

HARINGEY ANNUAL YOUTH JUSTICE PLAN

2016-2017



Barnet, Enfield and Haringey 
Mental Health NHS Trust



METROPOLITAN
POLICE

TOTAL POLICING

National
Probation
Service 

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Introduction

Welcome to the 2016-17 Haringey Youth Justice Annual Plan. The Plan gives an overview of the work of the Youth Justice Service in Haringey and also sets out details of performance over the past year and our priorities for the coming year.

In Haringey we continue to work together in partnership to make our communities, families, children and young people safe. We do this by working together with key partners – the Police, Children's Services, Health Services, Probation, Community Safety and both voluntary sector providers to ensure deliver high quality and effective services to young people, their families and the victims of offending.

The overall effectiveness of the YJS continues to be monitored by the Government against three key national indicators:

- Reducing First time Entrants (FTE's) to the Youth Justice System
- Reducing the use of custody
- Reducing Re-offending

Haringey's Youth Justice Service is overseen by the Youth Justice Partnership Board (YJB) whose primary purpose is 'to work to prevent offending and re-offending by children and young people under the age of 18, and to ensure that custody for them is safe, secure and addresses the causes of their offending behaviour'. Haringey Youth Justice Service (YJS) remains part of the Children and Young People's Services.

The budget continues to be under pressure and saw reduced budget allocations in 2015/16 and 2016/17. Whilst partnership contributions will largely remain the same in 2016-17, further government budgetary reductions are anticipated.

As in previous years the YJS Partnership Board will attempt to minimise the impact to frontline services. It is a credit to the staff that the quality of practice continues to be high and service performance has been maintained when it has suffered loss of nearly 27% in overall budget reduction.

The Partnership Board is extremely grateful for the skill and dedication of the service for their ongoing commitment in supporting young people who are offending and at risk of offending in Haringey.

In 2016-17 our plans include:

- Continue to implement the improvement plan arising from the 2015 SQS Inspection
- Implement the use of the live tracker reoffending toolkit
- Respond to findings from the government review of the youth justice system when it is published in the summer of 2016
- Undertake a transformation exercise to identify how we might deliver services differently to manage the ongoing reductions in the YJS budget

On behalf of the Management Board I am pleased to present Haringey's Youth Justice Strategic Plan for 2016-17

Zina Etheridge
Deputy Chief Executive – London Borough of Haringey

Key priorities identified for the Board for 2016-17:

- Continue to ensure that a focus on reducing First Time Entrants, and reoffending underpins all of the operational and strategic work of the YJS, including specific areas of practice such as family engagement and early intervention, to support this agenda.
- Further develop our multi-agency working to be as effective as possible in understanding the complex needs of the young people with whom the partnership are working, to effect positive outcomes for service users. To include focus on youth violence, missing children, child sexual exploitation, radicalisation and gang related behaviour that crosses geographical areas.
- Review models of service delivery to inform decisions around the future direction of the provision taking account of forthcoming policy developments for Youth Justice transformation resulting from the Charlie Taylor Review, and ongoing reductions in local and national funding.
- to implement a work programme which sets out the key priority areas for its scrutiny, including reviewing Community Safeguarding and Public Protection Incidents and National Standards Audits.

Local Demographics

Key factors about the youth offending population in Haringey taken from the latest YJS caseload snapshot in August 2016 were:

- The Haringey youth population stood at 23,783 (2011 census) of which the YJS worked with 0.88% of the youth population
- The overall YJS caseload consists of 210 young people, with 227 interventions/programmes running. Following a long period of sustained reduction in caseload numbers it has started to increase over the last six months. We had 183 young people in December, an increase of 27 young people (15%).
- The ethnicity of clients (by census category) is 50% black (an increase of 8% since last year), 38% white, 8% mixed, 3% Asian and 1% other.
- The number of females is increasing from 10% in 2014 to 22% in 2016

Violence against the person is the highest offence type in terms of numbers as evidenced in the most recent quarterly data. There continues to be a comparatively high number of supply of drugs related offending. Robbery is decreasing in the borough. This would suggest a shift in the choice of offending by Haringey youths from Robbery to Supply of Drugs. Interventions have been developed in relation to growth areas with a specific group programme designed to address the issues involved in drug supply.

Areas of Achievement and Progress in 2015/16

- Lowest custody rate since local records began in 2000.
- Transformation process completed in order to meet financial savings required due to local authority and YJB budget reductions.
- Review of reoffending for young people subject to triage revealed that 87% did not reoffend
- YJS successfully managed within the 2015/16 budget
- Delivery of a successful range of reparation projects in the borough bringing added value to court orders and giving back to the community
- Accredited Restorative Justice training for all managers involved in direct work with young people, families and victims in the YJS
- Greater integration of the YJS in CYPS
- Introduction of the Child View case management system
- Introduction of Asset plus assessment framework including comprehensive training delivered to all staff
- Review of Quality assurance processes in order to address new Asset Plus framework

Performance

The Youth Justice Board expects the YJS to perform against three indicators and monitors direction of travel in each of the following:

- Reduction in the number of first time entrants to the Youth Justice System.
- Reduction in re-offending.
- Reduction in the use of custody.

Performance for 2015/16 as confirmed by the YJB is as follows:

NI 19 – Rate of Proven Re-Offending -the binary rate (re-offending rate of offenders) has increased from 41.7% to 44.9% since the 2014/15 cohort. Haringey's percentage is slightly higher than the London and family averages. Following a spike in Q2, analysis was performed which demonstrated that this cohort had particularly prolific offenders, which would remain in the cohort for a year. These young people had a significantly higher risk of re-offending, vulnerability and RoSH scores than the previous years' cohort. We expect the re-offending to start reducing from Q2 16/17.

NI 43 – Custodial Sentences. Haringey's rate of custody (per 1,000 10-17 year olds) has decreased from 1.32 to 0.83 relating to 12 fewer custodial sentences than 2014/15 There were 20 custodial sentences during 2015/16,. Haringey's rate was the lowest since we started recording data albeit slightly above the London and family averages. Commission of serious offences have reduced particularly Robbery, however an area for concern is the continued increase in the number of Supply of Drugs offences

NI 111 – First Time Entrants. The first time entrants' rate has increased slightly from 450 (per 100,000 10-17 year olds) last year to 455 which relates to 2 more young people this year. However, Haringey's FTE remains lower than the Family average albeit higher than the London and National averages, historically, the numbers have reduced substantially since 2007. There were 108 FTEs in the last year compared to 474 in 2007 and 255 in 2011. The reasons for this reduction appear to be the introduction of Triage, and increased usage and confidence in diversion programmes by the Magistrates and Police.

The statutory caseload has remained constant at 129 young people. However, as the caseload is reducing the complexity of vulnerabilities and risk presented by young people is increasing. This is substantiated by an increase of 32% in those assessed as medium/high risk of serious harm, an increase of 55% in those assessed as medium to high vulnerability and a 12% increase in terms of

young peoples likelihood of re-offending. Those on Triage programmes has increased by 50% since last year.

The YJS continues to analyse ethnicity as black and mixed heritage young men are still over-represented, nationally and locally, in the Youth Justice System. Haringey YJS continues to address this through quality assurance and monitoring procedures. A caseload snapshot is drawn up twice yearly to monitor trends and to allow the YJS to adjust services accordingly.

A major offending risk factor for young people is absence from education, employment and training (EET). Although not requested by the YJB, the YJS will continue to measure and monitor the numbers in full time education, training or employment. Currently 82% of the YJS population is in full-time EET.

Safeguarding will continue to be a priority for the YJS, with staff accessing relevant training, ensuring that referrals are made in a timely fashion and are followed up appropriately. This will include young people at risk of, or actual involvement in, serious youth violence and gangs, who can be both victims and perpetrators.

Review of 2015 -16 Youth Justice Plan developments:

Service Restructure

Haringey Youth Justice Service underwent a restructure in October 2015 to achieve efficiency savings in the local authority and YJB grants. The service was renamed the Youth Justice Service. Prevention work previously undertaken by the service is developed to align with the responsibilities of the newly established Early Help services within the borough. Triage and out of court disposals have been retained in Youth Justice.

Youth Justice Partnership Board

A review of the Youth Justice Partnership Board took place in July 2016. The Youth Justice Partnership Board is now chaired by London Borough of Haringey's Deputy Chief Executive, raising its profile within the local authority and amongst partners, ensuring appropriate representation and involvement in oversight of partner agencies in delivery of the service

Reoffending

Haringey YJS has not been able to utilise the Reoffending 'real time' toolkit due to issues in functionality of Child View. Haringey YJS will work towards a position whereby the toolkit can be utilised to undertake 'real time' analysis of reoffending in the coming year.

Case Management System

The YJS introduced the Child View case management system in May 2015. We are currently using version 3.08b. Whilst we have experienced problems with its functions' resulting through changes made by the supplier to the design of the software we remain committed to continuing to work hard to rectify this situation.

Effective Practice

The Youth Justice Service has established an Effective Practice Forum for all practitioners. The forum has hosted training events in relation to mental health, resettlement and 'new ways of working'. Further events are planned in respect of 'attachment issues for young people that offend' and use of the YJB YJILS Effective Practice Forum.

Quality assurance

Quality assurance processes have been enhanced within the service. Each team manager is required to undertake four case management audits each month, with additional audits by the Service manager and Head of Service in order to make the process more robust.

Quality assurance tools have been reviewed and updated to address the requirements of the Asset plus framework and work is ongoing to ensure that processes 'dovetail' with those in the wider CYPS audit framework.

Safeguarding

The YJS has developed a service specific safeguarding Policy in conjunction with colleagues in Children and Young Peoples Service Safeguarding and Support. The policy document has been approved by the LSCB.

The YJS Risk Management Panel has recently undergone a revision of purpose with a revised terms of reference. The panel will now focus on cases in both the Risk of Serious Harm and Safety and Well being agenda's and has a wider network of members including representatives from Early Help and colleagues from Safeguarding and Support.

CSE

The YJS is now represented by the Service Manager on the Missing Children and CSE Operational Panel and close links are now in place between this forum and the YJS Risk Management Panel. Weekly updates are undertaken in relation to 'missing' young people known to the service and information shared in order that multi agency responses can be delivered in such cases to assist plans to reduce risks to young people..

Structure and Governance

The delivery of services provided by the YJS is overseen and governed by the YJS Partnership Board under Priority One of the London Borough of Haringey's Corporate Plan. (Ensuring all Children have the best start in life. In 2014 the effectiveness of the Partnership Board was scrutinised and a consultant employed in order to review arrangements and make proposals for its improved effectiveness. This process produced a member's handbook clearly outlining the role of the board and the responsibilities of members and the agencies that they represent

Membership:

DCEO – London Borough of Haringey

Cllr – Communities and Youth Portfolio holder

Assistant Director – London Borough of Haringey, CYPS, Head of Safeguarding and Support

Assistant Director – London Borough of Haringey, CYPS, Head of Early help and Prevention

Assistant Director – London borough of Haringey, CYPS, Schools and Learning

Head of Targeted Response and Youth Justice

LA Public Health Assistant Director Public Health

Haringey CCG

Police MPS Borough Senior Officer

Health Children's Commissioning Lead

Mental Health CAMHS

Education Representative Headteacher and Head of Schools and Learning

Probation Assistant Chief Probation Officer

Court Head of Courts Service

Community Safety Assistant Director

Associate Director – the Campus School

The Youth Justice Partnership Board oversees the effective delivery of youth justice services by monitoring the implementation of the annual Youth Justice Plan. To ensure effective governance of the Youth Justice Service, specifically it;

- Monitors YJS performance against both National and Local Indicators receiving for scrutiny, comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Oversees and Scrutinises the YJS annual spending to ensure that YJS services are delivered within the allocated budget and compliance with the Youth Justice Board grant conditions.
- Ensures the implementation of the 16/17 Youth Justice Annual Plan.
- Ensures key agencies representation at an appropriate level on the Partnership board.
- Investigate areas where performance is poor to ensure its analysis informs partnership developments
- Ensure that the YJS is fully integrated into and able to influence strategic developments with which partners are engaged. Specifically: Haringey Young Peoples Strategy, Haringey's Corporate Strategy Building a Stronger Haringey 2015-18 which includes – Outstanding for All – enabling all Haringey children to thrive; Safety for all – a place where everyone feels safe in their homes and communities; Opportunities for all – a successful place for everyone; A better council. It is also aligned with the 'Children and Young People's Plan 2009-2020' and the Community Safety Strategy 2013-2017. Resources and Value for Money

The Youth Justice Grant allocated by the Youth Justice Board now consists solely of Ministry of Justice (MoJ) funding and has been reduced for 2016/17 by £61,837 representing an 11.12% reduction on the previous year. This grant is not ring fenced, and the clear expectation is that its spend is on Youth Justice Services. The YJB's formal power to make grants is in respect of 'developing good practice' as laid out in section 38(4) of the 1998 Crime and Disorder Act.

Haringey YJS had a significant reduction in its core council funding and Youth Justice Board funding in 2015/16, and 2016/17. These have inevitably resulted in structural changes to the service.

The YJS Management Board receives regular updates on the financial position and seeks to secure commitments from partners that resources provided, either in cash or kind, are maintained. The YJS receives funding from other services as well as 'in kind' funding via the provision or secondments/attachments of staff and provision of services.

The breakdown of the budget/resources for 2016/17 is expected to be as follows:

Agency

| | |
|---------------------|--|
| Local Authority | £ 1157,318 with additional provision of a School Nurse |
| Youth Justice Grant | £ 494,300 |
| Probation | Seconded probation officer. |
| Health | 35k (HEWS) |
| Police | 1 x Police Constable 1 x Police Sergeant. |

Youth Justice Grant

| Revenue and Cost Elements/Groups | Rev. Plan |
|---|------------------|
| Total for R1 | |
| R11 Revenue Expenditure | 494,300 |
| R111 Employees | 491,800 |
| R113 Transport-related expenditure | 2,500 |
| R12 Revenue Income | 494,300- |
| R121 Government Grants | 494,300- |

Local Authority

| Revenue and Cost Elements/Groups | Rev. Plan |
|---|------------------|
| Total for R1 | 1,157,318 |
| R111 Employees | 802,200 |
| R112 Premises- related expenditure | 1,800 |
| R113 Transport-related expenditure | 7,300 |
| R114 Supplies and Services | 25,100 |
| R115 Third Party Payments | 30,000 |
| R117 Support Services | 290,918 |

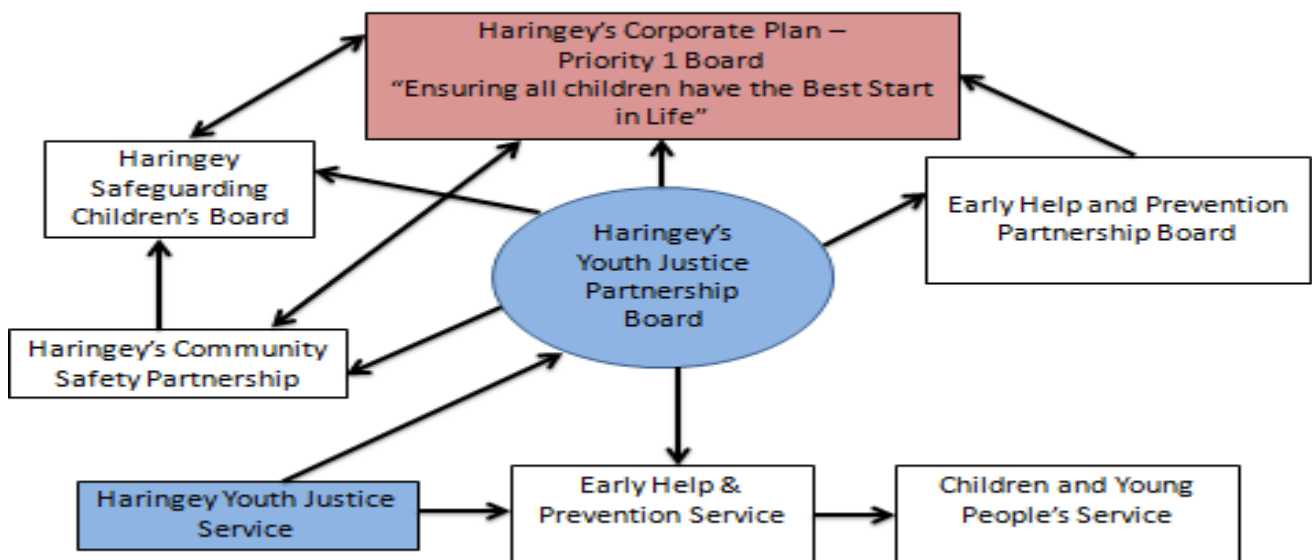
Commissioned services are awarded on a value for money basis, with the Appropriate Adult Service – a statutory service providing trained adults to accompany arrested young people if parents are unable or unwilling to attend the police station – contracted to Catch 22. This service contract has been extended until March 2017. Haringey Emotional and Wellbeing Service (HEWS) provides 4 specialist sessions per week for staff consultation and direct work with young people delivered by mental health professionals across social work, psychology and Speech and Language disciplines.

A video-link is available with a number of custodial institutions. Parents/carers are encouraged to use it to maintain links with young people in custody who may be placed some distance from Haringey. An SMS texting service has proved successful in reminding young people of appointments and thus increasing compliance.

As a result of the 2016 restructure changes will take place in relation to how substance misuse interventions are delivered to young people involved with Haringey YJS. This will involve forging better links with local third sector resources, commissioned by Haringey's Clinical Commissioning Group.

Haringey YJS updated its case management system in May 2015 in readiness for the introduction of the AssetPlus assessment framework in June 2016.

Haringey's Youth Justice Partnership Board Governance & Structure



Partnership Arrangements

The YJS is a multi agency service with staff representing a range of agencies within it including Children Service, Probation, Health, Education, and Police. The YJS Police staff are based locally in the Integrated Offender Management team. YJS Police Officers presence at the YJS is constant at a variety of times, particularly in relation to Triage and Victim work and the risk management panel.

The YJS works as part of the local MAPPA with case and team managers attending panel meetings in relation to individual young people that meet the criteria for Levels 2 and 3. Level 1 cases are managed via the YJS risk management panel, chaired by the YJS Service Manager. Responsibility for YJS links and attendance at MARAC is with the YJS Service Manager.

The YJS Service Manager is a member of the Missing Children and Child Sexual Exploitation Operational Group. This ensures consistency in representation and information sharing in relation to those young people worked with by the YJS that are most vulnerable and also pose the highest risk to others.

The Head of Youth Justice and Targeted Support represents the service on Haringey's Safeguarding Children's Board, the Child Sexual Exploitation sub-group, Early Help Partnership Board, Haringey's Community Safety Partnership and the local MASE. The Head of Service also attends the London YOT network meetings.

The Assistant Director- Safeguarding and Children's Social Care is a core member of the Youth Justice Partnership Board.

Youth Justice Liaison and Diversion (YJLD)

Haringey YJS works in partnership with NHS England and BEH NHS Trust to provide a Youth Justice Liaison and Diversion Service that is fully integrated with the North East London Court and Police Custody Liaison and Diversion Scheme. This partnership has jointly planned pathways to ensure that all young people are screened for Health needs at the earliest opportunity and where necessary fully assessed and sign posted for appropriate intervention.

Haringey Emotional and Wellbeing Service (HEWS)

The Clinical Commissioning Group provides funding for the HEWS service within the YJS to provide a consultation service involving staff training, social work, psychology and speech and language consultation and intervention. This consists of a senior mental health social worker 1 day, clinical psychologist half day and Speech and Language therapist half day. A school nurse is also made available for two sessions per week (funded by the Public Health team within LBH) to undertake screening and assessments in relation to general health and specific areas such as sexual health with all young people.

The current arrangements do not allow a full time presence within the YJS that is vital to ensuring all young people subject to Court ordered interventions are screened, assessed and sign posted to appropriate mental health services and is as area of focus for the year for improvement with colleagues in Camhs Commissioning.

Appropriate Adult service

Catch 22 is commissioned by the YJS to provide all appropriate adult services to young people in Wood Green Custody Suite. The performance of this service is monitored on a regular basis. The contract for this service is due for review with issue of a new contract from April 2017. Opportunities for joint working, with a neighbouring borough, are currently being explored due to possible changes in Police custody practice locally. These are underway in order to ensure that a seamless service will be provided going forward into the new financial year.

Weapons Awareness

The YJS continues to run weapons awareness groups in conjunction with the Red Cross both within the YJS and in schools. The young people that engage with the programme receive a First Aid certificate in addition to useful education in relation to the dangers of carrying offensive weapons.

Electronic Monitoring

Haringey YJS continues to make major strides forward in terms of ensuring that information in relation to violation enforcement is shared with EMS in a consistent manner. This has been done via robust internal procedures and is further enhanced via monthly surgeries at the YJS with the EMS local monitor where issues can be addressed and processes strengthened. Haringey performance is viewed positively by the Youth Justice Board in this area.

Integrated Offender Management.

The Integrated Offender Management unit was launched in Haringey in January 2014. Funding for the four year project was gained from MOPAC and partner agencies. Its provision consists of a single co-located multi-agency partnership consisting of Police, Probation, Drug Intervention Programme, Gang Exit Team and other pathway partners. These are linked to the Youth Justice Service, Haringey Integrated Gangs Unit, the secure estates, domestic violence agencies, mental health, housing, job centre plus and voluntary sector providers.

This model reduces duplication, delivers enhanced capacity and information sharing, and focuses on offenders who cause the most harm. The YJS Serious Youth Violence Worker is engaged in day to day working relationship with the IOM to ensure safe management of gang related offenders.

Risks to Future Delivery against the three outcome measures

The YJS has had to make savings of £61, which came as in year cuts in 2016/17.

Risks

- Non-staffing costs may fluctuate and exceed the allocated amount.
- A forecast for the annual pay award for employees on Haringey's
- Contribution Based Pay is included in staffing costs.
- Actual pay awards could be different from this forecast.
- There is limited scope to respond to any unexpected financial demands. There may be one-off costs associated with the restructuring of the YOS

Developments for 2016 onwards

Service Level agreements will be agreed with the local Tier three provider, in relation to substance misuse with revised pathways with the substance misuse worker based in Targeted Response. Pathways to improved parenting support is in development with Early Help, within the same local authority directorate, to ensure that a wider range of parenting interventions are available for families subject to YJS intervention. The numbers of young people entering and leaving custody have been reduced to levels that should mean that resettlement work can be effectively carried out by case managers alongside those third sector organisations working within the secure estate.

Pre Court and Court work

Since the reorganisation in 2015, we have allocated a Senior Practitioner to 'manage' the Court service provided by Haringey YJS with the support of a Team Manager. The Senior Practitioner currently responsible for pre court work will retain their responsibilities however a more effective allocation of staff within two clear streams of work will be possible leading to greater concentration of focus on these two important areas of practice.

ASSET Plus

The introduction and local implementation of the new assessment framework has been a challenging and significant change for the service. Haringey YJS has trained all relevant staff in the new framework. Feedback from a recent visit from a YJB advisor in this area was very positive in respect of the quality of the early assessments undertaken. In order to enhance learning and practice in this area the YJS will hold monthly Asset Plus workshops in which practitioners and managers can explore the fullest use of the framework to inform, develop for ongoing improvements and good practice.

Effective Practice Forums

Monthly effective practice forums have been developed in 2016 and have covered a range of practice areas such as resettlement, mental health and inter agency working. Workshops are planned in relation to 'attachment and young people who offend' as well as 'intervention planning'. Sessions are organised with outside speakers / trainers and are scheduled in accordance with identified interest and need. The YJS Service manager attends the YJB Effective Practice Forum and disseminates learning from that forum within the service.

Quality Assurance.

The YJS quality assurance processes are under review in the light of the introduction of Asset plus in order to take account of the changes to the assessment and planning framework. We are

undertaking improvements to QA tools to ensure that they are sufficiently robust, whilst also being manageable within the management team.

The locally developed audit tool will be revised to be in line with that used within the Children and Young Peoples Service alongside a change in practice to involve case managers in the auditing of their own cases thereby increasing learning and developing good practice.

First Time Entrants

Significant work has taken place to explore ways in which the YJS can increase capacity to work with those at risk of entering the criminal justice system. A task and Finish group was established in April of 2016 to develop a strategy for the local authority to address the issue of first time entrants. This group has involved colleagues from YJS, Police, Early Help, Targeted Support, Education and the third sector. Analysis of the existing FTE cohort has provided a clear view of this group, and plans are in development to put in place earlier interventions for local delivery in the community, and a more targeted approach to prevent young people identified as being at risk of becoming First time Entrants to the Youth Justice System. The strategy will focus on ensuring a wider network of partners involvement in determining and delivering services that will increase opportunities for family engagement in interventions for desistance from offending, whilst also meeting the needs of young people at risk of offending to successfully diverting them from the youth justice system.

Reducing Re-offending rates

Haringey YJS works with fewer young people subject to Court orders than it has done historically, however the current cohort presents with a far higher level of complexity resulting in a shift upwards in terms of the likelihood of reoffending, risk posed to others of harm and safety and well being concerns. The use of the live tracker in relation to reoffending will enable greater analysis and targeting of interventions to address those posing the highest levels of risk in the three areas Use of the Re- offending Tracker Tool is a priority for implementation this year.

Health and Mental Wellbeing

London Borough of Haringey, YJS and CCG, will engage fully with the NHS led 'Health and Justice Specialised Commissioning Children and Young people's Mental Health Services Transformation Work Stream'. This process will seek to close the treatment gap for young people when transitioning in or out of the secure estate, meet the complex needs of high risk young people who are often in crisis situations within the youth justice system, building on the experiences of the Youth justice Liaison and Diversion.

This will be done via the development of a collaborative commissioning model that can ensure improved access to health care and support services for young people involved with the YJS and develop sustainable pathways delivering integrated health care throughout the youth justice journey.

SEND

The YJS will continue to work towards ensuring that all existing statements of special need are converted to Education and Health Care Plans on all relevant young people involved with the YJS. A priority will be to finalise the development and implementation of an SEN protocol in relation to Haringey young people in the secure estate that ensures young people's SEN are met in custody and addressed upon their return to the community in a seamless fashion. In addition to this a clear area for development will be the identification of young people's existing unmet needs and supporting families to ensure that EHCP's are completed in all relevant cases.

Prevent

The YJS Service Manager represents the service on the local Prevent steering group and oversees YJS checks on all individuals referred to the Prevent coordinator. The YJS contributes to the delivery and monitoring of the Haringey Prevent Delivery Plan. All staff have received prevent training and actively consider relevant issues regarding the prevent agenda within assessments

Channel

The YJS Service attend all Channel meetings in relation to young people and is consulted on all referrals by the local prevent coordinator.

Troubled Families

Agreement to share information where young people may be known to Haringey's Troubled Families cohort. Further discussions are planned to take place to explore improvements to joint working arrangements between the YJS and Haringey's Troubled families service.

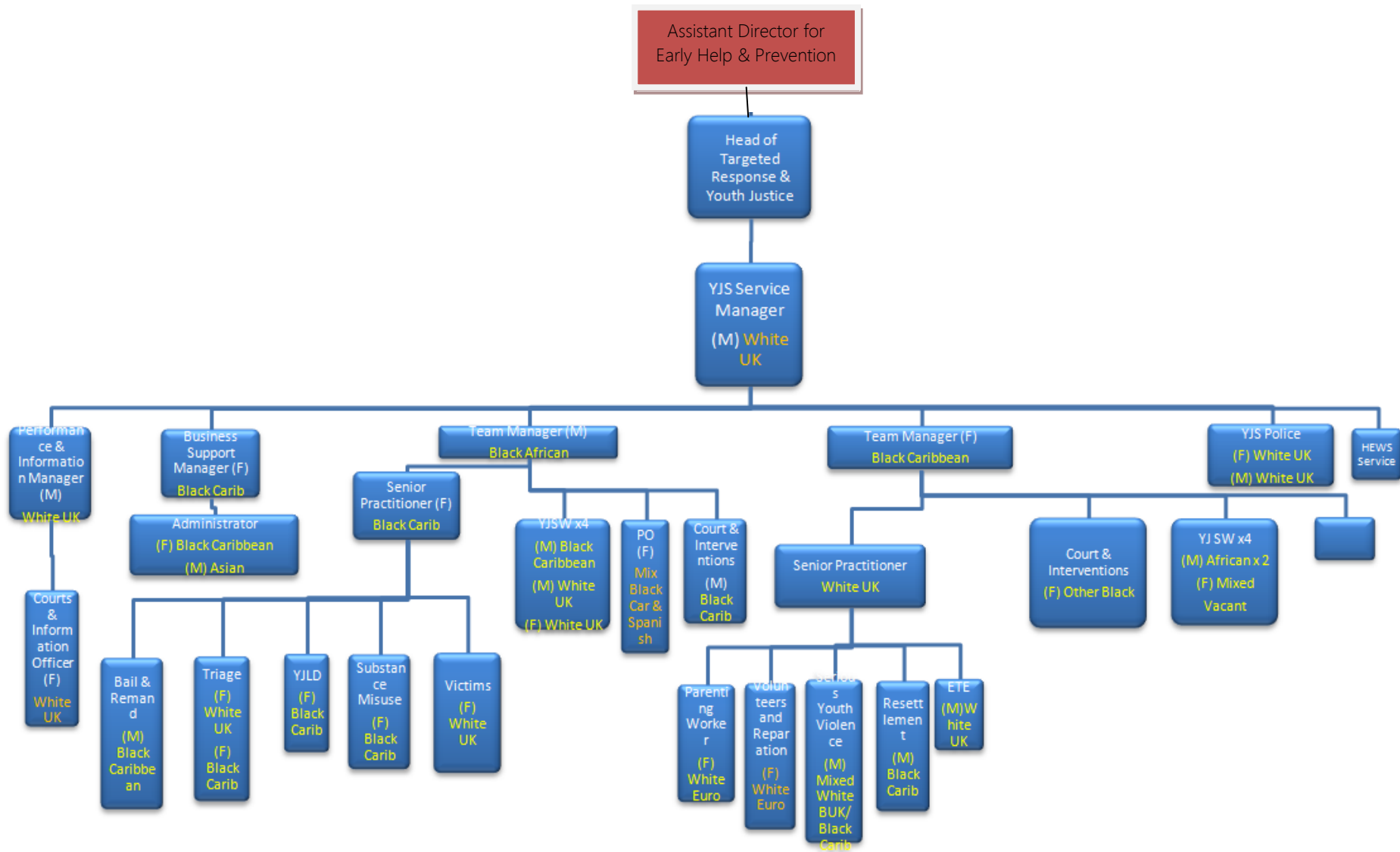
Members Scrutiny of Disproportionality in the Youth Justice system

Haringey Children and Young Peoples Scrutiny panel has recently undertaken a Review on disproportionality within the youth justice system'. This panel considered evidence from partner agencies, YJS staff and young people in addition to considering local data. The panel has produced a report that challenges partner agencies to review a range of practice including the analysis and use of data, user consultation and their policies and procedures. The final report makes recommendations that will encourage better practice and engagement with young people and communities to assist reducing the issue of over representation of young people from BME groups by tackling issues such as policing, school exclusions and the provision of targeted interventions. A priority for the Partnership Board will be to implement the recommendations from this year this year.

| Head of Service | Chair of YJS Partnership Board |
|--------------------------|---------------------------------------|
| Jennifer Sergeant | Zina Etheridge |
| | |
| Date: | Date: |

All partner signatures are not required, the Chair signs on behalf of all agencies represented.

Appendix A - Existing staff structure



In addition, to the above, Haringey YJS currently has 26 volunteers, 20 female and 6 male. The ethnic breakdown of volunteers is as follows; Black African 4, Black British 15, Black Caribbean 4 with 1 each of Chinese Dual heritage and White Irish. All volunteers are RJ trained

Appendix B – Costed plan

Appendix B: Haringey YJS Good Practice Grant

Costed Delivery/ Improvement Plan 2015-2016

| Activity/Resource | Outcome supported | Developing Good Practice | Evidence | Costs |
|---|--|---|--|-----------|
| Group work/programmes. Triage worker and YJS Social Worker | <ul style="list-style-type: none"> • Reduction in First Time Entrants. • Reduction in custody. • Reduction in reoffending. • Effective Public Protection. • Effective Safeguarding. | <ul style="list-style-type: none"> • Triage and Out of Court Disposals Groupwork programme • Development of strategies for reducing FTE's with partner agencies • Weapons Awareness programme. • SO19 programme. • The continued development of 1:1 work with young people who are gang affiliated and who commit violent offences. • Development of substance misuse interventions in conjunction with Targeted Response and Insight Platform. • Development of gender specific interventions | <ul style="list-style-type: none"> • Core Outcome. • Youth Justice Plan. • Intervention material. • Audits and improvement reports. • Supervision and appraisals. | £ 135,000 |
| Reparation projects, Courts and Intervention workers | <ul style="list-style-type: none"> • Community payback • Reduction in custody • Reduction in offending | <ul style="list-style-type: none"> • Development of reparation projects that can also deliver unpaid work requirements for youths • CRC delivered programme for young people • Management link with CRC | Performance reports | £ 90,000 |

| | | | | |
|--|---|---|--|-----------|
| Performance and Information Manager and Courts and Information Officer | <ul style="list-style-type: none"> • Reduction in First Time Entrants. • Reduction in custody. • Reduction in reoffending. • Effective Public Protection. • Effective Safeguarding | <ul style="list-style-type: none"> • Greater integration of performance data into management strategies for service improvement • Maintenance of Childview. • Extraction and analysis of performance data. • Monitoring use of Viewpoint at request of HMIP. | <ul style="list-style-type: none"> • Performance reports. • Core Outcome. • Youth Justice Plan. | £ 68, 200 |
| Training including YJ management time in designing and delivering training | <ul style="list-style-type: none"> • Delivery of Effective Practice forum • Asset Plus workshops • Reduction in First Time Entrants. • Reduction in custody. • Reduction in reoffending. • Effective Public Protection. • Effective Safeguarding | <ul style="list-style-type: none"> • Developed internal good practice and peer support/development • INSET training e.g. Report writing, Desistance and Good Lives, Motivational interviewing, Child Development, Voice of the Child, Unconscious bias • Training in revised and new procedures and policies developed following introduction of Asset Plus and revision Risk management procedures • Effective Practice Forums • Asset Plus workshops | <ul style="list-style-type: none"> • Training plan/log. • Interventions. • Materials. • Supervision discussions. • Workshop records | £ 18,500 |
| Management time. Team Managers, Senior Practitioners and Service Manager. | <ul style="list-style-type: none"> • Reduction in First Time Entrants. • Reduction in custody. • Reduction in reoffending. | <ul style="list-style-type: none"> • Staff observation of practice. • Production of new protocols and policies in respect of risk management. • Development of revised YJS / CYPS protocols • Case management audits using locally devised tool in conjunction with CYPS | <ul style="list-style-type: none"> • Youth Justice Plan. • Core Outcomes. • Audits and • Improvement reports. • Supervision and Appraisals. • Improved Partnership | £122,000 |

| | | | | |
|--|---|---|----------------------|--|
| | <ul style="list-style-type: none"> • Effective Public Protection. • Effective Safeguarding. • Risk Management. | <p>colleagues.</p> <ul style="list-style-type: none"> • YJS representative at Haringey Missing Child and Child Sexual Exploitation Operational Group • YJS representation at MASE • Development of reflective supervision • Arranging, organising and monitoring training. • Implementing and monitoring good practice in relation to Out of Court Disposals. • Risk Management Panel development. • Benchmarking practice against HMIP reports, reporting to LSCB and YJS Partnership Board. • Implementing and embedding Child View Youth Justice. • Improving practice in relation to Reducing Offending by Looked After Children. • Revise and up-date the YJS risk management procedures. • Developing plans with the Integrated Offender and Gang • Development of Youth Justice, Targeted response and Early Help protocols and procedures. • Development of SLA with Substance Misuse providers • Development of parenting offer with CYPS colleagues | working and outcomes | |
|--|---|---|----------------------|--|

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|----------------------------------|--|---|---|----------|
| YJS Partnership Board | <ul style="list-style-type: none"> • Effective Governance • Reduce offending • Reduce custody • Reduce FTE's | <ul style="list-style-type: none"> • Development of effective partnership board with increased partnership involvement • Strategic direction for local area in relation to services delivered to young people that offend and their families. • Joint agency workshops | <ul style="list-style-type: none"> • Partnership Board meetings • Increased participation • Evidenced outcomes | £ 10,969 |
| Books publications and resources | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • Material and publications related to group work, Anger Management Programme/Behaviour Strategy series, gangs and serious youth violence. E.g DVDs, work packs | <ul style="list-style-type: none"> • Materials | £1,500 |
| TOTAL | | | | £494,300 |

Appendix C – Integrated Improvement Plan

| Area for improvement | Action | Description | Responsibility | Timescale |
|--|--|--|---|------------------------|
| Service restructure | Restructure of service in order to deliver significant financial savings | Delivery of YJ services within new structure that meet statutory obligations and develop good practice | Youth Justice Service Partnership Board. Head of Targeted Response and YJ Services | September 15th onwards |
| Youth Justice Partnership Board | Improved engagement from partner agencies in youth justice matters and delivery of YJ services | Improved attendance at partnership board meetings Greater engagement in youth justice strategies from partner agencies Greater accountability to the board for the YJ Service and partner agencies | Chair of YJ Partnership Board | October 2016 |
| First Time Entrants | Development and delivery of local area joint strategy for reducing the number of first time entrants | Task and Finish Group to develop strategy and coordinate the delivery of a pilot project focusing on one high risk area within the borough | Head of Service for YJ and Targeted Head of Service Early Help | April 2017 |
| Reoffending/Risk of Harm and Safety and Well being | Improved levels of effective management oversight. | Monthly audits of cases | YJ Service Manager | April 2017 |
| Risk management | Improved risk management processes across all case management | Implement revised YJS risk management panel terms of reference. Revise Risk management procedures | YJ Service Manager | October 2016 |

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|-------------------------|--|--|---|------------|
| Assessment and Planning | Develop and embed good practice in the use of Asset plus | Regular Asset Plus workshops Peer mentoring | YJ Service Manager, Senior Practitioner | June 2017 |
| Court work | Improve Court practice | Senior practitioner dedicated to oversight of Court work. Line management of Bail and Remand worker | Senior Practitioner | April 2017 |
| Quality assurance | Review of YJ quality assurance processes and intervention planning | Review of current suite of documents and procedures in order to improve the quality and effectiveness of intervention planning and levels of effective management oversight. | YJ Service Manager | April 2017 |