



**London Borough
of Hounslow**

**LONDON BOROUGH OF HOUNSLOW
YOUTH JUSTICE PLAN 2017-18**

CONTENTS

Executive Summary	3
Section 1: Introduction	5
Section 2: Structure and Governance	8
Section 3: Resources and Value for Money	12
Section 4: Partnership Working	19
Section 5: Performance against Key Outcomes	21
Appendix A: Youth Crime Prevention Strategy	37
Appendix B: Youth Offending Service Structure Chart	63
Appendix C: Staffing Tables	64
Appendix D: Management Board Approval	66

Executive Summary

Each local authority area is required (section 40, Crime and Disorder Act, 1998) to produce in consultation with statutory partner agencies (National Probation Service, Police Service and Health authority) an annual local Youth Justice Plan. The plan must describe the local arrangements for the delivery and funding of Youth Justice Services, and how the Youth Offending Service (YOS) will fulfil its statutory functions in relation to reducing youth crime and anti-social behaviour. The plan must describe the local strategy to meet the three national priorities of reducing the number of young people who enter the Criminal Justice System for the first time (First Time Entrants), reduce the rate of proven re-offending young people, and reducing the use of custody, either for remand or sentencing of young people. The legislation defines a young person as aged between ten years (the age of criminal responsibility in the UK) and 17 years, inclusive. The plan must report on performance against these three priorities, and any other priorities that are determined locally.

Local performance is outlined in section 5 and illustrates continuous improvement of service delivery but highlights some challenges to be address. In summary:

- The number of First Time Entrants (FTEs) had reduced by 41% since 2015/16. The process of assessment and offer of intervention for every young person referred to the YOS by the police for an Out of Court Disposal (OOCd) has proven effective in diverting greater numbers from the Criminal Justice System and moreover, these young people are not coming to further notice once diverted more quickly than previously. This reduction has occurred, despite the fact that the volume of offences increased by 18% in 16/17 compared to 15/16.
- The rate of re-offending has reduced to 42%, which is lower than the London average. This is due to a process of continuous improvement to the quality of interventions provided by the YOS. We anticipate further reductions during the course of the next twelve months, as a greater proportion of OOCd, for which the YOS took responsibility of in September 2015, for within the cohort monitored for reoffending.
- The use of custody has continued to reduce and this reflects the confidence of the courts in sentencing proposals offered by the YOS and in the capacity of the service to deliver positive outcomes for young people.

The foregoing is encouraging but Hounslow still faces some challenges in the months and years ahead, which includes the movement of low-income families from inner-London to outer London boroughs. The demography of the borough is changing and generating some challenges to local services that, historically, have

been associated with the inner-city. Section 5 of this plan outlines the issues arising from emerging drugs market and the potential difficulties arising from local criminal networks coming into conflict with those emanating from outside the borough attempting to exploit the opportunities this presents. Although Hounslow is not a designated gang's borough, a timely response is required before some of the related problems become entrenched. The development of a local gang's prevention strategy is currently in progress. Similarly, the Youth offending cohort in Hounslow is comparable with other outer-London boroughs and even some inner-London authorities. This requires a greater focus on preventative services and early intervention to address the underpinning causes of offending behaviour (discussed in section 4 and 5) to reduce the numbers requiring more intensive interventions. We have now agreed a Youth Crime Prevention Strategy (see appendix A) which was launched in April 2017. This sets out how the YOS with key partners and services will work collaboratively to deliver effective prevention and diversion for young people.

These strategic developments are occurring at a time of financial constraint, and uncertainty about the future direction of travel of key services.

The commitment of the Council and its partners to the Youth Crime agenda remains unequivocal and this is reflected in the sustained contributions in-cash and in-kind to the YOS. The level of resourcing for the YOS and the measures taken to mitigate the impact of reduced grant funding are described in section 3. Clearly, further reductions will have a negative impact on the YOS' ability to meet operational and strategic targets in future.

The Taylor review of the Youth Justice System has indicated the need for transformation. The current model of service delivery with multi-agency Youth Offending Teams has been successful, in terms of reducing youth crime, and reducing the numbers of young people in custody, since its inception in 2000 and this is acknowledged by government. However, rates of re-offending by a small but significant number of young people is too high nationally, and the patterns of offences committed are becoming increasingly violent. The Review was published in December 2016, along with the government response. This endorsed Taylor's view that more young people should be diverted from the Criminal Justice System and that the local authority should have a greater focus on early intervention and prevention but decided not to initiate legislative change or to make fundamental changes to the Youth Justice System in England and Wales.

Section 1: Introduction

Each local authority is required to, in consultation with partner agencies, to formulate, publish and implement a Youth Justice Plan annually (Section 40, Crime and Disorder Act, 1998). The purpose of the plan is to describe how Youth Justice Services will be provided, delivered and funded in the local area.

1. As noted in the Hounslow Plan for 2016/17, the Youth Justice System is facing a period of change. The reforms heralded by the Crime and Disorder Act of 1998 have been instrumental in reducing the volume of youth crime, the numbers of young people entering the Criminal Justice System for offences that may be seen as part of growing up, and importantly reducing the use of custody for young people. However, further improvement is required. The rates of youth re-offending remains high, particularly in metropolitan areas such as London. The nature of youth offences have become increasingly violent, and many young offenders are manifesting increasingly complex needs, making them vulnerable to exploitation, whether sexually or to radicalisation by groups in political and violent extremism. Young people are also vulnerable to recruitment and/or victimisation by organised criminal enterprises, sometimes described as gangs.
2. In 2015, the then Secretary of State announced a Review of the Youth Justice System which was to be led by Charles Taylor. The Taylor Review was published in December 2016, together with the government response. Taylor made a number of proposals concerning the transformation of custodial provision for young people, which were largely accepted by government. However, proposals to de-regulate the provision of Youth Justice Services in the community, in order to end the legal requirement for a multi-agency YOS to be provided in every local authority area and to abolish the Youth Justice Board which provides oversight of service delivery nationally, were not endorsed. The government considered that a root and branch transformation of the system would jeopardise the successes noted above. Instead, a process of more modest continuous improvement and development of the Youth Justice System is preferable, and central government funding through the Youth Justice Board will continue and so will the requirement for services to be delivered in compliance with a regulatory framework which is monitored centrally.
3. However, Taylor's emphasis on the fact that young offenders are 'children first' was welcome, as was the focus upon early intervention to prevent and reduce youth offending and anti-social behaviour. These principles inform this plan which is accompanied as an appendix by the Youth Crime Prevention Strategy (see Appendix A). The strategy has been agreed by the Youth Crime Management Board (YCMB) and the Community Safety Partnership (CSP) and was launched in April 2017.
4. This year's Youth Justice Plan will outline the local response to these challenges in the usual prescribed format.

- i. Section 2 describes the local framework for governance which has proven to be effective in driving performance improvement.
 - ii. Section 3 describes the resourcing of the YOS and the contributions of partner agencies in cash and in kind (secondment of staff).
 - iii. Section 4 describes the strength of local partnerships including:
 - a) partnership with the police and Troubled Families to provide early intervention with young people at the onset of offending behaviour.
 - b) with housing services in relation to tackling anti-social behaviour.
 - c) with public health in relation to addressing issues of poor emotional and mental health and substance misuse.
 - d) with the National Probation Service (NPS) to promote a successful transition to supervision by the probation service at the age of 18 years.
 - iv. Section 5 outlines performance during 2016/17 against key performance indicators, which is largely positive. Despite an increase of 18% in youth offences committed compared to 2015/16, the rate of re-offending reduced and is now below the London average with further reductions expected. The number of FTEs reduced by 41%, and the use of custody for both remand and sentencing continued to reduce.
5. The foregoing is encouraging but Hounslow faces some challenges in the months and years ahead. The movement of, often low-income families from inner to outer London is beginning to change the demography of the borough. This presents some challenges to local services previously associated with inner-city authorities. In last year's plan we discussed the issues emerging from local drugs markets and the potential for both the emergence of local organised criminal networks and the possibility of organised groups from outside the borough attempting to exploit this, sometimes described as 'county lines'. This will inevitably involve young people as purchasers of illegal drugs but also that young people are likely to be recruited or coerced to perform roles in the supply of drugs. This places young people in a vulnerable position and exposes them to not simply prosecution for breaking the law but also violence and sexual exploitation. Following a local area profile completed with the support of external consultants, the CSP will publish the local strategic approach to these issues.
6. The prevalence of offences of 'violence against the person' remains an area of concern, particularly knife-enabled offences. The volume is less than many other London boroughs and it is more prevalent in the 18 to 24 year old age group than youth. However, it is necessary to prevent an escalation of knife-enabled crime and a variety of tactics are being employed. These include the police use of stop and search and intelligence-led operations, enforcement of restrictions of the sale of bladed articles by the council, and targeted interventions by the YOS. However, the number of victims of offences of serious youth violence rose in 2016/17 by 20% compared to 2015/16.

Similarly, in light of recent events, the effects of radicalisation by political and violent extremist groups needs to be countered. The YOS and Children's Services works in close partnership with Prevent and the police Counter-Terrorism Command to identify vulnerable young people and to refer them to appropriate services.

7. The commitment of the council and its partners to reducing youth crime is unequivocal. This is reflected in the sustained level of resource contributions to the agenda at a time of unprecedented fiscal constraints on public services.

Section 2: Structure and Governance

2. Structure of the Service

The YOS is comprised of staff from a range of professional backgrounds (see Appendix B – YOS Organisational Chart). All of the statutory partner agencies, including the Local Authority, Health, National Probation Service and Metropolitan Police service provide staff as ‘contributions in kind’ as required by the provisions of the Crime and Disorder Act, 1998.

2.1 Out of Court Disposals

The transfer of responsibility of OOCs from Hounslow’s Targeted Youth Support Service to the YOS has resulted in improved services and outcomes for young people.

Three posts were transferred to practitioners and senior practitioners, although this has not absorbed all of the work. Therefore some work with OOC is shared amongst general YOS practitioners. At that time, responsibility for the Youth Justice Liaison and Diversion came to the YOS which includes one Mental Health nurse that screens young people at the point of arrest in order to inform police decision making.

One substance misuse worker moved to the YOS to work directly with the OOC cohort, which is a significant step as there is a large number of drug offences reported within this group.

2.2 Youth Crime Management Board

Hounslow’s YCMB is responsible for the strategic management of services designed to prevent and reduce youth crime and anti-social behaviour in Hounslow.

The Board is responsible for the development, monitoring and delivery of this plan and its strategic objectives. It has strategic oversight of partnership activities to reduce youth crime, anti-social behaviour and protect the public and promote law abiding life-styles amongst young people.

The YCMB is committed to the process of continuous improvement in service delivery resulting in improved outcomes for young offenders and their families, the victims of crime, and the wider community.

Governance for the YOS and the strategic management of the Youth Justice System lies with the YCMB. It is chaired by the Director of Children, Housing and Adult Services (CHAS) and all of the statutory partners, including Metropolitan Police, Health, NPS and Community Rehabilitation Company (CRC) are represented on the board at a senior level. This allows resources to be appropriately committed and the timely agreement of policy decisions on behalf of their parent agencies.

The Board is a sub group of the CSP and provides quarterly reports on its programme of work, performance review and progress reports.

The terms of reference for the YCMB are reviewed annually by the Board to ensure appropriate representation, shared accountability and that governance arrangements are up to date.

The governance arrangements for the over-arching local CSP have facilitated greater integrated planning and service delivery across the partnership and clearer lines of accountability for individual partner agencies in achieving strategic partnership objectives. Reducing youth crime is a strategic priority for the CSP as it constitutes approximately 20% of the total volume of crime locally, and research suggests that early intervention to disrupt an offending career can reduce the likelihood of future adult recidivism. The YCPSG has developed a plan to tackle youth crime prevention.

The YOS is represented at management level at a number of sub-groups of the CSP, including tackling violence against women and girls, multi-agency risk assessment conferences (MARAC) which coordinates services to reduce domestic violence, anti-social behaviour and operation Concordia. The latter is police-led and coordinates the sharing of intelligence and resulting actions to reduce offences of serious youth violence in the borough.

The YOS is also represented at the following strategic fora; the Substance Misuse Recovery Board, and the Local Safeguarding Children's Board (LSCB). Over the course of the year, engagement has strengthened with these resulting in more secure and joined up working practices in place.

The development of the Youth Crime Prevention Strategy (see Appendix A) has required innovative working with current resources. In terms of identification and referral, existing agency and service led panels have been utilised to enable identification and referral pathways to support young people's desistance. These will provide the mechanism for delivering key targets set out in strategy's action plan. These include:

- High Risk ASB Panel and Resolving ASB Group (managed by Hounslow Housing Services)
- Access to Interventions Panel (managed by Hounslow Children's Services)
- Pupil Participation Panel (managed by Hounslow Children's Services)
- MASH Board (managed by Hounslow Children's Services)

Involvement in all of these strategic groups enables the YOS to better inform the range of services available to support young offenders on the path to desistance. It also enables the YOS to influence partner agencies and other council services to take account of their role in reducing youth crime in the performance of their statutory duties.

The Youth Justice Plan outlines the priorities for the partnership and reports on progress against existing objectives.

Performance is monitored closely by the YCMB which receives quarterly reports against key national and local performance indicators. Progress to date is outlined in section 5 and areas for improvement are also identified.

The YCMB has approved the annual Youth Justice Board on behalf of the constituent partner agencies, all of which are represented on the board (see attached approval sheet).

2.3 Youth Crime Prevention Strategy Group (YCPSG)

The YCPSG was set up in 2016 and was tasked with developing a multi-agency Youth Crime Prevention Strategy (see appendix A). The group has representation from key professionals including YOS, police, Housing, Education and Children's Social Care.

The strategy has been developed and was launched in 2017. It has been agreed by the YCMB and CSP. It is co-owned by relevant agencies working with young offenders to provide appropriate intervention and diversion. The plan consists of an action plan which is monitored and overseen by the YCPSG and YCMB, allowing multi-agency engagement on review and progress.

The strategy includes key themes and areas of focus including;

- Identification and referral of those young people who are at risk of offending
- Engaging with schools in the youth crime prevention agenda
- Resources to support youth crime prevention and identification, referral pathways and aligning appropriate support services
- Intervention and prevention programmes to support young people and their families

This plan has been developed in tandem and in line with existing strategies including the Youth Justice Plan.

As noted in previous Plans, there has been gaps in health provision for the YOS. The YCMB has been effective in securing additional resources from the Child and Adolescent Mental Health Services (CAMHS) Transformation Fund for Speech and Language provision.

A Health worker is also in post which was moved across from the Clinical Commissioning Group (CCG). The YOS have a 0.2 FT equivalent Speech and Language Therapists working with staff on addressing the speech and language needs of young offenders.

The Service has a 0.2 FT equivalent Counselling Officer from the youth counselling service to address the complex needs of some of young offenders, particularly in relation to previous trauma.

2.4 Criminal Organised Enterprise/Gangs

The involvement of criminal organised enterprise involvement in drug supply and moped theft has become increasingly prevalent in recent years. There is evidence of organised criminal groups from outside the borough boundaries taking advantage of drug markets in the borough. This is sometimes known as 'county lines'.

It has become apparent that there needs to be a multi-agency response to this threat. This has been discussed at the LSCB and the CSP and it has been agreed

that the CSP will lead on the development and oversight of a strategic response. The LSCB will retain oversight in relation to the need to safeguard children and young people from the impact of organised crime, particularly drug supply and some evidence of Child Sexual Exploitation (CSE). At the end of 2016/17 we have had a local area profiling session to collect key intelligence from relevant partner agencies and a strategy is now being developed for scrutiny by the CSP and LSCB in the autumn of 2017.

It is important to note that Hounslow is not a designated Gangs borough, but the changing population, including some movement from families from inner London into the borough and some evidence of county lines suggests that timely intervention is necessary before organised criminality has further impact on the quality of life in the borough.

2.5 Service Integration

Finally, there is considerable activity in Hounslow to create a whole systems approach to youth crime and to provide an integrated service by the multi-agency partnership.

The Head of YOS is a member of the Divisional Leadership Team (DLT) within the Specialist Services directorate. Collaborative working between the YOS and Children's Social Care is managed through an inter-agency protocol which is updated annually and overseen by the Specialist Services' DLT.

Section 3: Resources and Value for Money

3. There have been some, albeit minimal changes, to the resourcing of the YOS since the local Youth Justice Plan was last updated in 2016.

3.1. Funding received from the Youth Justice Board Effective Practice Grant was not further reduced as had been feared, but in fact was increased by 0.2%.

3.2. The CCG recruited a locum Child and Adolescent mental health worker in September 2016, employed by the West London Mental Health Trust and deployed within the YOS. This has been a welcome addition to the service, and there are plans for permanent recruitment to the post in the autumn of 2017.

In addition the CCG have provided funds for the training of YOS in identifying and working with young people demonstrating speech, language and communication deficits. Speech and language therapist support has also been provided as a contribution in kind. This is a positive development as a significant proportion of young offenders exhibit communication difficulties that serve as a barrier to accessing mainstream, universal services.

3.2.1. The CCG has also funded 0.2 full-time equivalent counselling time from the Hounslow Youth Counselling Service. This enables young people with complex needs, including child sexual abuse, victims and witnesses of domestic abuse and other traumatic experiences to receive timely support and assistance.

The net contribution for the latter two initiatives by the CCG is £30,000 for 2017/18.

3.3. The YOS also has direct access to support from an Independent Domestic Violence Advocate (IDVA) based within Children's Services, to work with young people known to the YOS who are the victims of domestic violence in the family home or within a personal relationship with a peer.

The IDVA post is funded by the Mayor's Office for Policing and Crime (MOPAC) and managed by the Community Safety Team but deployed within frontline services.

3.4. Contributions from the council and its partners, the Metropolitan Police and NPS have been made for 2016/17 at the same level as 2015/16, with no reductions planned.

3.5. However, funding sustained a net reduction of £27k of MOPAC funding according to a revised formula for grant allocation for 2017/19, compared to 2014/17.

The previous allocation was £153,434 and for 2017/19 the allocation is £123,564. Details of YOS resourcing is outlined in Table metro1 below.

Table 1

Youth Justice Plan 2017/18

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	TOTAL
Police	£128,531.00	-	-	£128,531.00
Police and Crime Commissioner*	£123,564.00	2 x FTE Officers	-	£123,564.00
Probation*	£49,909.00	1 x FTE Officer	£5,000.00	£54,909.00
Health*	£58,000.00	1 x FTE Nurse	-	£58,000.00
Local Authority	£865,244.00	-	£64,100.00	£929,344.00
YJP	£342,683.00	-	£14,000	£356,683.00
Other	£39,392.00	-	-	£39,392.00
Total	£1,607,323.00		£83,100.00	£1,690,423.00

*Staffing costs indicate financial costs to the seconding agency. Payments in Kind refer to staff deployed within the YOS.

Breakdown of above	
Effective Practice Grant	£327,493.00
Unpaid Work Order (included)	-
Junior Attendance Centre	£29,190.00
YJB Funding	£356,683.00
SMU Staff x 2	£81,384.00
Youth Inclusion Worker (PO1 scp 34)	£42,180.00
Total MOPAC Funding	£123,564.00
Troubled Families (OCD Officer)	£39,392.00
TOTAL 'Other' Funding	£39,392.00

3.6. The partner contributions are as follows:

- The Metropolitan Police continue to fund 2 F.T.E. officers who perform a range of functions in accordance with an existing protocol agreed in 2015.

This protocol will be reviewed in light of any guidance produced subsequent to the planned Metropolitan Police area-wide reorganisation, scheduled to be implemented in 2018/19.

- The local authority contributions have been updated to reflect the transfer of staffing and associated budgets in relation to work with OOCs from the Early Intervention Service to the YOS.
- The health contributions concerning Speech and Language Therapy and Youth Counselling are not reflected in the budget configuration as public health is the budget holder. Similarly, the cost of the CAMHS worker supporting the YJLD scheme is not presented as the budget holder is the West London Mental Health Trust who receive a grant from NHS England.
- The NPS continue to fund the salary and support costs for 1 F.T.E. seconded probation officer. The secondee performs a range of tasks outlined in a national protocol, with a particular focus on managing the transition of young offenders to the probation service at the age of 18 years.
- In the autumn of 2016, MOPAC revised the process for allocating grant funding the local CSPs in line with the Mayor's Policing and Crime Plan. The identified priorities of supporting vulnerable groups, including young people and promoting a Criminal Justice System that works for all Londoners was welcome. However, a focus on the co-commissioning with local authorities of regional and sub-regional projects led to a reduction of funds available to individual local authorities. The reduction in Hounslow was approximately 40%.

This resulted in the cessation of funding for the mentoring scheme provided by the Brentford Community Sports Trust. However, the loss was partly mitigated by the retention of 2 F.T.E. substance workers and additional funding for a dedicated worker to support the Prevention Strategy.

The potential cessation of the mentoring scheme was accepted as a significant loss by Children's Services. Further funding for 2016/17 was agreed, subject to a revised service level agreement. The mentoring scheme will continue to support young offenders to sustain law-abiding lifestyles post-YOS intervention but at a lower volume. The scheme will also support young people on the 'edge of care' which also provides synergy with the Youth Crime Prevention Strategy as this cohort are at risk of future criminality.

The above is a further illustration of the developing partnership with Families First and Intensive Support (FFIS). This service was created in September 2016 following the disaggregation of the Early Intervention Service. FFIS is responsible for the Troubled Families Programme (TFP) and Targeted Youth Support and is a key partner in both prevention, supporting the YOS in working with young offenders in the Criminal Justice System, and, where appropriate, providing continuing support to young offenders and their families after the YOS intervention has closed.

As noted in last year's plan, the TFP has funded an officer's post in the OOC team. Funding has been continued for 2017/18 but further funding is dependent upon the TFP performance and ability to claim payment by results funding from the Department of Communities and local government. It is a clear objective for 2016/17 and going forward to improve integrated working with FFIS to improve outcomes for young people and their families and maximise the potential of the Council to claim payment by results to sustain the services necessary to achieve these outcomes. The services are already co-working group work programmes for vulnerable young women and parenting programmes for parents of young offenders and those facing other challenges. A joint service protocol is in the process of development that will progress further integrated working.

3.7. The CSP was unable to continue the £7,000 funding of the Appropriate Adults scheme, which supports youth subject to police interview who do not have a parent/carer available for support, and, also, vulnerable adults. There is a statutory duty for the YOS to provide an Appropriate Adult scheme for youths, but there is no responsibility for the local authority to ensure provision to vulnerable adults, although it is considered good practice and is welcomed by the police.

At present, the YOS is exploring other funding opportunities but if none are forthcoming the YOS may have to cease recruiting, training and supporting volunteers to act as Appropriate Adults for vulnerable adults, which is the greater volume of call-outs. Provision of Appropriate Adults for youths that require a service will not be affected.

3.8. The Junior Attendance Centre has funding from the Youth Justice Board for the foreseeable future, but is dependent on levels of usage and the demonstration of impact, in terms of reduced rates of re-offending and the achievement of accredited learning outcomes. The centre is an accredited centre for AQA awards which can provide young people with a portfolio of achievements to support applications for employment, education or training in future.

Rates of usage present a challenge. The centre serves Hounslow, Ealing, Hillingdon and Richmond, but the referrals are only from Hounslow and Ealing. The distance for young people to travel from Hillingdon appears to be a barrier. We are exploring the possibility of providing a more mobile centre, using different locations to improve accessibility from different parts of the local area.

3.9. The Effective Practice Grant was committed as outlined in Table 2.

3.9.1. Funding has been deployed in support of the key performance indicators, in particular reducing reoffending and reducing the use of custody, restorative justice interventions and the duty of the YOS to protect the public.

Table 2

Hounslow YOS - COSTED DELIVERY / IMPROVEMENT PLAN: 2017/18

YJB Effective Practice Grant (includes Unpaid Work Order and Junior Attendance Centre)

Activity/Resource	Measurement	Outcome supported	Developing Good Practice	Reference	Costs (Full Year Projection)
Operational Manager	1 X F.T.E.	Reduction in Custody Reduction in Re-offending Effective Public Protection Effective Safeguarding	Management of complex cases Lead officer delivering service to the Courts Reducing Remands to Youth Detention by improved bail assessment and supervision	Job Description Youth Justice Plan	£ 60,678.00
Y.O.S Officer(s)	1 X F.T.E.	Reducing Re-offending Effective Public Protection	Resettlement	Youth Justice Plan	£ 46,630.00
Y.O.S Officer(s)	2 X F.T.E.	Reducing Re-offending Reducing Custody (Youth Detention Accommodation) Effective Public Protection	Delivery of Intensive Supervision and Surveillance (bail and sentencing)	Youth Justice Plan	£ 98,713.00
Restorative Justice Worker	1 X F.T.E.	Reducing Re-offending	Direct victim offender mediation Victim liaison Development of materials for working with young offenders vis Victim empathy	Youth Justice Plan	£ 43,032.00

Activity/Resource	Measurement	Outcome supported	Developing Good Practice	Reference	Costs (Full Year Projection)
Parenting Worker	0.6 X F.T.E. Plus sessional support	Reducing Re-offending	Deliver 3 X SFSC groups per annum and assess / intervene with parents individually where appropriate Sessional worker co-works group	Youth Justice Plan	£ 26,924.00
Youth Engagement Worker (KYPE)	0.5 X F.T.E.	Reducing Re-offending	Increasing access to E.T.E. for young offenders	Youth Justice Plan	£ 19,411.00
Management Information Coordinator	1 X F.T.E	All Youth Justice Outcomes measures	Providing management information concerning YOS performance to enable targeted improvement activity Analysis of Asset data to inform resource allocation	Youth Justice Plan	£ 49,346.00
Junior Attendance Centre Coordinator	0.25 F.T.E.	Reducing Re-offending Reducing Custody	Supervising Attendance Centre Supporting attendance of appointments	Youth Justice Plan	£ 11,949.00
TOTAL					£ 356,683.00
			Staffing		£ -
			Non-Staffing (Training contribution)		£ -
			YJB GRANT ALLOCTION 2017/18 (includes UWO & JAC)		£ 356,683.00

Section 4: Partnership Working

4.1 The challenges for the YOS and its partners identified in the previous Youth Justice Plan still obtain:

- i. to sustain and strengthen existing partnerships in the context of increasing fiscal pressures across the partnership.
- ii. to develop new partnership and new ways of working to continuously improve outcomes for young people and their families.

The following will illustrate the approach to meeting these challenges.

4.2 The joint protocol between YOS and Children's social care was noted in the updated plan published in 2015, and this has become embedded, resulting in more integrated practice. There is still further work to do in relation to refining a joint approach between the Corporate Parenting Service and the YOS, to promote desistance from offending of a small number of older looked after teenagers involved in prolific offending. This group, though numerically small, commit a disproportionate number of offences and also present a range of challenges to Children's Services due to their complex needs.

4.2.1 The Local Authority is committed to becoming a signatory to the Home Office concordat for children in custody (police detention), which is currently in draft form for consultation. However, the YOS, Children's Social Care and the LSCB have already agreed the principles outlined in the Concordat, and they have been summarised in the current joint protocol between the YOS and Children's Social Care. The police now provide monthly data concerning children detained and this is discussed at management level between the YOS and social care.

4.3 In January 2015, the YOS and the local police agreed a joint protocol concerning the management of OOCs, the role of police officers deployed into the YOS, the provision of Appropriate Adults to support young people interviewed in connection with an offence, and other related issues. The protocol remains current, but is scheduled for review in 2018 following the reorganisation of the police.

4.4 Hounslow YOS signed the protocol with the NPS in February 2016. This has been extended into a local agreement with the NPS and CRC to formalise the transfer of cases from the YOS at age 18 years, and the responsibilities for the delivery of extended supervision for young offenders sentenced as a juvenile to a Detention and Training order but released into the community post their 18th birthday. During 2016/17, the NPS and YOS agreed a local protocol to manage young offenders transitioning to supervision from the probation service in accordance with HMPI inspection recommendations of this area of work. This is now monitored regularly by the YCMB.

4.5 The YOS and its partners face several challenges in the coming year and beyond:

- To continue to reduce the proven rate of re-offending by young people. Analysis of current trends suggests that by March 2018, the reoffending rate for young people will remain better than the London average and will be much closer to the national average which is currently 38%.
- The YCMB has ownership of the local strategy to reduce re-offending, which is outlined in section 5.
- The incidence of Serious Youth Violence remains a concern and the increase in knife-enabled offences is of particular concern. The CSP is formulating a multi-agency strategy to reduce the carrying of knives by young people under the age of 25 years. This will build on the work already underway by the Police, YOS and Operation Concordia.
- The local Magistrates Court at Feltham, which also houses the Youth Court, closed in September 2016 and Hounslow cases are now heard at Ealing Magistrates. The shared arrangement with Ealing YOS has worked very well. There is a good partnership working between both YOS'. Magistrates routinely provide positive feedback on pre-sentence reports provided to courts by Hounslow YOS.
- Hounslow faces some challenges in relation to the prevention of violent extremism, in particular the possible radicalisation of disaffected youth by either radical Islamist elements or Far Right extremists.

The council and its partners have a robust prevention strategy to counter radicalisation overseen by the Stronger United Community Group (S.U.C.G) of which the YOS is a member.

At present, there is little evidence of young people being influenced by radical propaganda, although it is freely available on the internet. If any young people raise concerns they are screened for extremist beliefs, but none, as yet, have required any intervention to counter radicalisation.

All YOS staff have received the Home Office approved WRAP 3 training.

As mentioned, the TFP now falls under FFIS and is within the Children's Social Care division. This service has only been in operation since September 2016 but the developing partnership with the YOS shows considerable promise. Young people requiring a non-statutory intervention for either pre criminal behaviour, ASB or who are on the edge of care are referred to a Resources Panel which is attended by both Families First and YOS and work is allocated accordingly. Resources are shared, including group work interventions for young women and those in need of a whole family approach to meet their complex needs.

Section 5: Performance against Key Outcomes

4. Performance against Key Outcomes

4.1. The following provides a summary of local performance in relation to the key national indicators, which are determined by central government in response to advice from the Youth Justice Board. This section will also outline performance against local indicators agreed by members and partner agencies to address any specific priorities for action in Hounslow.

4.1.1. The outlined performance against each indicator is accompanied by commentary and analysis, in order to provide explanatory context and identify any areas for improvement.

4.2. National indicator: Reduce the rate of proven re-offending by young people

There are two measures for this indicator:

- i. the binary rate measures whether a young person having been cautioned or convicted for an offence then goes on to commit a further offence within 12 months.
- ii. the frequency rate measures the average number of further offences committed by the cohort.

This is designed to measure the impact of the Judicial response and subsequent intervention by the YOS and its partners on offending behaviour. Clearly, the frequency rate can be negatively affected by a small number of prolific offenders. This highlights the necessity of conducting a high quality assessment of the likelihood of re-offending at the point of entry, and the delivery of an effective intervention proportionate to the level of risk.

5.2.2. A further factor for consideration is that performance data for this measure is necessarily retrospective, and is reported nationally on the Youth Justice Management Information System (YJMIS). After the 12 month reporting period, a further six months is allowed to enable offences to be detected by the police and proven, either in court or by administration of a caution. YOS data is then cross-referenced with data held on the Police national computer. Performance is published by the Youth Justice Board almost two years after the date of the Judicial outcome that placed a young person in the cohort that is monitored.

5.2.3. It is, therefore, important to note that, on this measure, there is a two year time lapse between actions taken to improve performance and this being reflected in the national dataset. It is equally true that deficits in service-delivery and performance will continue to have an impact on performance data, sometimes long after they have been resolved.

5.2.4. The points above are illustrated by the trajectory of performance reflected in Tables 1 and 2 and Chart 1:

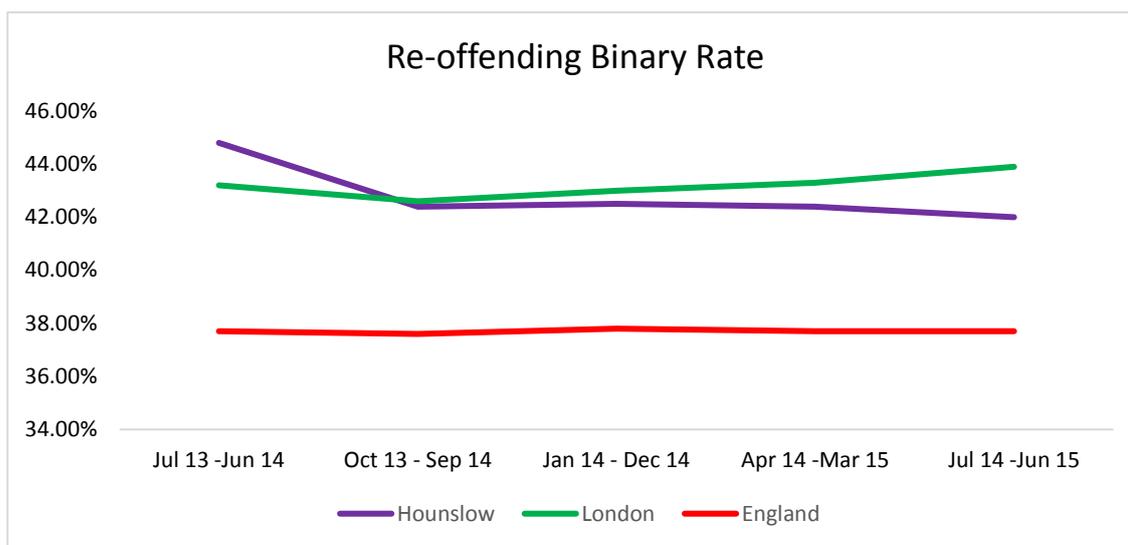
Table 1

Re-offending	Jul13 - Jun14 Cohort	Oct 13 - Sep 14 Cohort	Jan 14 - Dec 14 cohort	Apr 14 - Mar 15 cohort	Jul 14 -Jun 15 cohort
Hounslow - Re-offending binary rate	44.80%	42.40%	42.50%	42.40%	42.00%
Hounslow - Re-offences by per re-offender	3.31	3.23	3.67	3.34	2.82
London - Re-offending binary rate	43.20%	42.60%	43.00%	43.30%	43.90%
London Re-offences by per re-offender	3	3.05	3.11	3.15	3.22
National - Re-offending binary rate	37.70%	37.60%	37.80%	37.70%	37.70%
National Re-offences by per re-offender	3.14	3.18	3.25	3.27	3.34

Table 2

Cohort Period	No. of Young people in Cohort	Re-offenders	Re-offences
Jul 13 - Jun 14	192	86	287
Oct 13 - Sep14	184	78	286
Jan 14 - Dec 14	167	71	229
Apr 14 - Mar 15	170	72	238
Jul 14 - Jun 15	174	73	206

Chart 1



In December 2015, when outcomes for the October 2012 to September 2013 cohort were published, Hounslow was ranked 31 out of the 33 London boroughs, with a binary rate of 50.8%. This was due to two factors:

- 1) The YOS was restructuring in order to improve practice and be better positioned to confront future challenges. In the interim, the YOS was reliant on a high number of locum managers which is disruptive to service delivery. The improvements in performance coincide with completion of the restructuring and recruitment of capable, permanent staff which enabled a demonstrable improvement to the quality of service delivery to be achieved in relation to the court population.
- 2) An additional factor was (as noted above) the location of work with young people subject to OOCs with the Early Intervention Service rather than the YOS, which contributed to a significantly high rate of further offending than other London authorities.

Responsibility for this area of work was transferred to the YOS in September 2015, and the impact of the change will be reflected in the national dataset from December 2017 onwards. We anticipate, using provisional outcome data, a further reduction in the binary rate, which will be cumulative over the following twelve months as OOCs subject to the revised approach form a greater proportion of the overall offending cohort. A target for the binary rate of no more than 38% to be achieved by April 2018 has been agreed, with further reductions expected during 2018/19.

The reductions to the binary rate has led to an improved ranking, and data published in June 2017 indicates that Hounslow is now ranked 11th in London.

5.2.5. The frequency rate demonstrates a similar trajectory of improvement, which according to the most recently published data, is now below both regional

and national averages. This reflects the continuous improvement of assessment, planning and the delivery of effective interventions to address offending behaviour. It also reflects the strength of partnership working with the police, children’s services and CAMHS in managing the risk of further offending. This is achieved through the targeted sharing of intelligence and ensuring a balance between enforcement action and delivering interventions to address the underpinning causes of youth offending, including family difficulties and emotional and mental health issues.

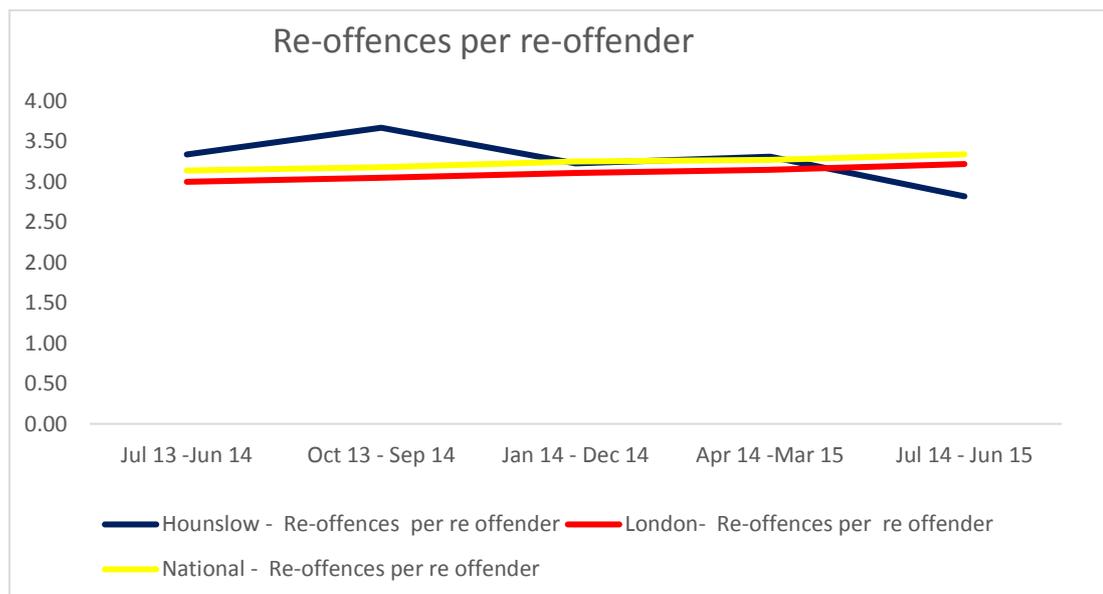
The number of re-offences per reoffender indicates a steady increase in the London and National cohorts (see Table 3). In Hounslow, re-offences per re-offender fluctuated amongst the five cohorts. In the latest cohort, re-offences per re-offender dropped significantly and is lower than both London and National rates.

Table 3

Re-offences / Re-offenders	Jul 13 - Jun 14	Oct 13 - Sep 14	Jan 14 - Dec 14	Apr 14 - Mar 15	Jul 14 - Jun 15
Hounslow - Re-offences per re offender	3.34	3.67	3.23	3.31	2.82
London- Re-offences per re offender	3.00	3.05	3.11	3.15	3.22
National - Re-offences per re offender	3.14	3.18	3.25	3.27	3.34

Chart 2 shows the rate of re-offences per reoffender. The blue line illustrates Hounslow’s rate, which is improving and is now positioned below London and national averages in the last cohort.

Chart 2



Frequency rate: Re-offences / Offenders

Table 4 shows the frequency rate of re –offences by cohort members. The July 2014 to June 2015 cohort indicates a drop in the frequency rate of re-offences, which is below London and national averages.

Table 4

Frequency rate	Jul 13 - Jun 14	Oct 13 - Sep 14	Jan 14 - Dec 14	Apr 14 - Mar 15	Jul 14 - Jun 15
Hounslow frequency rate	1.49	1.55	1.37	1.4	1.18
London Frequency rate	1.30	1.30	1.34	1.36	1.41
National frequency rate	1.18	1.20	1.23	1.23	1.26

5.2.6. The objective for 2017/18 is to maintain the process of continuous improvement in service delivery, in order to sustain and further reduce the rate of re-offending. Further reductions will require a renewal of emphasis on effective early intervention, which is the rationale behind the Youth Crime Prevention Strategy.

There are a number of risks that may disrupt the strategic direction in achieving these aims and these are described towards the end of this section.

5.3.National indicator: Reduce the number of FTEs to the Criminal Justice System

Table 5 below illustrates the number of FTEs to the Criminal Justice System.

Table 5

<p>NI111 First Time Entrants to The Youth Justice System 2016/17</p>	<p>2016/17 Target: 130 FTE Outturn: 73 FTE</p>	<p>2016/17 Target: 130 FTE Outturn: 73 FTE $73 / 22863 \times 100000 = 319.2$ (FTE rate per 100,000) Comparison</p> <p>2015/16 Target: 130 FTE Outturn: 124 FTE $124 / 22863 \times 100000 = 542.36$ (FTE rate per 100,000) Comparison</p> <p>2013/14 Target: 170 FTE Outturn: 103 FTE $103 / 22863 \times 100000 = 450.5$ (FTE rate per 100,000)</p> <p>The number of FTEs decreased significantly during 2016/17, from 130 to 73. The major contributory factor of the reduction of FTE is interventions offered to young people by Hounslow’s YOS, which aim to prevent young people from entering the Criminal Justice System. Early intervention has significant impacted on overall reduction of convictions.</p>
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- 5.3.1.** There was a substantial reduction in the number of FTEs in 2016/17 compared with the previous year. This was the first full year of OOCs being the responsibility of the YOS. The renewed focus on decisions about the disposal being informed by an assessment of the likelihood of re-offending and not solely the gravity of the offence, followed by a robust intervention being offered in all cases, including those diverted from the Criminal Justice System, has reduced the numbers committing further offences, which undermines the initial decision to divert.
- 5.3.2.** More than 60% of police referrals for an OOC are diverted from the Criminal Justice System, following an assessment at the point of Triage. However, it should be noted that the process of assessment, the delivery of an intervention to prevent further offending, and continuing the support upon exit, requires the substantial commitment of resources, in order to achieve the local partnership objective of reducing youth crime.
- 5.3.3.** Partners providing continuing support is critical to the success of the strategy. Mentoring support provided by Brentford Community Sports Trust has proven to be very effective. The YOS also has strong partnerships with FFIS, which provides a range of support services under the umbrella of the TFP.
- 5.3.4.** The pattern of offending for FTEs reflects the pattern of total youth offences of violence against the person. Some of these offences are related to disputes concerning drugs markets but not reflected in the charge or conviction, due to insufficient evidence to meet the legal threshold.
- 5.3.5.** As noted above, drug related offences include those for supply, although the majority are for possession. To address the issues of substance misuse which fuels the drugs markets and associated offences, MOPAC has continued to fund two specialist workers within the YOS until 2019. The work will be conducted in partnership with iHear, a voluntary organisation commissioned by Public Health to provide treatment and support for young people affected by substance misuse.

5.4. National Indicator: Reduce the use of custody for young people

- 5.4.1.** It has been recognised for several years that custody, whilst serving to protect the public from offending for a short period, is largely ineffective in reducing the rate of re-offending. Sentencing guidelines have raised the threshold for custodial sentencing considerably in recent years. It is also an expectation that the YOS manages a higher level of risk of offending in the community.
- 5.4.2.** Table 6 illustrates performance during 2016/17 in relation to custodial sentencing:

Table 6

Indicator	Performance	Commentary
NI43 Young People within the Youth Justice System receiving a conviction in court who are sentenced to Custody	2016/17 Target: 5% Outturn: 3.3% 2015/16 Target: 5% Outturn: 4.25%	2016/17 Target: 5% Outturn: 3.3%% 2015/16 Target: 5% Outturn: 4.25% Comparison 2012/13 Target: 5% Outturn: 8.54% Custodial sentence: 2016/17 = 6 Occasions (6 Young People) 2015/16 = 10 Occasions (8 Young People) 2014/15 = 10 Occasions (9 Young People) 2013/14 = 12 Occasions (11 Young People)

Custodial Sentences 2016/17

Six young people received custodial sentences during this period. The profile of these young people included: 2 White males, 1 White female, 2 Asian males and 1 mixed male. In terms of age: one young person was 14 years of age, one 15 years old, 2 young people were 16 years old and 2 were 17 years of age.

Three young people received section 91, one received a 7 year sentence. Three young people received a detention and training order.

Of this cohort, four young people were convicted of violence against the person offences. One young person was convicted for sexual offences and one for aggravated vehicle taking and dangerous driving.

The custodial sentence was 3.3% of total disposals and the percentage has decreased from 8.54% to 3.3% over the period.

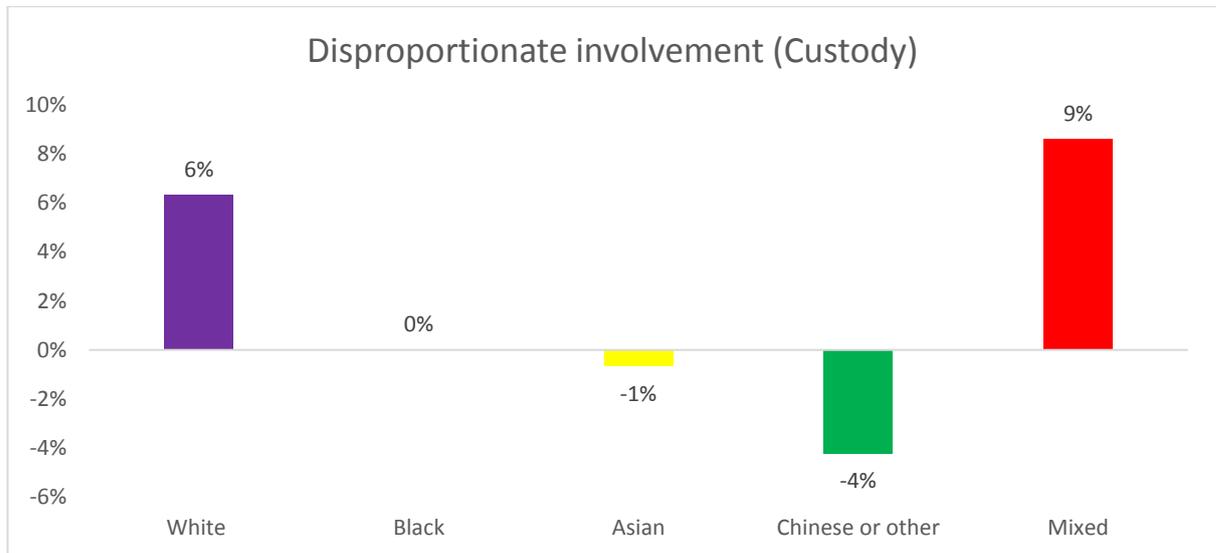
5.4.3. Tables 7 and chart 3 illustrate the profile of young people sentenced to custody by their ethnic background.

Table 7

Ethnicity	No. YP	%age	No. Offences	%age	General Population Mid 2011	%age	Disproportionate involvement
White	3	50%	11	61%	9,981	44%	6%
Black	0	0%	0	0%	2,302	10%	0%
Asian	2	33%	5	28%	7,772	34%	-1%
Chinese or other	0	0%	0	0%	966	4%	-4%
Mixed	1	17%	2	11%	1,842	8%	9%
Total	6		18		22,863		

The reduction in custodial sentencing is positive. During 2016/17, Black young people were not convicted with a custodial sentence. White and Mixed young people were over represented in this cohort but the numbers are so small that conclusions cannot be drawn as to whether this will be an enduring trend.

Chart 3



5.4.4. Remand to Youth Detention Accommodation (YDA) 2016/17 There were further reductions for remand to YDA cases in 2016/17. Remand to custody cases have been consistently decreasing since 2013. Table 8 illustrates the reduction in the use of remands to YDA during 2016/17.

Table 8

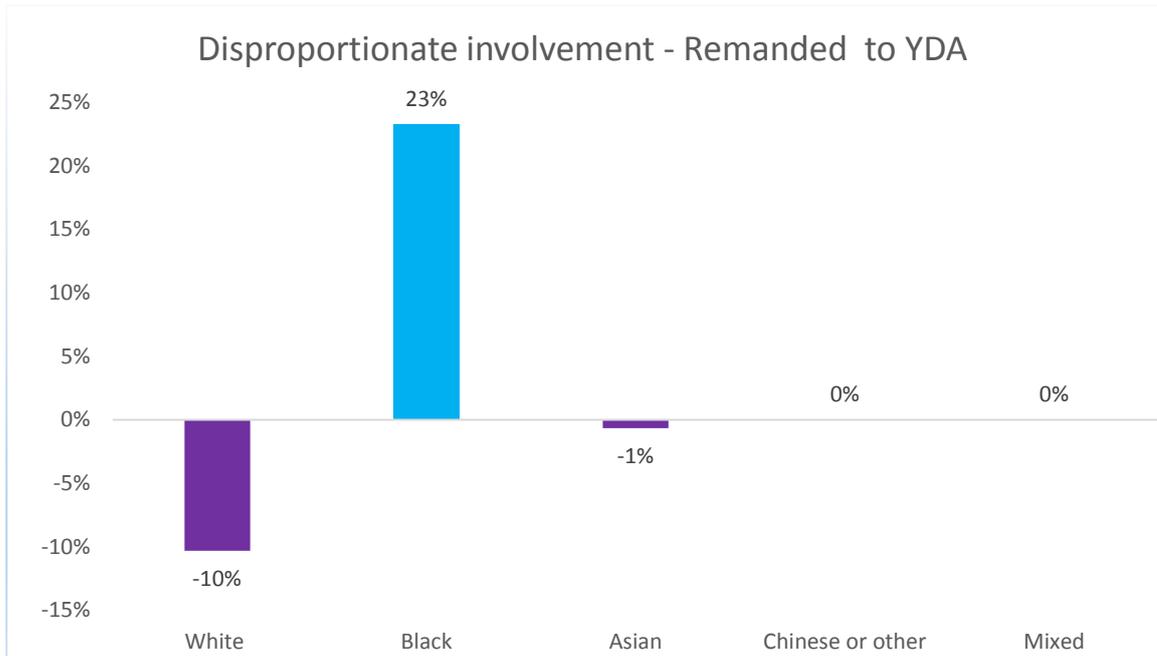
Indicator	Performance	Commentary
Remand in Custody with Youth Detention Accommodation (YDA) requirements 2016/17	2016/17 Number of Young People Remand to Custody with YDA requirement = 3	Remand to YDA 2016/17 = 3 Young People: Remand to YDA requirements <ul style="list-style-type: none"> • Young Offender Institution (YOI) = 3 YP Comparison <ul style="list-style-type: none"> • Remand to YDA 2016/17 = 3 YP • Remand to YDA 2015/16 = 9 YP • Remand to YDA 2014/15 = 13 YP • Remand to YDA 2013/14 = 16 YP <ul style="list-style-type: none"> • Two third reduction in Remand to custody cases in 2016/17 compared with 2015/16. • There were 3 male remand to youth detention accommodation.

5.4.5. Black young people are disproportionately represented in this cohort as illustrated in Table 9 and Chart 4 below. However, the small numbers involved prevent any firm conclusions being drawn from this. This will be subject to continuous monitoring in light of the Lammy Report, published in 2016, which drew further attention to the disproportionate involvement of Black and other ethnic minority groups in the Criminal Justice System in general and in the custodial population.

Table 9

Ethnicity	No. YP	%age	No. Offences	%age	General Population Mid 2011	%age	Disproportionate involvement
White	1	33%	14	70%	9,981	44%	-10%
Black	1	33%	4	20%	2,302	10%	23%
Asian	1	33%	2	10%	7,772	34%	-1%
Chinese or other	0	0%	0	0%	966	4%	0%
Mixed	0	0%	0	0%	1,842	8%	0%
Total	3		20		22,863		

Chart 4



5.4.6. The reduction in the use of custody, both sentencing and remand, is attributable in part to the quality of presentence report and bail assessments to the court. Regular feedback is sought from magistrates to ascertain their views of YOS reports provided and the feedback is invariably positive.

5.5. The process of continuous improvement in performance has been sustained in the context of rising demand for YOS services.

The volume of work undertaken by the YOS, including the Court population and OOCs rose by 10% compared to 2015/16 (see Table 10).

Table 10

Offences categories	2016/17	2015/16	Difference in numbers	Percentage difference
Violence against the person	142	126	16	13%
Drugs	86	79	7	9%
Motoring offences	80	30	50	167%
Theft and handling Stolen Goods	39	38	1	3%
Vehicle Theft / Unauthorised Taking	36	14	22	157%
Breach of statutory order	28	29	-1	-3%
Criminal Damage	25	30	-5	-17%
Sexual offences	16	11	5	45%
Robbery	14	17	-3	-18%
Public order	11	20	-9	-45%
Other	6	13	-7	-54%
Domestic burglary	5	4	1	25%
Breach of Conditional Discharge	4	2	2	100%
Fraud And Forgery	3	1	2	200%
Racially aggravated	3	4	-1	-25%
Breach of bail	2	5	-3	-60%
Non Domestic Burglary	2	3	-1	-33%
Arson	1	0	1	100%
Total offences	503	426	77	18%

5.6. Offences as a proportion of total youth offending is illustrated in Table 11.

Table 11

Offence Categories	2016/17	Percentage
Violence against the person	142	28%
Drugs	86	17%
Motoring offences	80	16%
Theft and handling Stolen Goods	39	8%
Vehicle Theft / Unauthorised Taking	36	7%
Breach of statutory order	28	6%
Criminal Damage	25	5%
Sexual offences	16	3%
Robbery	14	3%
Public order	11	2%
Other	6	1%
Domestic burglary	5	1%
Breach of Conditional Discharge	4	1%
Fraud And Forgery	3	1%
Racially aggravated	3	1%
Breach of bail	2	0%
Non Domestic Burglary	2	0%
Arson	1	0%
Total offences	503	

Offences of violence against the person and drugs offences have all increased as discussed above. Motoring offences have increased as has vehicle theft, which are often poorly secured when parted and therefore easy to steal. The police are addressing this by publicising advice to owners. However, there is some London-wide intelligence to suggest that mopeds are being stolen 'in order' in outer-London boroughs for use by gangs in central London to conduct robberies.

5.6.1. This throws into sharper relief the need for the local partnership to address young people's involvement in organised criminal activity, including moped theft and drugs supply. There is some intelligence, which cannot be substantiated in the public domain, that so-called 'county lines' are operating in the borough. This refers to organised criminal enterprise from outside the local area moving in to exploit local drugs markets. These groups may sometimes be described as 'gangs' but the definitions used after often unhelpful and it should be noted that Hounslow has not been classified as a 'gangs' borough by MOPAC. However, that notwithstanding the involvement of organised criminal enterprise in local crime is an area of

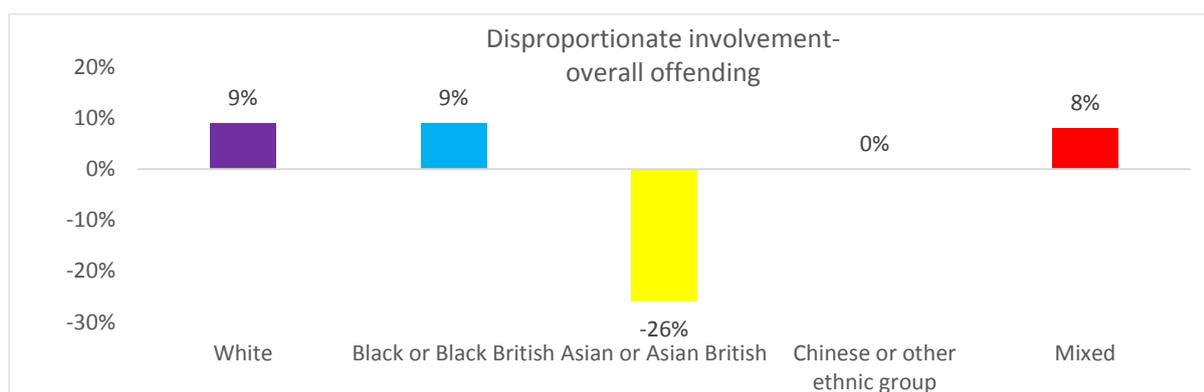
concern. The local CSP will address these issues for the consideration of members and partner agencies later this year.

5.7. The disproportionate involvement of young black people in the Criminal Justice remains an issue of concern, although this group's non-representation in custodial sentencing, as noted above, illustrates progress. However, the size of the custodial population is so small that firm conclusions cannot be drawn from this. Table 12 and Chart 5 show disproportionality involvement of offending by ethnicity.

Table 12

Ethnicity	No. YP	%	All offences	%	General Population Mid 2011	%	Disproportionate involvement
White	94	52%	217	43%	9,981	44%	9%
Black or Black British	35	19%	88	17%	2,302	10%	9%
Asian or Asian British	15	8%	66	13%	7,772	34%	-26%
Chinese or other ethnic group	7	4%	17	3%	966	4%	0%
Mixed	29	16%	115	23%	1,842	8%	8%
Total	180		503		22,863		

Chart 5



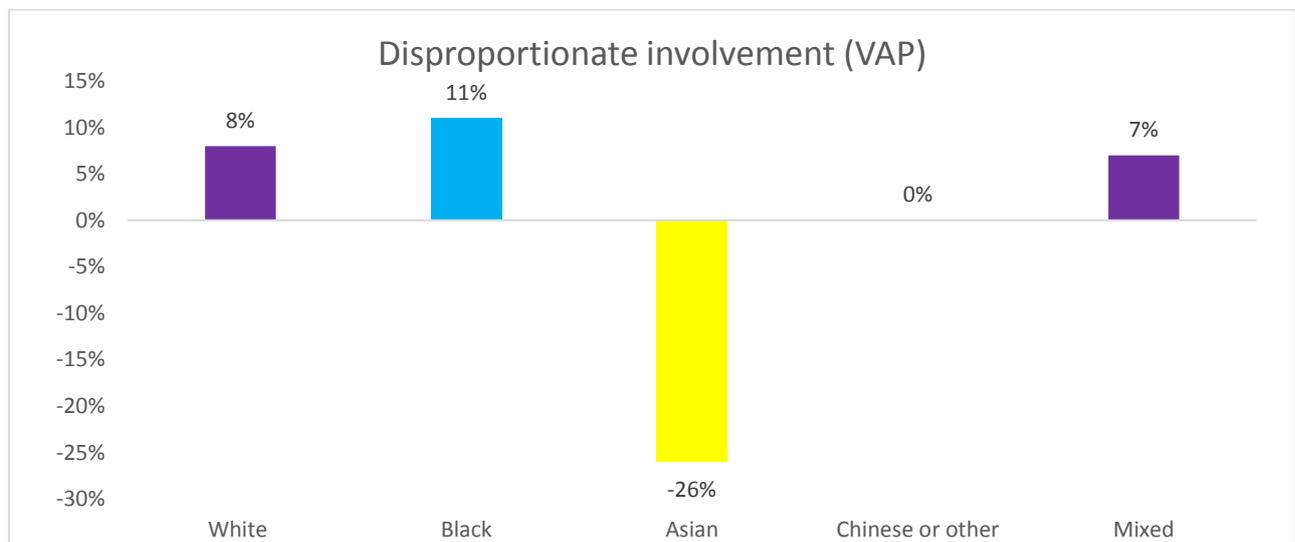
5.7.1 Table 13 and Chart 6 shows data on disproportionality involvement of offending in relation to violence against the person.

Violence against the Person (VAP) 2016/17

Table 13

Ethnicity	No. YP	%	No. Offences	%	General Population Mid 2011	%	Disproportionate involvement
White	47	52%	69	49%	9,981	44%	8%
Black	19	21%	29	20%	2,302	10%	11%
Asian	7	8%	14	10%	7,772	34%	-26%
Chinese or other	4	4%	4	3%	966	4%	0%
Mixed	14	15%	26	18%	1,842	8%	7%
Total	91		142		22,863		

Chart 6



91 young people committed 142 VAP offences during 2016/17, which was 51% of the total offending population. There is an increase of 14 young people and 16 VAP offences compared to last year.

Most commonly committed offences were: possession of knife/bladed article, assault by beating, assaulting a constable in the execution of his / her duty and assaulting a person thereby occasioning them actual bodily harm.

27 Young people committed 31 knife related offences, making up 15% of the total offending cohort. This indicates a 50% increase in young people who were convicted of knife related offences compared with the previous year.

5.7.2 The measure of disproportionately uses the 2011 census data as a benchmark. The population churn in recent years caused by the housing crisis in London, and the movement of families from inner-London to outer-London boroughs, including Hounslow renders this data unreliable, and further analysis is required to determine the precise level of disproportionality in 2017-18 and onwards. However, the data as presented suggests that although the disproportionate representation of young black people in the youth justice system continues to be an issue, the numbers involved are relatively small.

5.8. An issue that does require specific attention is young people's involvement in offences of violence against the person and in particular knife-enabled, compared offences which rose by 50% compared to 2015/16. Fortunately, there have been no fatal stabbings and the volume of knife enabled offending is less than many other London boroughs. The local partnership is committed to preventing an escalation of the problem. A number of strategic approaches and operational tactics are in place including:

- i. police use of targeted stop and search powers and tactics to disrupt the activities of individuals known to carry knives.
- ii. evidence-based group work programmes with young people convicted or cautioned for a knife-enabled offence or another offence of violence against the person. This programme is currently subject to research into its impact on offending behaviour through Project Oracle.
- iii. this programme is also available to young people who have not yet been cautioned or convicted by referred agencies including the police, children's services and schools due to concerns about future behaviours.

5.9. To reduce crime, protect the public more effectively and maximise the opportunities for young people to lead pro-social law-abiding lifestyles it is necessary to intervene at the earliest opportunity in the commencement of a criminal lifestyle before the behaviour becomes entrenched and more resistant to change. As mention earlier in the plan, in April 2017, the Council and its partners launched the Youth Crime Prevention Strategy (see Appendix A). This identified a number of cohorts of young people to be targeted for early intervention. The engagement of young people and their families is necessarily voluntary but will be of benefit to them and the wider community. The YOS has already began to engage with young people referred by the police after a decision to take no further action following an arrest. Research suggests that a significant number of these young people come to further notice for offences which timely intervention may pre-empt similar pathways are being established via the multi-agency safeguarding hub for young people of concern, and from housing in relation to anti-social behaviour.

- 5.10.** To achieve all of the above objectives, the YOS must maintain and continuously improve the quality and range of its interventions, which include:
- individual assessment and casework
 - victim-offender mediation, direct and indirect
 - counselling services
 - mental health service
 - speech and language therapy
 - a range of group work programmes, including Thinking and Behaviour skills, victim empathy workshops, Life and Social skills, Weapons Reduction programmes and a group work programme for young women

We also need to continuously improve partnership working with the TFP, Drugs services, Police Cadets, the Fire Service (Life programme), London Ambulance Service and Street Doctors – partners in delivering programmes to reduce knife crime, the Youth Service who deliver stop and search workshops for young people and Public Health who provide sexual health support for young people.

- 5.11.** As noted in last year's plan, Hounslow YOS implemented the new Asset plus framework in June 2016. This has proven challenging for staff, particularly as implementation coincided with an increased volume of work. Further work is needed to embed revisions to practice and, in particular, case recording requirements. Refresher training is currently in progress.

- 5.12.** In terms of significant events, it is pleasing that there have been no children's safeguarding or public protection incidents that met the threshold for reporting and the completion of a Learning review.

A Joint Targeted Area Inspection led by OFSTED concerning children and young people living with Domestic Abuse was conducted in May 2017. Inspectors complimented the YOS on its work in partnership with other agencies and the quality of its work with individual young people.

- 5.13.** Since the enquiry into events in Rotherham, the professional network has become more aware of the need to protect young people from CSE. The YOS is a member of the multi-agency Sexual Exploitation Panel. All staff have received training provided by the Hounslow LSCB. In light of recent events, it is necessary to counter the potential exploitation and radicalisation of vulnerable youth by political and violent extremist groups. In this regard the YOS and Children's Services are working in accordance with the Prevent strategy, and in close partnership with the Council's Prevent co-ordinator, in terms of intelligence-sharing and the referral of young people of concern for support and intervention.



**London Borough
of Hounslow**

Appendix A

Hounslow Youth Crime Prevention Strategy

2016 – 2018

Produced by: Hounslow Multi-Agency Youth Crime Prevention Strategy Group

Contents

1. Introduction	3
2. Principles of Early and Timely Intervention	4
2.1 Why do we need a Prevention Strategy?	4
2.2 The Future for Young Offenders – National Research	5
2.3 Hounslow Youth Crime Prevention Strategy Group	5
3. Borough Context – Hounslow	6
3.1 Ethnicity	6
3.2 Disproportionality data	6
3.3 Deprivation data	7
4. Youth Crime in Hounslow	8
4.1 Offending by Young People in 2015/16	8
4.2 First Time Entrants in 2015/16	8
5. Mental Health Needs of Young Offenders	10
5.1 Substance Misuse Prevention	10
6. Identifying those at Risk of Offending	10
6.1 Front Door and Multi-Agency Safeguarding Hub	12
7. Engaging Schools	12
8. Risk Factors	13
8.1 Significant Risk Factors	13
9. Target Groups and Young People at Risk	14
10. Planning a Strategic Intervention	15
10.1 Targeted Intervention	15
10.2 Intervention Programmes	15
11. Sexually Harmful Behaviour	16
11.1 Child Sexual Exploitation	17
12. Tackling Anti-Social Behaviour	17
12.1 High Risk ASB Panel and Resolving ASB Group	17
13. Resources	17
14. Governance	18
15. Links to other Strategies	19
16. Troubled Families	19
17. Action Plan	23
18. Glossary	26

1. Introduction

This is Hounslow's Youth Crime Prevention Strategy (YCPS) for 2016 - 2018 which sets out how the local authority, with its key partners, will work collaboratively to prevent young people entering the Criminal Justice System and improve their life chances and prospects for the future.

This strategy has been developed jointly by the multi-agency Hounslow Youth Crime Prevention Strategy Group (YCPSG) and is overseen and monitored by the Hounslow Youth Crime Management Board (YCMB). It has been presented and agreed by the Hounslow Community Safety Partnership (CSP). This plan has been developed in tandem and in line with existing strategies including the Hounslow Youth Justice Plan.

This implementation of this strategy will be reviewed and monitored by the YCPSG against its action plan (detailed in section 16.0) and regular reports will be presented to the YCMB, allowing multi-agency engagement on review and progress.

In order to ensure that this is a 'fit for purpose' and deliverable strategy and to effectively embed and monitor what we have set out to do, the YCPSG has identified four key themes which will act as 'golden threads' throughout this document. These are:

- **Identification and referral of those young people who are at risk of offending**
- **Engaging with schools in the youth crime prevention agenda**
- **Resources to support youth crime prevention and identification, referral pathways and aligning appropriate support services**
- **Intervention and prevention programmes to support young people and their families**

This strategy is intended to be a working document aimed at practitioners and professionals and those working in the prevention of youth crime. Services and agencies will be required to work transparently and collaboratively to enable the effective delivery of this agenda, which will rely on input from both internal and external colleagues. The YCPSG will be the vehicle for nurturing multi and inter agency relationships to ensure implementation of the strategy and action plan.

It is important to stress that this strategy does not aim to provide a detailed blueprint for all youth crime prevention work. Rather it seeks to provide services and agencies with a model of effective practice and particularly to identify gaps in provision, which can then be used to inform other strategies and reorganise resources appropriately. Youth crime prevention cannot be tackled by any single agency or by agencies working in isolation. Only by working in partnership will we achieve the vision and outcomes envisaged within this strategy.

We want to prevent offending and reoffending by providing appropriate support and diversionary resources to encourage young people to become law abiding citizens, and to improve all aspects of their life, which may include their mental and emotional well-being, education and future employment prospects, family life, housing and accommodation arrangements.

Support to both young people and parents and/or carers, better planning and support at points of transition in the lives of children, as well as clearer access points to services for families and professionals are of particular relevance to the YCPS.

This is a two year strategy, which will be updated annually. It is anticipated that its contextual framework will remain broadly consistent for the two year period, however an annual refresh, which will review local needs analysis data as well as wider local and national shifts in policy and practice, will be required to ensure accuracy and relevance. In the event of any significant shifts, the required amendments to the strategy will be addressed. Annual updates will be led by the YCPSG and presented to the YCMB for approval.

2.0 Principles of Early and Timely Intervention

Preventing problems

- **Making sure children, young people and their families have the support they need to prevent difficulties from arising.**
- **Ensuring that the services that all children access meet a whole range of needs and have staff who are trained and work to act preventatively.**

Intervening early on

- **Recognising the difficulties and problems that confront children, young people and their families at as early a stage as possible.**
- **Working together to address difficulties and problems that have been identified.**
- **Making sure that enough is done to solve problems before they get worse.**
- **Earlier and timelier intervention to stop developing a criminal career**
- **Improve life prospects and outcomes for children and young people**

2.1 Why do we need a Prevention Strategy?

Research evidence suggests that early intervention before patterns of offending and anti-social behaviour (ASB) become entrenched results in improved outcomes. However, the identification of those at risk of involvement in crime prior to coming to police notice is challenging.

Young people who commit crime from an early age are especially likely to become habitual offenders with long criminal careers. The most hopeful strategy for reducing youth crime is to identify the main risks and ways of reducing these within a community. This knowledge can be used to apply prevention techniques whose effectiveness has been demonstrated by research.

Our current data shows a high rate of reoffending in Hounslow. Our intensive cohort is larger than other more densely populated boroughs because those young people are not accessing the support they need as quickly as they should.

If we are to help to make our community safer, preventing children and young people becoming involved in anti-social and criminal behaviour in the first place must be a priority for all agencies working with children and young people. This strategy will aim to promote positive outcomes for vulnerable young people at risk of offending or re-offending.

Typically, youth crime and ASB follows a trajectory similar to that of normal adolescent development. In other words, children and young people tend to follow a path toward anti-social and criminal behaviour rather than engaging randomly.

Research has shown that there are two types of young offenders;

- those in whom the onset of severe ASB begins in early childhood, and
- those in whom this onset coincides with entry into adolescence.

In either case, these developmental paths give agencies the opportunity to intervene and prevent the onset of ASB and justice system involvement.

In light of the growing body of research, we now know that the better and more cost-effective place to stop the “cradle to prison pipeline” is as close to the beginning of that pipeline as possible. Early intervention prevents the onset of criminal behaviour and supports the development of a youth’s assets and resilience. While many past approaches focus on remediating visible and/or longstanding disruptive behaviour, research has shown that prevention and early intervention are more effective.

In addition to societal and personal benefits, research has demonstrated that youth crime prevention programmes will not only improve outcomes for young people but are financially beneficial due to reductions in the amount spent on custodial sentences.

In essence, intervening early “not only saves young lives from being wasted,” but also prevents the onset of adult criminal careers and reduces the likelihood of youth becoming serious and violent offenders. This in turn safeguards and improves life chances for young people, reduces the burden of crime on society, and proves to be financially beneficial.

The Modern Crime Prevention Strategy confirms the Government’s focus on ‘character’ as a key element of youth crime prevention and intervening early with those exposed to factors that might lead to a high propensity to commit crime.

2.2 The future for Young Offenders

National Research – Supporting Young Adults in the Criminal Justice System

A recent parliamentary enquiry about the treatment of young adults in the Criminal Justice System concluded that more needs to be done to address the needs of offenders aged 18-25, in order to help them get out of a cycle of crime. The research found that this age group were the most likely to stop offending, if the appropriate support was given. The report unveiled a number of risk factors attributed to offenders, such as learning and behavioural needs and difficulties, and other mental health issues.

This plan covers the 10-17 population but it is important for us to consider this research as part of our strategy as it provides insight into potential future challenges for young offenders beyond 18. The impact of circumstances and support in younger years will inevitably influence their adult lives. The report provided examples of young offenders who felt trapped in their continual criminal behaviour and for their desire to improve their lives.

Our commitments are to ensure that we recognise risk factors at an early age, and that we deliver targeted, timely and joined up support to young people, so that they are diverted from a life of crime and supported to engage in programmes and initiatives that will provide them with the foundations to develop positive outcomes for their future and in their adult lives.

2.3 Hounslow Youth Crime Prevention Strategy Group

A focussed multi-agency group has been meeting since February 2016, which will provide strategic direction with the aim of preventing offending by children and young people. The group will have responsibility for producing this YCPS, which will be presented to the YCMB for approval in early 2017.

The aim is to identify **at risk** young people by reviewing referrals from schools for behaviour support, referrals of concern to the Multi-Agency Safeguarding Hub (MASH), young people involved in ASB, and the siblings of young offenders. It is the intention that these young people will be offered enhanced support to prevent a progression towards offending behaviour.

The focus will be on disrupting the pathways for young people into serious criminality and divert them into a law-abiding life-style at an earlier stage in the development of a criminal life-style.

The YCPSG provides a forum to allow different perspectives from services and agencies regarding diversionary programmes and how the borough manages ASB, whilst achieving maximum value for money.

The local partnership is committed to the diversion of young people from the Criminal Justice System wherever appropriate and consistent with the protection of the public and the safeguarding of young people. This requires timely and effective intervention at the earliest point possible in the development of offending and ASB.

The following strategic actions have, therefore, been agreed. All young people diverted from the Criminal Justice System following a referral from the police for an out of court disposal will be assessed, criminogenic factors identified and an appropriate intervention offered. Prior to the transfer of responsibility to the Youth Offending Service, nearly 20% of this cohort committed a subsequent offence within 12 months. The impact of the change in approach on offending will be reviewed in November 2016, and, if necessary, an improvement plan presented to the YCMB for approval.

3.0 Borough Context – Hounslow

Hounslow is a diverse borough with an estimated population of 273,300 (Source: GLA short term trend-based borough population projections, 2015 round)

3.1 Ethnicity

Ethnic group	Number of residents	% of total residents
White	132,300	48.6%
Black Caribbean	3,400	1.3%
Black African	12,100	4.5%
Black Other	7,000	2.6%
Indian	55,000	20.2%
Pakistani	15,400	5.7%
Bangladeshi	3,100	1.1%
Chinese	2,300	0.8%
Other Asian	28,500	10.5%
Other	13,300	4.9%

(Source: GLA long term migration trend-based ethnic group projections, 2014 round).

48.6% of Hounslow’s population is White British. The largest ethnic group in Hounslow is Indian (20%) and other Asian (just over 10%).

The ethnic composition of the borough continues to change, with new communities establishing themselves in the area.

3.2 Disproportionality Data

Disproportionate involvement of different ethnic groups in all offending

Table 2 illustrates the disproportionate involvement by ethnic groups in offending in Hounslow, by comparing the ethnic profile of the offending population with the general population of the same age. This enables us to see if any groups are disproportionately over or under represented in the data.

Table 2:

Ethnicity	No. Young People	%	No. of offences	%	General Population Mid 2011	%	Disproportionate involvement
White	80	45%	223	52%	9,981	44%	1%
Black or Black British	38	21%	73	17%	2,302	10%	11%
Asian or Asian British	22	12%	71	17%	7,772	34%	-22%
Chinese or other ethnic group	21	12%	29	7%	966	4%	8%
Mixed	17	10%	30	7%	1,842	8%	1%
Total	178		426		22,863		

Data shows that Black young people were overrepresented in offending by 11% points and white young people by 8% points. Asian young people were substantially underrepresented by 22%.

3.3 Deprivation data

Overall, severe relative deprivation in Hounslow seems to have increased slightly; the borough has 16 LSOAs in the most deprived 20% nationally in the 2015 IMD (including two in the top 10%), compared to 12 (of which one was in the top 10%) in the 2010 IMD.

Relative deprivation seems to have increased in the centre of the borough, particularly in Hounslow Central and Osterley and Spring Grove. There are also many LSOAs in Hounslow where relative deprivation has diminished, but these are not concentrated in any particular area of the borough.

Using the “extent” deprivation score (which ranks local authorities according to the proportion of their population living in deprived LSOAs), Hounslow’s deprivation ranking has got slightly worse, rising to 151st from 156th in 2010 (out of 326 local authorities)

Outer London boroughs were more likely than those in inner London to see their deprivation rankings get worse between 2010 and 2015. This may partly be explained by the impact of welfare reform, as people in more deprived circumstances move to more affordable areas in response to reductions in benefits.

Severe income deprivation affecting children is relatively lower in Hounslow in 2015 than it was in 2010. Overall Hounslow has 24 LSOAs in the 20% most deprived in England in the 2015 IDACI (including eight in the top 10%), compared to 47 in 2010 (of which 21 were in the top 10%)

Further analysis of the sub-domains shows that Hounslow deprivation rankings are highest in the areas of: material well-being, children in need, housing and crime.

4.0 Youth Crime in Hounslow

In the Youth Justice Plan the reductions in youth crime were acknowledged but this was tempered by concerns relating to an increasing rate of re-offending by young people already in the Criminal Justice System. The rate of re-offending has been significantly higher than the London average. However, during 2015/16 the rates began to decline in response to the actions taken and further reductions are anticipated over the next 12 months to bring Hounslow more in line with the London average.

Reducing youth crime is a strategic priority for the CSP as it constitutes approximately 20% of the total volume of crime locally. As research suggests, early intervention to disrupt an offending career can reduce the likelihood of future adult recidivism.

The sustained volume of offending provides evidence of the need for a greater emphasis on prevention and early intervention before statutory services are required, and reinforces the needs for this strategy.

4.1 Offending by Young People in 2015/16

During 2015/16, there were 178 young people in Hounslow who received a substantive outcome, committing 426 offences in total, which is an average of 2.4 offences per offender. This was 22 young people and 70 offences fewer than in 2013/14.

The most common offences were Violence against the Person followed by Drugs and Theft and Handling. A similar pattern was observed in 2013/14. Comparisons with 2013/14 show a significant reduction in Robbery, Burglary and Racially Aggravated and Theft and Handling offences in 2015/16. There were increases in Drugs, Criminal Damage and Motoring offences. Violence against the Person offences were unchanged. In 2015/16, 54% of offenders were 16 or 17 years old, 25% were 15 years old and 21% 14 or younger. There were 28 females in the cohort representing 16% of the cohort, and 150 males or 84%.

In 2015/16, 41% of offenders lived in the Central area, 33% came from the West area and 26% from the East area. Table 1 gives a breakdown of offences by type in 2015/16 with percentage changes since 2013/14 highlighted.

4.2 First Time Entrants (FTE) in 2015/16

The proportion of FTE's as a proportion of the whole offending repopulation is significant. The number of offences committed by FTE during 2015/16 is 124, which is 70% of all youth offences.

FTE data for Hounslow for 2015/16 is shown in the table below:

National Indicator 111	Reporting period		
	2013/14	2014/15	2015/16
First Time Entrants to The Youth Justice System	Target: 170 FTE Outturn: 103 FTE FTE rate per 100,000: 450.5	Target: 167 FTE Outturn: 85 FTE FTE rate per 100,000: 371.77	Target: 130 FTE Outturn: 124 FTE FTE rate per 100,000: 542.56

The number of FTE increased from 103 in 2013/14 to 124 in 2015/16, an increase of 21. This cohort made up 70% of all offenders, responsible for 54% (232) of all offences dealt with in

2015/16. The FTE offence typology is the same as for all offending. The table below gives a breakdown of FTE offences:

FTE offences	Number of offences	%
Violence against the Person	82	35%
Drugs Offence	33	14%
Theft and Handling	23	10%
Motoring Offences	18	8%
Criminal Damage	14	6%
Public Order	14	6%
Robbery	10	4%
Breach of Statutory Order	9	4%
Sexual Offence	9	4%
Vehicle Theft	6	3%
Other	5	2%
Breach of Bail	3	1%
Fraud and Forgery	2	1%
Racially Aggravated	2	1%
Domestic Burglary	1	<1%
Non Domestic Burglary	1	<1%
Total	232	

The most common offence was violence against the person which was 35% of total FTE offences. Disproportionality data for FTE is shown below:

Ethnicity	No. YP	%	FTE offences	%	General Population Mid 2011	%	Disproportionate involvement
White	56	45%	117	50%	9,981	44%	1%
Black or Black British	29	23%	50	22%	2,302	10%	13%
Asian or Asian British	11	9%	20	9%	7,772	34%	-25%
Chinese or other ethnic group	19	15%	26	11%	966	4%	11%
Mixed	9	7%	19	8%	1,842	8%	-1%
Total	124		232		22,863		

Black young people have the highest disproportionate involvement (13%) as FTEs. The drivers for this are the same as for offending in general: offences of violence, drug offences and links to group offending. The proportion of FTE's as a proportion of the whole offending repopulation is significant. The number of FTE has increased which was anticipated following the implementation of a more robust approach to the assessment and intervention in relation to young people referred for Out Of Court Disposals. However, the number remains within target and the new approach has already, and will continue to, impact positively on the rate of re-offending over the next year.

5.0 Mental Health Needs of Young Offenders

The YOS has a duty to safeguard and promote the health of young offenders with whom it is in contact. This includes physical health as well as emotional and mental health which may be more directly associated with criminogenic risk factors.

A CAMHS nurse funded by NSHE and employed by WLMHT has commenced work at the YOS in September 2016 to support the Youth Justice Liaison and Diversion scheme (YJLD). The YJLD post screens young people for mental health difficulties at the point of arrest.

There is not currently a resource available to assess or support young offenders in relation to physical health needs, and the only recourse is to sign-post young people and their families to universal services. There also is potential to commission resources for training in Individual Alternative Therapy for staff to support young offenders.

Funding has been secured for training YOS staff in Speech and Language Therapy. This will provide dedicated support in the YOS by a therapist. Around 25% of the YOS cohort display a need for speech and language therapy and there is a strong correlation between those who are NEET and have speech and language difficulties. Dedicated and specialist intervention will enable young people to remove barriers to engage in their offending behaviour programme and their employment, education and training.

5.1 Substance Misuse Prevention

Reoffending is usually associated with problematic substance misuse and the YOS are working with the local young people's substance misuse provider to provide specific interventions for a specific cohort of young offenders. Any young person arrested for possession of drugs is referred to the young people's substance misuse service for specialist intervention. The YOS team includes trained CAMHS staff that work with young people with substance misuse issues. Once referred to YOS, the young person will have a multi-agency assessment involving police and CAMHS, as well as career advisers, and the appropriate referrals and interventions will be agreed.

The transfer of responsibility for the young people's substance misuse service from the Local Authority to Public Health in July 2016 will provide opportunities for a greater focus on prevention and early intervention to pre-empt substance misuse and the associated behaviours and social difficulties becoming entrenched.

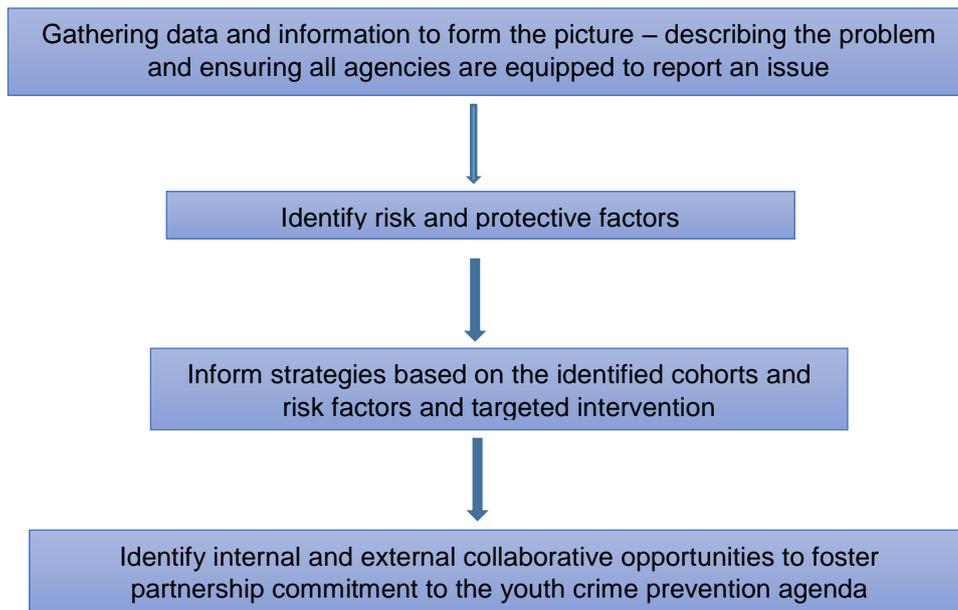
This will require a greater focus on preventative services and early intervention to address the underpinning causes of offending behaviour.

6.0 Identifying those at Risk of Offending

The YCPSG will continually conduct needs analysis and methods of identifying groups of young people that are vulnerable to offending or re-offending in order to deliver appropriate and targeted interventions.

The YCPSG will be responsible for collecting intelligence about any areas of concern regarding crime and ASB from various agencies represented and every effort will be made to ensure agencies are informed about how to address concerns and follow the appropriate pathways.

The chart below provides a framework for how this strategy has been developed and will be further implemented and reviewed. The following sections will look at processes for gathering information and the identification of risk factors and targeted and timely intervention.



All children and young people at risk of being involved in ASB or criminal activity are likely to be known to a service or agency, with the majority having an identified history. In all instances, the intention is early identification to ensure appropriate support services are provided that could prevent entry into the Criminal Justice System or serious and further offending.

The YCPSPG agree that the following pathways would enable us to strengthen identification of these young people;

- Assessing the MASH and Troubled Families data and ensuring links are established between those identified and those connected to offending
- Identifying young people already known and ensuring relevant services and YOS are informed
- Gathering information from schools and teachers who might have knowledge of young people involved in ASB or crime, in particular knife enabled offences where current data shows increased prevalence
- Identify cases that arrive through the Front Door with associated criminogenic factors (see section 6.1)
- Liaising with MASH police to identify vulnerable young people. MASH and YOS police to establish a process to identify individuals who are on the cusp of criminality and at risk of being charged, which will enable assessment of the size of this cohort
- Effective management of Merlins by screening and incorporating filters enabling identification of a cohort of young people that might not be accessing relevant support services
- Merlin information to be shared with schools to enable identification of young people with particular risk factors, including domestic violence.
- Working with police to identify and provide appropriate support to those young people arrested for an offence but where there is No Further Action.

From February onwards, all young people under 18 who are arrested and interviewed for an offence where there is No Further Action will be referred to the YOS for support to prevent further offending. The YOS provide a general social and education programme regarding the law and how to avoid getting into difficulty, whilst concurrently running as assessment to

determine the likelihood of offending. If the likelihood is high, the young person and their family will be offered an individual intervention, as appropriate.

6.1 Front Door and Multi-Agency Safeguarding Hub

The service has committed to ensuring that children vulnerable to offending are identified at the earliest opportunity and at the Front Door. Hounslow's IT System which manages children's social care data now includes three additional contact reasons, specifically relating to criminogenic factors, which include;

- *Violent behaviour to another child*
- *Violent behaviour to parents*
- *Sexually inappropriate behaviour*

These contact reasons have been agreed by the YCPSG, based on needs analysis of local and national contextual data. An analysis report will be developed in February 2017.

7.0 Engaging with Schools

This strategy identifies risk factors (see section 8.0) that are likely to put young people at risk of offending or reoffending. A significant risk factor includes young people who are disengaged with school and education, resulting in underachievement or alienation from school, poor educational attainment, permanent exclusions or non-attendance. Analysis from the YOS cohort shows that a significant number of children have a history or are at risk of school failure through truancy/school refusal or exclusion.

The service is committed to ensuring strong engagement with schools and acknowledges the importance of a multi-agency collaborative approach, by both the authority and police to effectively engage schools in identifying children at risk and preventing escalation in ASB and criminal behaviour. The aim will continue to be to develop trusting relationship with schools by employing a step by step approach in order to establish and nurture engagement.

The Pupil Coordination Panel, managed by Children's Services School Effectiveness Team, is attended by multi agency and service professionals, including the YOS and police. The group supports the Local Authority in fulfilling its statutory duty to have all children in full time educational provision. It identifies and provides referral for young people who might be at risk of criminal behaviour and who may display a number of risk factors. All information that comes through the panel for each individual pupil is shared with the relevant service or agency, with all cases referred to the YOS. The panel will be responsible for identifying which professional or service will be best placed to provide support to the young person.

The School Effectiveness Team will be sharing Merlin information relating to pupils with their schools. This is intended to inform teachers about vulnerable young people and those with specific risk factors within their cohort, enabling identification and referral to appropriate support.

This strategy will rely on the continual engagement with the panel to identify and support young people at risk of crime and recommend referral to appropriate intervention support and services.

An area of focus for the police and YCPSG will be to explore ways to engage schools in the delivery of youth crime education and intervention, especially concerning knife enabled offences, due to increased prevalence of more serious and violent offences. There will also be a focus on engaging with children at pertinent stages of school life, in year 5/6 prior to secondary school, where children are more likely to be influenced by peer pressure and therefore more vulnerable to engage in ASB or criminal behaviour, placing them more at risk of entering a life of crime.

8.0 Risk Factors

A range of factors will increase the likelihood of offending, including committing a first offence at a young age, the more serious the offence the greater the likelihood of re-offending, lack of education, training and employment and so on.

It is critical that this strategy clearly understands what the risks might be and identifies interventions targeted at those at risk of involvement in offending behaviour. Young offenders often have a range of issues relating to disability, cognitive and behavioural difficulties, and others, which may affect their chances of achieving and sustaining effective diversion and rehabilitation.

Based on an analysis of 268 young people assessed by the YOS in 2015/16 the following risk factors were present amongst offenders:

- Entrenched behaviours in families: low investment in education, family conflict and the absence of an adult providing boundaries, advice, discipline and support
- A criminal family member (24% were living with known offenders)
- Domestic abuse, with 28% of young people having witnessed violence
- Significant need - many families and children are often already known or previously known to mainstream/statutory services prior to offending
- A significant number of young people (73%) were identified with having emotional and mental health concerns
- 18% of the cohort had Special Educational Needs
- ADHD and Speech and Language deficits were also prevalent amongst young offenders who were assessed
- 6% of young people did not have a fixed abode
- A number of children have a history or are at risk of school failure through truancy/school refusal or exclusion
- 29% post 16 young people are not engaged in education, training or employment.

8.1 Significant Risk Factors

The following risk factors are identified as likely to be the most significant in respect of young people becoming involved in criminal behaviour and therefore, if tackled effectively, are likely to have the most impact on preventing or reducing youth crime.

School – underachievement in and alienation from school, including educational failure, permanent exclusions or non-attendance. Bullying, school disorganisation and aggressive behaviour.

Family – family conflict and disrupted family life, neglectful or inconsistent parenting or abuse at home. A sibling or parent involved in crime.

Friends and peers – influence of friends and peers encouraging anti-social or criminal behaviour.

Individual needs – lack of resilience, confidence and self esteem

Community – community disorganisation and neglect, availability of drugs, neighbourhood environments

Adolescent mental health problems, substance misuse, educational underachievement overlap with the above risk factors.

Protective Factors could include;

- Strong bonds with family, friends and teachers
- Boundaries set by parents and teachers
- Opportunities for involvement in families, schools and the community

- Social and learning skills to enable participation
- Recognition and praise for positive behaviour
- Social awareness about what is considered right and wrong and acceptable behaviours
- Self-esteem and confidence and the self-belief that a young person is able to make a positive change and reform themselves to be law abiding citizens

9.0 Target Groups and Young People at Risk

The following groups of young people are, evidentially, those most likely to enter or re-enter the Criminal Justice System and for whom there are opportunities for a preventative intervention.

Those who have recently received a judicial disposition but are not currently subject to statutory supervision by the YOS.

This will include the following subgroups:

- Young offenders subject to a court-ordered intervention or a youth conditional caution that has been completed but the final assessment indicates that the likelihood of re-offending remains significant and that continuing support upon exit is required.
- Young people in receipt of a Youth Caution, or who, following Triage, have been diverted from the Criminal Justice System. Current data indicates that a third of all young people cautioned, and nearly a fifth of those diverted offend within 12 months.
- Young people who are sentenced to a stand-alone penalty that does not require an intervention. This includes fines and conditional discharges. This group, according to current data, re-offend at a rate of 41%.
- Young people arrested in connection with an offence but no further action is taken due to insufficient evidence or prosecution not being deemed to be in the public interest. This cohort established in January to December 2014 offended at a rate of 30%.
- Young people issued with community resolutions once implemented in Hounslow are most likely to be a subset of the pre-court cohort, and so, unless net-widening is evident this cohort will merely be diverted from any source of timely assessment and intervention. This will exacerbate the already evident trend of young people committing further and often more serious offences. It would, therefore, be sensible if a system of referral to the YOS was agreed with the police for this cohort.

A number of other cohorts of young people are commonly correlated with offending behaviour. There should be some discussion as to whether it possible or desirable to establish a pathway to a crime prevention service or if current provision available is sufficient. These include:

- Young people already known to services and agencies.
- Young people who have a sibling or parents who offend.
- Young people who have exhibited behaviours in a way that constitutes an offence.
- Young people who are looked after, have a SEN, who have parents and/or siblings with mental health issues
- Children Looked After
- Young people not in Education, Employment or Training (NEET)
- Young people engaged in problematic substance misuse. Many of this cohort will be known to the YOS already, but if not are, in most cases engaged in offending behaviour by virtue of possessing/using controlled substance.
- Young people involved or witness to domestic violence
- Sexually harmful behaviours: It is difficult to be clear about the prevalence without undertaking further research. Possible sources of data include Merlin reports (excluding those already leading to a Judicial disposal), Data returns from schools concerning

groups for temporary or permanent exclusion, and referrals to MASH. (See section 10.0 below)

10.0 Planning a Strategic Intervention

We have identified the main risk and protective factors, based on local and national evidence that have had the most impact on preventing youth crime. This will inform what the most effective delivery frameworks and preventative programmes will be and what impact they will have on improving outcomes. A preparatory step must be to establish the number of young people in each cohort in any given 12 month period, and the evidence for their offending or further offending behaviour.

We must identify which services are or should be engaging with these young people, and its impact on offending behaviour.

The above steps should enable us to identify:

1. Gaps in service provision
2. Priorities for additional support/intervention
3. A baseline against which targets can be framed to measure the impact of preventative work.

The framework for what works in reducing risk and enhancing protection:

- Ensure that planned interventions are implemented in the context of high quality local evidence.
- Effective interventions require clear, consistent and unambiguous aims and objectives.
- Interventions based on evidence from effective practice must still take account of local conditions and circumstances.

10.1 Targeted Intervention

It is logical to assume that those most likely to offend have already come to the notice of the police either for offences that have received a substantive outcome (conviction or caution), have been diverted from the Criminal Justice System following an admission of guilt, or have been the subject of an allegation but there has been insufficient evidence to proceed. Young people alleged to be involved in anti-social or sub-criminal behaviour may also be included in this broad category of young people likely to offend in the future.

This proposition, circumnavigates the difficulties of an approach that seeks to identify those likely to engage in criminal behaviour in the future based on the presence of characteristics of limited proven predictive value, and that may be perceived as discriminatory and stigmatising. The proposed approach rests upon the establishment of effective referral pathways for those young people who have come to notice due to behaviours of concern. This should enable robust assessment of the likelihood of repeat or escalating behaviours and the provision of suitable interventions that reduce the likelihood.

10.2 Intervention Programmes

There are a number of existing prevention programmes in place to support young people and families who are either at risk of offending or re-offending. The intention is to provide timely intervention to ensure effective support and positive outcomes. These programmes are delivered on a bespoke basis for each young person are often delivered in tandem with other initiatives which may supplement more robust ways to prevent criminal behaviour. Programmes delivered by various services include:

- Stop and Search
- Knife Crime Prevention initiatives
- Family Intervention Programmes, including Intensive Family Support and parenting support classes
- Specific support around employment for parents, with specialised officers based at the YOS
- Mentoring schemes
- Substance misuse support
- Divisionary activities, including sports
- Thinking Behaviour (Social skills intervention delivered by YOS)
- Summer University (run by Youth Service during school holidays)
- Junior Youth inclusion programme (run by EI)
- Cognitive Behavioural Therapy (delivered by YOS and CAMHS)

Intervention programmes are impacted assessed to ensure delivery takes place at pertinent times where the risk of offending is higher.

Agencies and services will work collaboratively to provide support and resources collectively to support young people and families. Programmes and intervention support will be matched to the needs of those young people identified at risk of offending. Services delivering support will be responsible for promoting programmes to ensure they reach the young person.

Our aims will be to:

- Reduce crime and ASB both in the short term and long term
- Reduce the risk factors and increase the protective factors of children who are involved or at risk of becoming further involved in ASB or offending
- Provide young people with opportunities for personal development including the development of resilience, self-discipline, self-respect and self-confidence enabling them to communicate more effectively with a range of people and work effectively in a team

11.0 Sexually Harmful Behaviour

The service is committed to ensuring that young people at risk of sexual offences are identified at the earliest possible opportunity.

Guidelines have been developed to support schools and Head-teachers with regards to identifying and managing inappropriate sexual conduct amongst young people. Specifically, there is an agreed protocol for complex education safeguarding cases in place, which demonstrates Hounslow's commitment to the principle of collective responsibility for the safety and wellbeing of all young people in the borough's schools.

AIM2 training offers professionals training in identifying, evaluating and managing sexually harmful/ problematic behaviours amongst children and young people, both within their particular settings and also on an inter-agency basis. Staff across services will be trained to increase whole system resilience.

The aim is to ensure that all agencies supporting children and young people that exhibit sexually harmful/problematic behaviours have a common understanding of the issues pertaining to these behaviours and a consistent and common framework for reporting, planning and assessing the risks these children and young people pose.

Sexual offences committed by young people are relatively few but when they do occur assessment often identifies a history of sexually harmful behaviours. These have often been

minimised a youthful misbehaviour or experimentation which contributes to an escalating seriousness of the behaviour.

11.1 Child Sexual Exploitation

The multi-agency Risk and Harm Panel will receive cases from the Multi Agency Sexual Exploitation (MASE) Panel of young people not yet subject to YOS supervision but considered to be a risk to the public by police and other agencies. The YOS will accept the referral as a non-statutory case.

Suspected perpetrators of CSE, who are also young people will be included in this cohort but may also be referred to Operation Concordia if their antecedents meet the threshold for the Gangs matrix adopted by MPS.

They will also be referred to the MASE intelligence meeting for consideration of the feasibility of proactive Policing. As a non-statutory case the emphasis will be on voluntary engagement, and advice will be taken from the police to ensure that any explanations for YOS involvement offered to the young person or parents/carers do not compromise victim safety or ongoing police operations.

12.0 Tackling Anti-Social Behaviour

There is a correlation between offending behaviour and ASB. A pathway to intervention should be defined for young people subject to acceptable behaviour contracts and the community remedy. It is already mandatory for the police and local authority to consult with YOS prior to applying for a civil injunction with respect to a young person.

12.1 High Risk ASB Panel and Resolving ASB Group

The previous ASBAG model has been replaced with a new High Risk ASB Panel. This will enable the early identification of those individuals displaying persistent nuisance and ASB and will be brought to the attention of YOS who will be able to provide appropriate intervention. Currently, there are dedicated Housing Officers and Estate Police Officers working on estates in the borough who are responsible for monitoring ASB.

The newly established panel will liaise with YOS to determine pathways for referral. The Police Liaison Group (also known as Resolving ASB Group) will also refer appropriate cases to this panel. This group provides local social housing providers with a forum to identify and discuss issues of crime and ASB with the police, with the aim to minimise the impact that ASB has on the community and identify individuals who are involved in or at risk of becoming involved in criminal or ASB. Emphasis will be on preventing and reducing their offending by seeking to facilitate their access into support services or other suitable and available interventions.

13.0 Resources

In order to deliver the youth crime prevention strategy effectively we will be required to work innovatively with our current resources. In terms of identification and referral, existing agency and service led panels will be utilised to enable identification and referral pathways to support young people's desistance. These will provide the mechanism for delivering key targets set out in the action plan. These include;

- **High Risk ASB Panel and Resolving ASB Group** (managed by Hounslow Housing Services, see section 12.1)
- **Access to Interventions Panel** (managed by Children's Services)
- **Pupil Participation Panel** (managed by Children's Services, see section 7.0)

- **MASH Board** (managed by Children’s Services)

The Access to Interventions Panel currently serves as the referral pathway for partners, families and statutory services for the Troubled Families and Edge of Care Service. One of the core functions of the panel is to consider requests from partner agencies, families and statutory services for the allocation of preventative support to children, young people and families, in order to reduce the likelihood of escalation to statutory services, such as youth offending. This panel will be the key vehicle for identifying at risk young people. Links to other relevant referral panels (identified above) will be established from here.

For cases where it is felt there is a risk to public safety, cases can be referred immediately to the risk of harm panel managed by the YOS by any council service or partner agency.

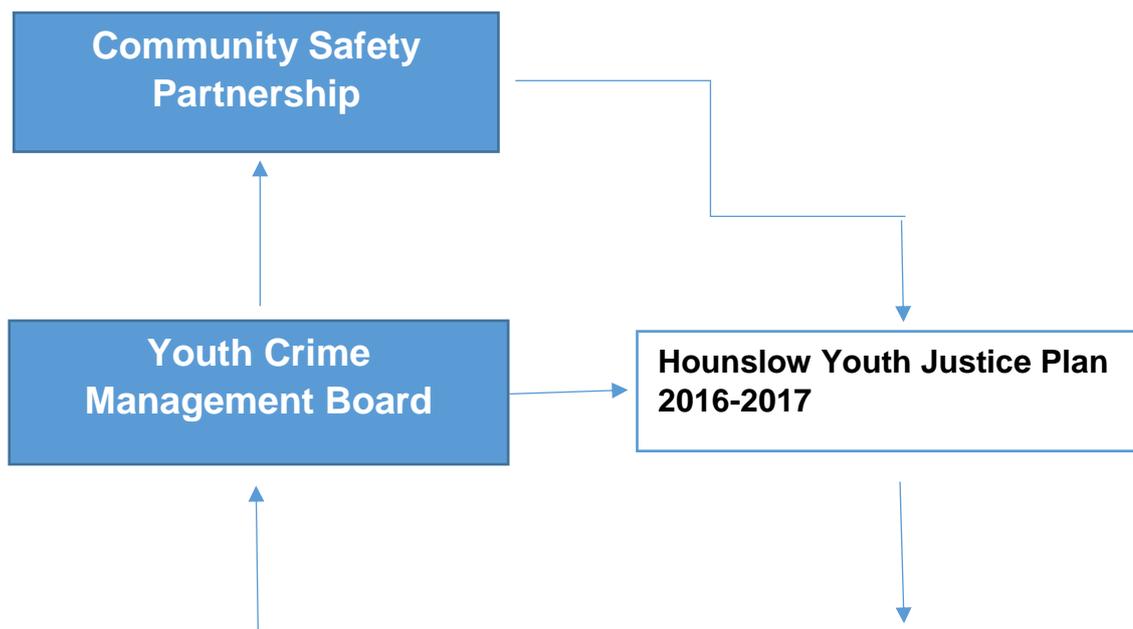
The YOS and the YCPSG will review potential funding available to support prevention support programmes. MOPAC funding for youth crime prevention will provide dedicated resource within the YOS in 2017.

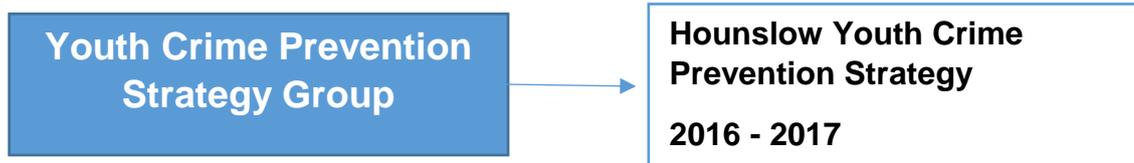
The strategy seeks to provide services and agencies with a model of effective practice which may identify gaps in provision, which can then be used to reorganise resources appropriately to ensure efficiencies. The YCPSG will play a vital role in assessing available resources to support young people’s desistance.

14.0 Governance

The YCPS will be overseen by the YCMB. This is a multi-agency group consisting of senior officers from the council and various agencies that work with tackling youth offending. Collectively they will offer leadership and direction. All relevant agencies and services across the Council will be responsible for delivering the commitments set out in this plan.

The YCPSG will be responsible for overseeing the delivery of the plan and ensure actions are met. They will be required to provide regular updates to the YCMB on progress and development of the actions identified in the plan and a high level update will be provided to the CSP.





15.0 Links to other Strategies

The Youth Crime Prevention Strategy has been developed in line with the Hounslow Youth Justice Plan 2014-16 and other relevant strategies and plans, which are identified below;

- Joint Children and Young People's Strategy 2015-19
- Corporate Plan 2014-2019
- Hounslow Clinical Commissioning Group Commissioning Intentions 2015/16
- Strategy Action Plan 2015-2016
- Hounslow's Child Poverty Statement 2014 (This version is referred to in the above Children and Young Peoples' Strategy)
- Joint Health and Well Being Strategy 2013-17
- Community Safety Strategy 2014- 17
- The Public Health Commissioning Strategy 2014-19
- Hounslow Violence Against Women and Girls Strategy 2012-15
- Hounslow's Troubled Families Outcomes Plan
- Gang Prevention Strategy 2016 - 2017
- Joint Strategic Needs Assessment 2016 - 2017
- Community Safety Strategy 2014 – 2017
- Policing Plan 2017
- Fatal Stabbing Action Plan 2016

Hounslow's Joint Children and Young People's Strategy, Health and Wellbeing Strategy and Corporate Plan establish that children, young people and their families should have a good start in life where we focus on early intervention and also support in the most vulnerable children and young people.

In line with the priorities set out in the Community Safety Partnership Plan, this strategy aims to make sure young people at risk of offending do not enter the Criminal Justice System and to prevent re-offending by making perpetrators address their offending behaviour;

The Hounslow Gang Prevention Strategy is intended to tackle and address youth gangs in Hounslow. The aim and purpose is to;

- To provide an analytical product that supports the CSP to identify what interventions/ strategies could be developed in order to reduce the involvement of young people in gang related activities in Hounslow.
- To provide a framework for future monitoring that will identify triggers for risk based assessments and potential interventions by partners.
- To enable us to deploy resources effectively.
- To identify data requirements to support an effective monitoring framework.
- To understand the links between gang membership, ASB, unemployment, involvement of social services, mental health and other services.

16.0 Youth Crime and the Troubled Families Project

The Troubled Families Project is intended to provide a multi-agency approach to support families with multiple and potentially complex needs coming in contact with specialist services and to avoid problems escalating.

The approach is in line and in tandem with the intentions of this strategy, which are to enable partners to;

- Support a model of whole family working and service transformation
- Address needs quickly
- Keep children, young people and their families safe
- Support children, young people and their families to attain their full potential
- Enable children, young people and their families to be resilient
- Empower families to be involved in the resolution of issues by themselves and with others

The Troubled Families programme funds 1 x YOS officer in the Out of Court Disposals team. This funding is secure until March 2017, and its continuation is dependent upon the wider programmes performance and ability to claim payment by results funding from the Department of Communities and local government. It is a clear objective for this year and going forward to improve integrated working with partners delivering services for Troubled Families to improve outcomes for young people and to demonstrate the impact of the Troubles Families programme.

The table below is extracted from the Troubled Families Outcomes Plans and sets out the intentions to support families where parents and/or children are involved in crime or ASB;

Family Problem I: <u>Parents and children involved in crime or anti-social behaviour.</u>		
Local Authority Strategic Goal:	<ul style="list-style-type: none"> • Reduce the involvement of children and young people in offending and anti-social behaviour. • Reduce the number of young people entering the criminal justice system for the first time. • Reduce the rate of proven reoffending after 12 months. • Reduce the use of custody for young people. • Every resident to have the right to peaceful enjoyment of their home. 	
Indicators to assist in the identification of families (at either identification and/or engagement stage):		
<p>A) A child under 18 years old who has committed a proven offence in the previous 12 months;</p> <p>B) An adult or child who has received an anti-social behaviour intervention (or equivalent local measure) in the last 12 months;</p> <p>C) An adult prisoner who is less than 12 months from his/her release date and will have parenting responsibilities on release;</p> <p>D) An adult who is currently subject to licence or supervision in the community, following release from prison, and has parenting responsibilities;</p> <p>E) An adult currently serving a community order or suspended sentence, who has parenting responsibilities;</p> <p>F) Adults or children nominated by professionals because their potential crime problem or offending behaviour is of equivalent concern to the indicators above.</p>		
Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Interchangeable Outcome(s)
I.1 Proven frequency rate of offending by young people under the age of 18 in the family is reduced by 33% after six months.	<ul style="list-style-type: none"> - Criminal View Youth Justice System - Youth Justice Management Information System 	
I.2 Offending rate by all adults in the family reduced by at least 20% in the last 6 months.	<ul style="list-style-type: none"> - PNC Community Safety Partnerships - Probation / Community Rehabilitation Companies - Police call out information 	

<p>1.3 A 60% reduction in anti-social behaviour across the family in the last 6 months.</p>	<ul style="list-style-type: none"> - Anti-social behaviour data - Uniform (Community Safety) IOM - Liquid logic Children's System: Merlins categorised as 'Parental dispute/argument'; 'Teenage fight', 'Neighbourhood Dispute' - Housing Management Information System - Probation Service 	
<p>1.4 Reduction in police call outs to family home by 60% in the last 6 months.</p>	<ul style="list-style-type: none"> - Police call out information - Merlins / Liquid Logic Children's System 	
<p>1.5 Young person does not receive an out of court disposal or conviction in court for an offence for a period of up to six months from the date of referral to the Families First (Troubled Families) programme.</p>	<ul style="list-style-type: none"> - Police National Computer - Criminal View Youth Justice System 	
<p>1.6 No progression of enforcement action taken by the housing provider in relation to ASB contract for the six months following the signing of the ASB contract.</p>	<ul style="list-style-type: none"> - Housing Management Information System 	
<p>1.7 Successful completion of a Court Order or licence without revocation and resentence, or recall (custodial sentence) for a period of six months from the date of referral to the Families First (Troubled Families) programme.</p>	<ul style="list-style-type: none"> - Police National Computer - Criminal View Youth Justice System 	
<p>1.8 Successful completion and no breach of licence conditions and / or community order, including alcohol and drug programmes for a period of six months from the date of referral to the Families First (Troubled Families) programme.</p>	<ul style="list-style-type: none"> - Police National Computer - Criminal View Youth Justice System 	

17.0 Action Plan

The YCPS is structured around four key themes to enable the delivery of effective youth crime prevention. The Action Plan below is based on these themes and within each there are a set of key actions. It details responsible lead agency and timescales for delivery.

The key elements that will underpin the successful implementation of this strategy will be the collaborative work and dialogue with relevant services and agencies. The prevention agenda has interface with an array of services and will require the integrated work and support of all those involved in enabling the identification of those young people who are at risk of offending or reoffending, enabling referral and targeted support and intervention.

This action plan will measure impact of the key milestones and will be monitored every six months by the YCPSG and YCMB. Both groups will be responsible for review and monitoring of delivery as well as for providing challenge and scrutiny to performance and outcomes.

This Action Plan will exist amongst other performance measures that monitor youth crime prevention. These include: the reporting of our key business performance indicators relating to youth crime – *rates of reoffending and the number of first time entrants*; quarterly qualitative reporting on youth crime provided to YCMB; and actions set out in the Youth Justice Plan.

Youth Crime Prevention Strategy – Action Plan

Theme	Key Actions	Lead Agency	Timescale
Identification and referral of those at risk of offending	1. YOS to agree with police means of identifying and referring young people arrested for an offence but where there is No Further Action.	YOS and Police	February 2017
	2. To draw analysis from the amended Front Door contact reasons (which now include criminogenic factors) as a means of identifying young people at risk of offending.	Children's Social Care	February 2017
	3. To identify a way of receiving referrals from the High Risk ASB Panel.	YOS and Housing	June 2017
	4. The multi-agency Risk and Harm Panel to receive cases from MASE Panel of young people not yet subject to YOS supervision but considered to be a risk to the public by police and other agencies. The YOS will accept the referral as a non-statutory case.	YOS and Children's Social Care	June 2017
Engaging with schools	5. Continue to engage with the Pupil Coordination Panel to identify and support young people at risk of crime and appropriate referral to services.	School Effectiveness	Ongoing
	6. Exploring ways to engage schools in the delivery of youth crime education and intervention.	YOS Police with YOS	June 2017
	7. The YCMB to take strategic oversight of police engagement in schools to ensure that resources are targeted and to monitor the impact. The Board to engage with Head teachers on the importance of engaging with police where there is evidence of crime and ASB.	YCMB/YOS and Police	September 2017
Resources	8. Use existing Panels to enable available resources to be mobilised to support young people's desistance.	Children's Social Care and Families First and Intensive Support	February 2017

	<p>9. The Access to Interventions Panel to receive applications for resources from the Front Door, High Risk ASB Panel and Children's Social Care. YOS to attend the Panel as both a resource to be deployed to support other agencies but also to refer cases where additional resources are deemed necessary.</p>	Children's Social Care and YOS	February 2017
	<p>10. Identifying additional support from partners, where appropriate. For example, resources for the specific mental and physical health needs of young offenders, mentoring programmes (currently offered by Brentford Community Support Trust) or family therapy which could be referred by the Access to Interventions Panel.</p>	YCPSG and YCMB	Ongoing
Intervention and prevention programmes	<p>11. Delivery of targeted support initiatives (and where appropriate, multi-agency led models) including;</p> <ul style="list-style-type: none"> • Parenting programmes (4 sessions per year for between 8-10 parents and with additional engagement YOS could deliver up to 6) • Thinking and Behaviour Group (5 sessions per year) • Behind the Blade, tackling knife enabled offences (5 sessions per year) • Firearm Groups (4 sessions held a year with specialist firearm officers) • Fortnightly groups for those with OOCDD led by YOS police officers • YOS group work programmes including cognitive skills and defending behaviour, girls group, victim empathy workshops, knife and gun prevention • Accredited Social life skills programme • Careers advice support for young people who are NEET, which can be accessed through the 14-19 group which can be referred to Specialist Services <p>The Access to Interventions Panel will be responsible for matching resources to young people and promoting programmes.</p>	YOS and Families First and Intensive Support	Ongoing
	<p>12. Utilise potential funding available to support local youth crime prevention programmes. MOPAC funding for crime prevention will provide a post to be based in the YOS and with recruitment commencing in March.</p>	YOS	March 2017

18.0 Glossary

YOS – Youth Offending Service

ASB – Anti Social Behaviour

FTE – First Time Entrant

CSP – Community Safety Partnership

YCMB – Youth Crime Management Board

YCPSG – Youth Crime Prevention Strategy Group

NEET – Not in Education, Employment or Training

PCP – Pupil Coordination Panel

MASH – Multi Agency Safeguarding Hub

CAMHS – Child Adolescent Mental Health Service

YJLD – Youth Justice Liaison and Diversion

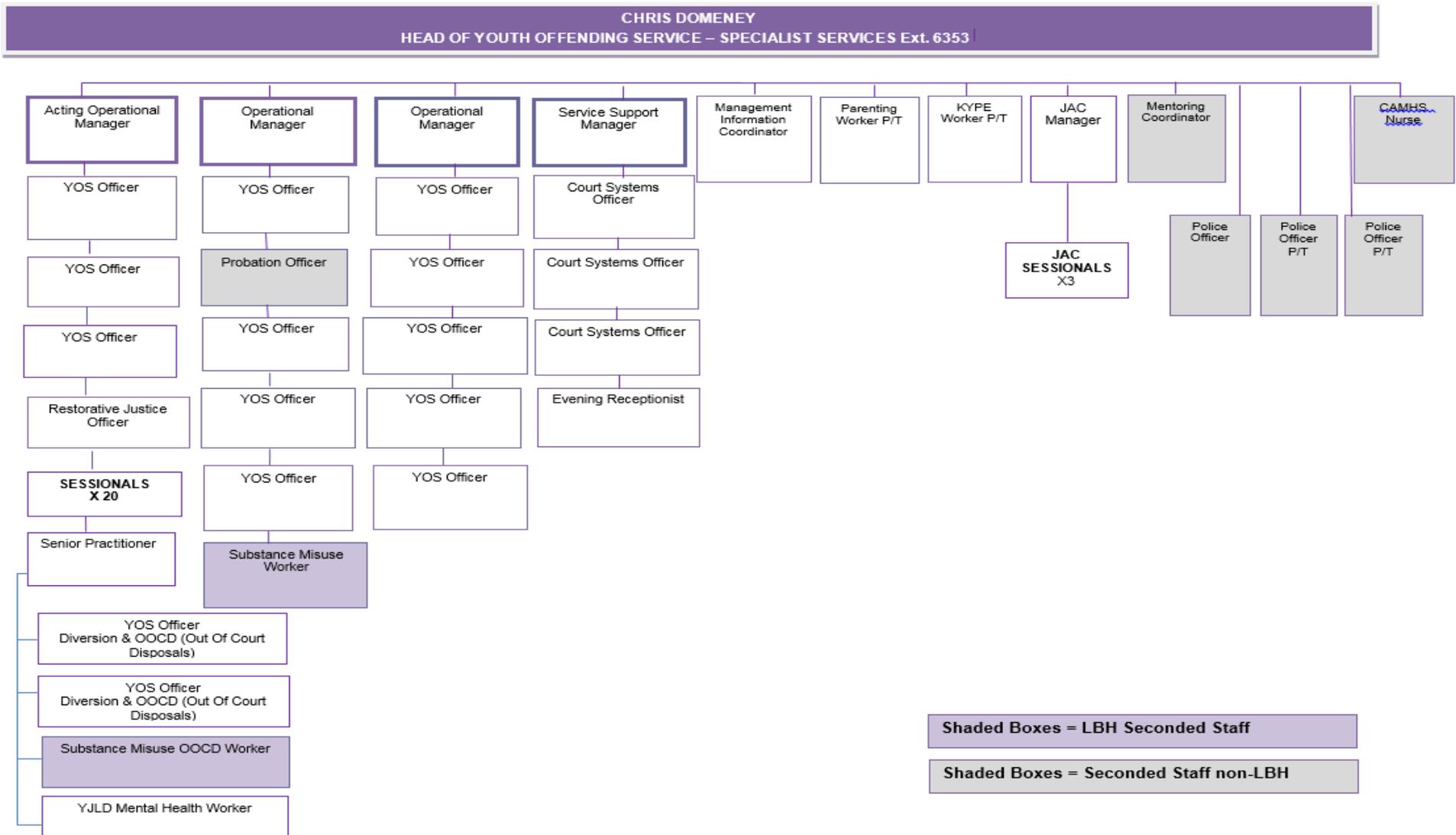
OOCD – Out of Court Disposal

YJP – Youth Justice Plan

Diversion – an intervention to address criminogenic risk factors following a decision to divert from the Criminal Justice System after an admission of guilt

Disruption – to implement measures of control and/or provide other activities that hamper opportunities for the young people to engage in criminal or anti-social behaviour

Appendix B – Youth Offending Service Structure Chart



Appendix C – Staffing tables

	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Student/Trainees	Volunteer	TOTAL
Permanent		1		6	1.1	11		4				23.1
Fixed-Term						1						1
Outsourced												0
Temporary /Casual						4			11		22	37
Vacant						2	0.3					2.3
Secondee Children's Services												0
Secondee Probation						1						1
Secondee Police					1	1						2
Secondee Health (Substance Misuse)						1						1
Secondee Health (Mental Health)					1	1						2
Secondee Health (Physical Health)												0
Secondee Health (Speech/Language)												0
Other/Unspecified Secondee Health												0
Secondee Education												0
Secondee Connexions												0
Secondee Other					0.5							0.5
TOTAL												0
	0	1	0	6	3.6	22	0.3	4	11	0	22	69.9
Disabled (self-classified)												

	Strategic Manager		Operational Manager		Practitioners		Administration		Sessional		Student		Volunteer		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	1		2	1	3	6			3	2			2	10		
White Irish					1											
Other White			1			1				1						
White & Black Caribbean																
White & Black African										1						
White & Asian																
Other Mixed																
Indian						2	1									
Pakistani				1			1			1						
Bangladeshi																
Other Asian													2	1		
Caribbean					1	2		2	1				3	2		
African					2								1	1		
Other Black				1		1				2						
Chinese																
Any other ethnic group						1										
Not Know																
TOTAL	1	0	3	3	7	13	2	2	4	7			8	14		0
Welsh Speakers																

Appendix D: Management Board Approval

Name	Position	Representing	Signature
Alan Adams	Executive Director of Children's Services	LB Hounslow	
Jacqui McShannon	Director of Children's safeguarding and specialist services	LB Hounslow	
Michael Marks	Director of Education and Early Intervention	LB Hounslow	
James Jolly	Head of Service Delivery	National Probation Service	
DCI Wayne Matthews	Deputy Chief Inspector	Hounslow Metropolitan Police Service	
Martin Waddington	Director of Joint Commissioning	LB Hounslow and Health	
Chris Domeney	Head of Youth Offending Service	LB Hounslow	