging since Covid. At that time, our main site was deemed mainly unsafe to work in due to inadequate ventilation measures. At the same time this main site has been subject of redevelopment designs. Over the last 2 years the YJ team have been operating from a number of sites to a) carry out back office function and collaborative work, b) meet with young people. For a while a lot of that was done virtually. Now the expectation is that all of that is done in person unless by specific exception. Harrow have now built a new state of the art building for workers to collaborate and carry out non resident facing work. This still leaves working with young people at the older site which is suitable as a venue but requires from travel time. The team and the rest of the council staff know that this building is also vulnerable to being demolished and that there would need to be an interim arrangement while a new Civic Centre was built. This has led to vulnerabilities in morale within the team. The service head and leads raise this with the council senior leadership team and the board. An accommodation strategy is in place addressing these concerns but they do take time.

The Children's Directorate is currently starting to develop and plan for a new delivery model within a system of Family Hubs (see

- **Harrow Family Hub - Universe Model [in development]** on page 9, above). This will clarify arrangements for the medium to long term and in advance of the build of a new Civic centre for Harrow which is expected to begin in 2025.

15. Service improvement plan

15.1. Service Improvement

Improvements to the Board

- We expect to see the routine use and update of the induction pack and induction process for new Board members
 - This will clarify expectations of Board members and ensure they are suitably prepared to scrutinise, support and challenge the work and effectiveness of the local YJ System
- We expect to see young people more directly contributing to the Board.
 - This will result in review of policies, procedures and operating protocols
 - This may provide leadership development opportunities for previous client young people of the local YJS
 - Representation may take a number of forms – a sub group of the current Board is leading on this work
 - We expect the voice of children to have an increasing impact on the scrutiny of the effectiveness of the local YJS
- We expect to see consistent attendance by suitable level of seniority for all statutory partners

Improvements to data

- We expect to see routine contributions of agreed data items from all partners on a routine basis which enables a more rounded picture of the effectiveness of the local YJS system
 - This would demonstrate further
 - What approaches are working well for desistence
 - What approaches are working well for over-representation / disproportionality
- We expect to see new data items reflecting the views of children and their families with whom we are working regarding the quality of service we are providing and areas for improvement. We also expect to see themes from children which their practitioners feed into the data from their routine and frequent contacts with them. A Board Sub Group is addressing this development.

Improvements to partnership working

- We expect to see improved consistency in reviews and resettlement planning
- We expect to see an enhanced pathway and level of service for children requiring support with Speech Language and Communication needs
- We expect to see enhanced operations for our Out of Court, triage and Custody level interventions to enable greater effectiveness of approaches for early intervention and diversion from more entrenched involvement with the local criminal justice system
- We expect to embed routine use of feedback mechanisms at the end of an intervention to gather the view of children and their families to inform us about the quality of service we have provided and areas we can improve on



Improvements to community level communications

- We anticipate developing our local offer / website to provide helpful information to the local communities about the services we provide and how we work collaboratively

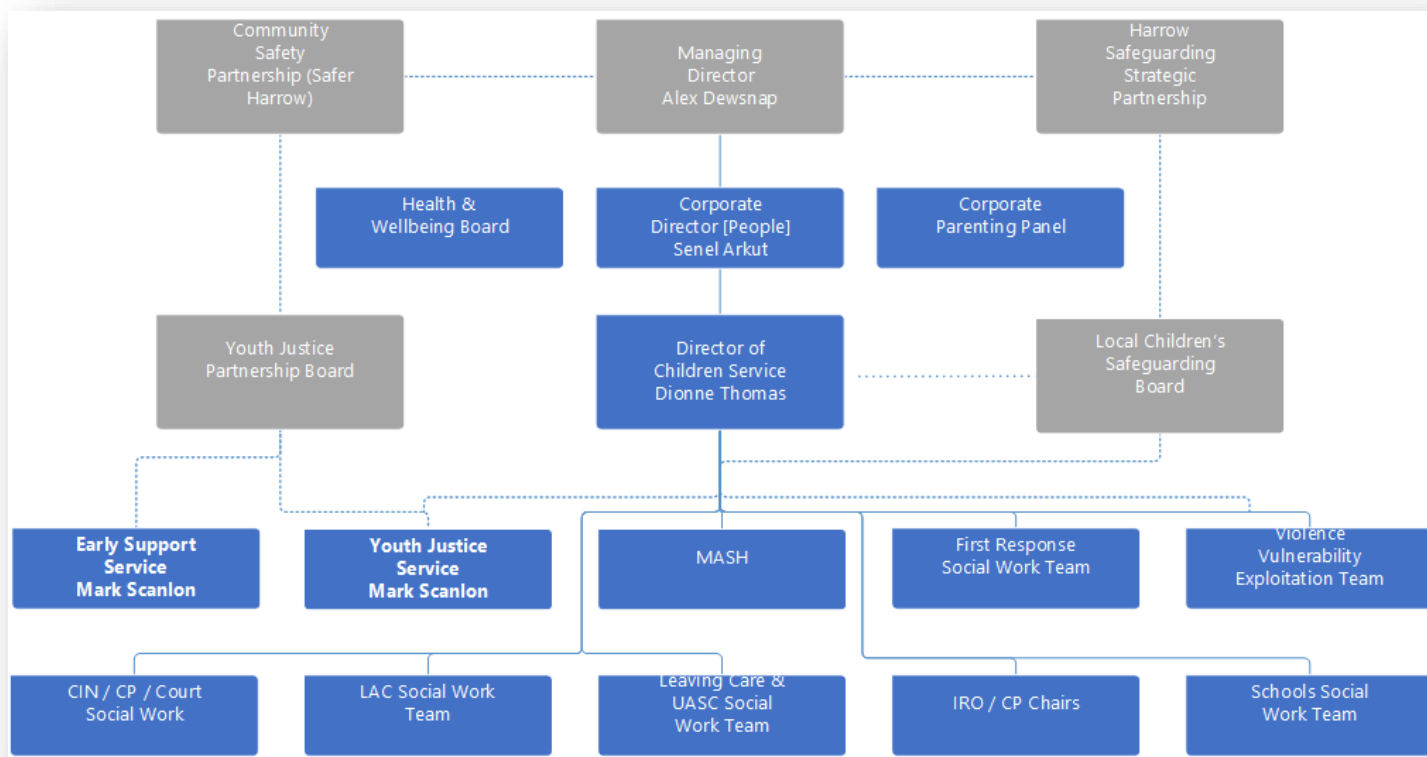
15.2. Looking forward

- Within 2023-24 The key priority areas for the Harrow Youth Justice system (team, partnership and board) are:
 - To carry out the improvement actions set out in our improvement plan based on the HMIP Inspection (as laid out in [Appendix 3 below](#))
 - To carry out the other areas of improvement listed above relating to
 - Board (including):
 - Increased participation of children and families in the Board
 - Data (including):
 - Increased representation of Children's views thematically captured
 - Routine engagement of children and families in intervention closure surveys
 - To develop our current areas of [innovative practice](#) and increase the evidence base through seeking academic research partner to work with (particularly our approach to the [psychologically informed development of staff](#) and our anti-racist [three pronged approach](#))
 - To undertake a self-evaluation of the local implementation of National Standards

- To fully implement the Engage and Turnaround (Prevention focused grant funded projects/programmes)
- For the Board's 3 subgroups (Voice, Disproportionality, Prevention) to start to deliver improved strategic and operational outcomes.
- To develop our web pages to show the range of services on offer and how we work
- To collaborate with others about the integration of YJS services into the development of [Family Hub models](#) of delivery of services.

	
Mark Scanlon – 22 June 2023 Assistant Director for Youth Justice & Early Help Peoples Directorate, London Borough of Harrow, Forward Drive, Harrow, HA3 8NT	Peter Tolley – June 2023 Director of Children's Services Peoples Directorate, London Borough of Harrow, Forward Drive, Harrow, HA3 8NT

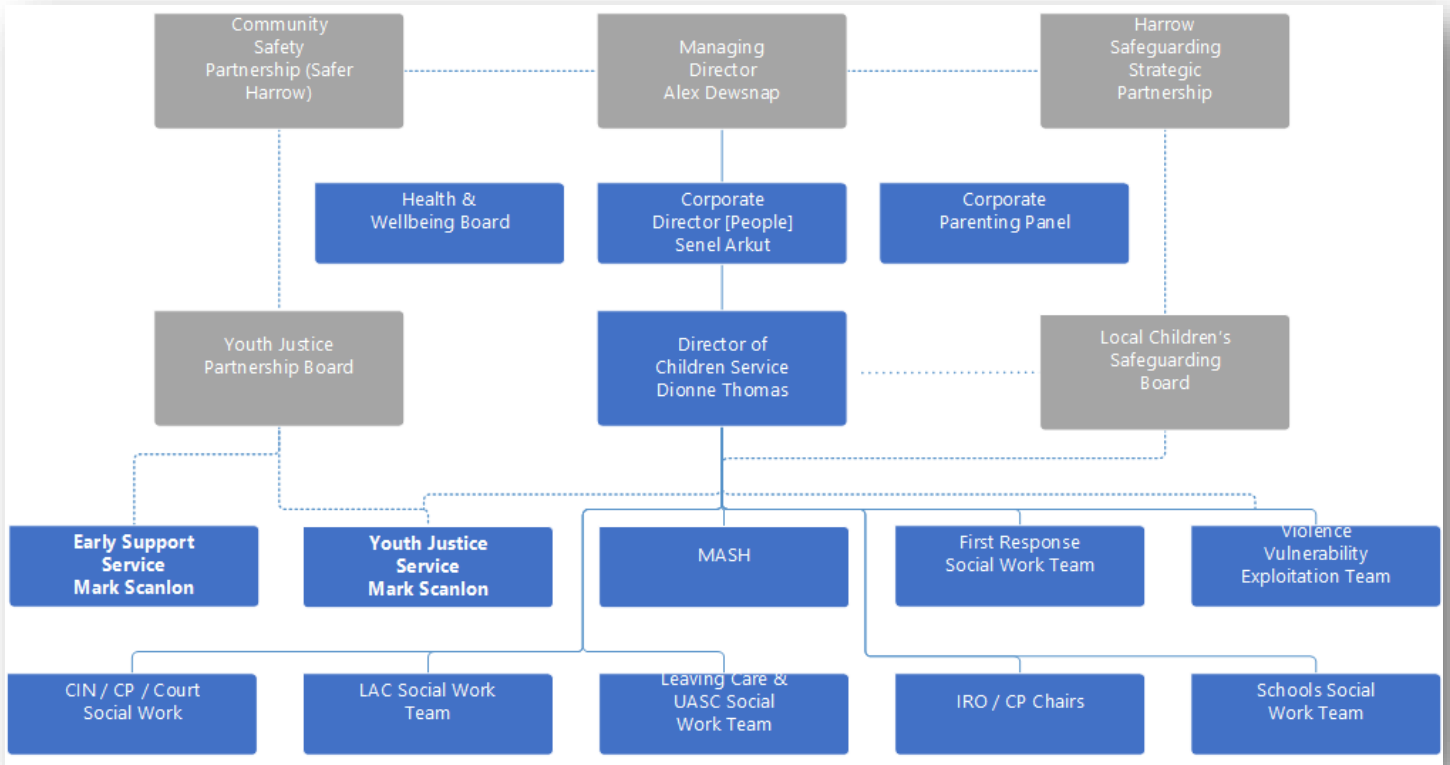
16. Appendix 1a - The YJ Team



Staffing table

Item	2021-2	Current	Comment / Note
Total staff headcount	26	25	Staff in team whose sole role is within YOT: 19
Total number of FTE posts	19.7	20.5	
Average caseload case managers	6	6.75	Current: 48 cases to 8 practitioners Previous Year: 54 cases to 8 practitioners
Percentage of workforce female	77%	72%	20 out of 26
Percentage of workforce Black Asian and Multi Ethnic	54%	56%	14 out of 26
Percentage of workforce with declared disability	0%	0%	

17. Appendix 1b - The relation of Harrow's Youth Justice Service to the Directorate, the Council and Additional Partnership Boards



18. Appendix 2 - Budget Costs and Contributions 2023/24

19. Appendix 3 – HMIP Improvement Plan

LBH YJS HMIP Improvement Plan - 16 December 2021

HMIP Recommendations are in red and blue font

The chair of the management board should:

1. Ensure that there is consistent attendance by representatives of the appropriate seniority from all statutory partners

What will the HYJS do? (Specifically)

- Review current membership specifically gaps in attendance and/or seniority
- Invite attendance from suitable representatives of all statutory partners
 - Ensure suitable induction pack and process
 - Ensure commitment to attending

Who will lead on it / be the responsible owner?

- Chair of the Harrow Youth Justice Partnership Board

How will we measure success?

- All core delegates of the partnership board to sign a commitment of undertaking

Timescales

- Q2 2022/3

2. Work with board members so they understand their role and the function of the YJS to enable them to challenge and advocate on behalf of the children and families accessing the service.

What will the HYJS do? (Specifically)

- Ensure all (and any new) members engage in a review/induction process by Q3 2022
- There will be a set of specific workshops for the Board themselves to produce an online document which outlines their role and the function of the YJS

Who will lead on it?

- Chair of the Harrow Youth Justice Partnership Board

How will we measure success?

- Peer review of the published document

Timescales

Q2-3 2022-3

The Harrow YJS partnership board should:

3. Ensure it is receiving analytical data that improves its understanding of the needs of children who access the YJS and better informs its strategic direction for the service

What will the HYJS do? (Specifically)

- Review the current data pack and frequency of production
- Propose a new data pack for monthly, quarterly and annual reports
 - Ensure more comprehensive data about Harrow Children's
 - a) desistence needs
 - b) vulnerabilities and risk factors
 - c) what works
 - Ensure voice of the child is apparent and captured and informed the strategic direction of the service
 - a) Implement satisfaction surveys for each young person worked with
- Work to implement young people's representation on the Harrow YJ Partnership Board
 - Consider and report back to Main Board on options for this (including inviting representatives of Harrow Youth Parliament, Corporate Parenting Panel Young People, YJ user participation groups, Shadow Board)

Who will lead on it?

- Head of Service

Supporters

- Data analyst
- Team Manager
- Representatives of Harrow Restorative Justice Team

How will we measure success?

- Internal scrutiny of the proposed data pack
- Peer review of our new data pack

Timescales

- By end of Q4 2022

4. Challenge and advocate for the YJS across the partnership to ensure that children are prioritised and able to access services and provision effectively to meet their needs

What will the HYJS do? (Specifically)

- The Board to engage in a workshop (or set of workshops) to produce a consolidated statement about the child focused mission and vision of the Board and partnership. Suitable form of words to be produced to be published on the Harrow YJS web pages. This to be added to the Board induction pack.
 - By Q2-3 2022-23
 - Head of Service / Board Business Manager to lead
- Establish an anonymous pathway (with an option to provide contact details) (using MS Forms) for YJ Practitioners to raise concerns directly to the Board (via Business Intelligence Unit) about any aspect of case work or partner service provision which in their view does not prioritise children (child first approach)³. These concerns to be collated and presented within the quarterly Board data pack.
 - By Q2 2022-23
 - Head of Service + Data Analyst
- The Board to ensure its revised Terms of Reference include specific reference to wanting to hear about such blockages whether they be child specific or systemic with a view to resolving any concerns or issues raised. The board to consider any such issues at each quarterly meeting.
 - By Q2 2022-23
 - Board Deputy Chair
- Ensure Escalation Policy is reviewed and known about by all relevant stakeholders. Ensure it addresses disproportionality and encourages an initially informal resolution and restorative focused approach. Note formal escalation should be the last resort and most matters would be expected to be resolved before this step is taken as outlined in the Youth Justice Service and Children's Social Care Joint-Protocol
- Statutory Core members will lead a review of practice against national standards
 - Statutory Partners will lead this and deliver a report to Board by Q4 2022-23

5. Ensure that there is provision and a clear pathway to identify and address the speech, language and communication needs of children known to the YJS.

What will the HYJS do? (Specifically)

- A) Review and report current provision to Board with recommendations
- B) Specify and Commission an enhanced provision*
- C) Devise quality and effectiveness assurance process

³ There will be an option to flag if the case is subject to a Turning Point delivered intervention

- D) Implement new pathways

Who will lead on it?

- HYJS Team Manager

Supporters

- Children's Commissioner for LA and for CCG

Timescales

- A) Q1 2022-23
- B) Q2 2022-23
- C) Q3 2022-23
- D) Q3-4 2022-23

How will we measure success?

- * The new specification will be made available as a separate document
- Publish the agreed pathway on the YJS web pages
- Undertake a satisfaction survey with all young people identified as requiring speech, language and communication needs support. Report the result of this each quarter to the Local Partnership Board

The Harrow Youth Justice Service should:

6. Ensure that all out-of-court disposal options are known, considered and promoted so that children can be diverted from the criminal justice system effectively

What will the HYJS do? (Specifically)

- Produce a comprehensive guide on all out of court disposal options for practitioners to share with Board members, service providing partners, children and families involved with the YJ Service.
- Include data in the Quarterly Board Data pack about the number of each type of OOCB disposal chosen through the weekly OOCB panel.
 - Specifically look for any bias against recommending Youth Cautions as HMIP highlighted this risk.
- Bench-mark against a range of other YOTs to ascertain if Harrow is within or outside of usual range
 - Consider other Boroughs within the Police NW BCU
 - Consider statistical neighbours
 - Consider London
 - Consider England

- Continue to participate in the six monthly London Wide MOPAC backed Met Police facilitated Multi Agency Scrutiny Panels which are participated in by MOPAC, YJB, Met Police, CPS and Judiciary which consider the suitability of disposal decisions and which in the first 4 panels over the last 2 years considered 100% of Harrow's decisions to be suitable. Report results to the local partnership board.

Who will lead on it?

- Operational managers will produce the guide
- Business Analyst will produce the data reports and bench marking reports
- Head of Service will continue to lead on the scrutiny panels

Supporters

- Team Manager + one statutory Board member to act as Champion/promoter

How will we measure success?

- Bench marking
- Data scrutiny
- Practice Evaluation theme at least once every year

Timescales

- Produce Guide by Q2 2022
- Produce local data report by Q1 2022
- Produce benchmarking data reports by Q3 2022
- Scrutiny Panels every 6 months
- Practice Evaluation theme at least annually

7. Formally collate feedback from children and families who access the service and use this to inform service delivery.

What will the HYJS do? (Specifically)

- Implement an annual survey of all children who have been involved with the HYJS during the preceding 12 months
- Implement a satisfaction survey for all children and their families/carers to be issued at the end of a period of intervention
- Implement an analysis of learning from Asset+ self-assessment questionnaires on a routine basis (ideally with each quarterly data pack)
- Create a work stream and allocate one core member of the partnership board and one member of the HYJS to lead on the development of a VOICE of the CHILD work stream which will consider and recommend options to the Board about how best to enable children and families who access the service to inform service delivery
 - Consider a range of options including:

- a) A shadow/children's board
- b) Running some Boards as twilight sessions or out of school times and inviting a range of children or children's representatives to attend (eg Harrow Youth Parliament, and/or Corporate Parenting CIC group and/or a HYJS user group*)

Who will lead on it?

- Head of Service

Supporters

- Portfolio Holder (council lead member) for children's services
- Service Management / Coordinators team
- At least one partnership board member
- One YJS Practitioner
- At least one YP (or representative)
- Young Harrow Foundation
- * Restorative Justice Coordinator

How will we measure success?

- Reports of questionnaire and self-assessment data (quarterly and annual summary)
- Establishment of a meaningful mechanism to gather involvement of children's views in strategic and operational matters
- Involvement of children and families in any new policies and strategies
- Harrow Youth Parliament continue to be involved in Overview and Scrutiny of the Annual YJ Plan

Timescales

- Annual Survey to Commence each Q1 – report to the following board meeting
- Satisfaction surveys on closure to commence from Q1 2022
- Consolidation of Asset+ VOICE questionnaires to commence reporting from Q1 2022
- VOICE workstream to commence from Q2 2022 with recommendations by Q3 2022 and implementation by Q4 2022

8. Improve the quality of delivery of interventions for all children where safety and wellbeing concerns or risks to others are identified.

What will the HYJS do? (Specifically)

- Establish a series of workshops⁴ for members of the Harrow Youth Justice Service to consider and develop best practice in planning, delivering and reviewing interventions. This will particularly include:

⁴ This may include external facilitators / trainers

- making suitable contingency arrangements for if risks increase
- maximising opportunities for engaging in restorative justice
- ensuring the safety and protection of actual or potential victims
- ensuring that the engagement and outcome of all externally delivered interventions are followed up on, are suitably recorded and taken account of in reviewing progress
- Strengthen the process of reviewing case work progress
 - a) Develop and report⁵ in the board data pack a data tracking tool to show “distance travelled” by individuals in terms of:
 - Risk of reoffending
 - Risk of Serious Harm (to others)
 - Risk to child’s own safety and wellbeing
- Assure that the joint protocol between the Harrow Youth Justice Service and Children’s Social Care Service results in effective co-working, collaboration and intelligence sharing within joint and integrated working opportunities⁶
- Review the Terms of reference of SWaRM and the interface between MACE and SWARM and any developments regarding an Adolescent Safeguarding Strategy / Operating Model / Practice Guidance
- Review Supervision Policy to ensure consideration of contingency planning/plans

Who will lead on it?

- Head of Service

Supporters

- External expert facilitators and trainers
- The leadership and management team
- Business Intelligence Analyst
- Victims lead / Victims representatives
- Restorative Justice Lead
- Client user group / representatives

How will we measure success?

- One member of the Youth Justice Partnership Board should be nominated as Champion to take a specific interest in these developments and be able to independently report back to the main Board about progress
- The Board will undertake a further self-evaluation
- The Board will consider inviting a peer review

Timescales

⁵ Show aggregated data within the Board data pack and show individual’s distance travelled tool to child files

⁶ Such as cases which are jointly allocated to Youth Justice Practitioners as well as Children’s Social Care Social Workers

- Planning for workshops and development sessions will take place within Q4 2021-2 and Q1 2022-3
- The first internal whole service workshop is booked for 19 January 2022
- Further whole service workshops / training sessions will be planned for delivery within Q2-4 2022-3 and thereafter twice yearly

The Metropolitan Police and Harrow Youth Justice Service should:

9. Review and improve communication between both services, particularly at operational level, to ensure effective information-sharing, joint working and progression reports in relation to all children participating in the Turning Point pilot.

What will the HYJS do? (Specifically)

- Ensure the memorandum of understanding which sets out the data sharing requirements and expectations is well understood by all Harrow YJS officers. Make available to all YJS staff on internal intranet site.
- Ensure that Turning Point's officers' reports of children's intervention plans, progress reports and outcome are received by Harrow YJS and copied into Harrow YJS case management recording systems.
- Promote good communications between Turning Point and Harrow YJS particularly at an operational level.
- Enable concerns to be flagged through the recognised escalation systems and in addition through the new anonymous pathway which will be developed as outlined against recommendation 4.

Who will lead on it?

- Head of Service for Harrow YJ

Supporters

- The Harrow Youth Justice Partnership Board Police Representative
- The Met Police Turning Point Lead and local lead
- Team manager Harrow YJS and Deputy Team Managers

How will we measure success?

- Anonymised concerns reported within the Data pack
- Published memorandum of understanding on internal intranet site
- Harrow YJS to contribute their findings to the University of Cambridge's evaluation

Timescales

- Reports from Turning Point case managers about plans, progress and outcomes are now being received routinely. Harrow YJS have received these for all cases which have been part of the

pilot since it was initiated. As they are received these reports are added to Harrow's Case Management Systems

- Communications will continue to be encouraged through the continuation of sharing and discussing Turning Point Quarterly newsletters within the team and through the continued attendance of Turning Point officers at Harrow Youth Justice Service Team meetings and presentations to the Partnership Board
- Additionally, the new mechanism for anonymously highlighting concerns⁷ to the Harrow YJ Partnership Board will be implemented in Q1 2022-3

⁷ This will be achieved through the use of Microsoft Forms which enables anonymous questionnaire returns.

20. Appendix 4 – Consultation

The 2023 update draft has benefited from a range of consultation including

- Community Safety Partnership (Safer Harrow) organised events about the most recently available data regarding crime, the perception of crime, those committing crime, victims of it and those supporting victims and perpetrators of crime. At these sessions the Community Safety Plan priorities were reviewed, considered and reformulated. The Youth Justice Partnership is a part of the wider Safer Harrow Community Safety Plan. The priorities identified within the YJ plan form an integrated part of the delivery of the Harrow Community Safety Plan.

The 2023 update will pass through a range of council procedures planned for the summer and autumn of 2023 including

- Portfolio Holder briefing: May / June 2023
- Key Decision notification of intention to proceed to Council sign off: August 2023
- Publication of incorporated reports to cabinet briefing: August/September 2023
- Overview and Scrutiny Committee: September 2023
- Cabinet reports and questions: September 2023
- Cabinet meeting: October 2023
- Council Meeting: November 2023

As part of additional consultation, the following questions are being asked

- Are the 5 local priorities outlined on the "[plan on a page](#)" graphic, the right ones?
 - What should be added / taken away / amended?
- [The Service Development Plan](#) section talks about: implementing, maintaining and developing a range of required and innovative best practice ambitions.
 - Do you think this section captures all it should?
 - Is there anything to be added, taken away or amended to this section
 - Associated [Challenges and Risks](#) are identified [here](#)
 - Are there others to be logged?
 - What mitigation is in place to manage these?
- How could you support the Harrow Youth Justice Partnership?
 - Support the work of the subgroups: Voice, Disproportionality, Prevention?
 - Support the Standards Self Assessment?
 - Support Training and Development?
 - Support operationally / volunteering?
 - Support Strategically: developing partnerships?
 - Other?
- Do you have any other comments on the 2023 YJ Plan update?