

NOTICE OF MEETING

COMMUNITY SAFETY PARTNERSHIP

Monday, 4th July, 2022, 10.30 am - Microsoft Teams (watch the live meeting [here](#) and watch the recording [here](#))

Members: Please see Membership list set out below

Quorum: 3

1. FILMING AT MEETINGS

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2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any items of Urgent Business. (Late items of Urgent Business will be considered where they appear. New items of Urgent Business will be considered under Item 13 below).

4. DECLARATIONS OF INTEREST

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any discussion with respect to those items.

5. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 9 February 2022 as a correct record.

6. MEMBERSHIP (PAGES 9 - 10)

7. YOUNG LONDONERS FUND (PAGES 11 - 60)

Presentation by Nerissa Steel / Eduardo Araujo

8. HARINGEY COMMUNITY SERVICE GOLD PLAN 2022/23 (PAGES 61 - 64)

Presentation by Eduardo Araujo

9. COMMUNITY SAFETY STRATEGIC ASSESSMENT OVERVIEW (PAGES 65 - 90)

Presentation by Sandeep Broca

10. TRUST AND CONFIDENCE (VERBAL UPDATE)

Presentation by Rhona Hunt / Marco Bardetti

11. VIOLENCE SYV GANGS UPDATE (VERBAL UPDATE)

Presentation by Rhona Hunt / Marco Bardetti

12. YOUTH JUSTICE PLAN (PAGES 91 - 192)

Presentation by Emma Cummergen / Jackie Difolco

13. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 3 above.

14. ANY OTHER BUSINESS

To raise any items of AOB.

15. DATES OF FUTURE MEETINGS

To note the dates of future meetings set out below:

Nazyer Choudhury, Principal Committee Co-ordinator
Tel – 020 8489 3321
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Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 24 June 2022

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MINUTES OF MEETING OF THE Community Safety Partnership HELD ON Wednesday, 9th February, 2022, 2:00PM – 4:20PM

PRESENT:

Cllr Erdal Dogan – Cabinet Member for Stronger and Safer Communities (In the Chair)

Chris L Jones – Metropolitan Police (In the Chair)

Cllr Zena Brabazon - Cabinet Member for Early Years, Children and Families

Eubert Malcolm –Assistant Director Stronger & Safer Communities

Geoffrey Ocen - Bridge Renewal Trust Chief Executive

Ann Graham – Director of Children’s Services

Beverly Tarka – Director of Adults and Health

Tracey Downie – Executive Director of Operations – Housing Management Service

PC Marco Bardetti - Metropolitan Police

Joe Benmore – Community Safety & IOM Strategic Lead

Eduardo Araujo – Senior Tottenham Community Safety Manager

Sandeep Broca - Community Safety & Enforcement Team

Anna Holland – Consultant Social Worker, NSPCC

Latoya Ridge – Victim Support

Beverley Hendricks - Assistant Director for Safeguarding and Social Care

Manju Likhman – Violence Against Women & Girls Strategic Lead

Jackie Difolco - Assistant Director for Early Help and Prevention

Greg Coates – Metropolitan Police

Tim Miller - NHS North Central London

PC Debbie Jacyna – Metropolitan Police

Russell Symons – Metropolitan Police

Jack Booth – Principal Committee Coordinator

Grant Bishop – London Fire Brigade

Heather Hutchings – Strategic Lead for Communities

Brigitte Squire – Family Psychology Mutual

Kirsten McCallum – Clinical Psychologist (Redbridge Council)

1. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

2. APOLOGIES

Apologies for absence had been received from Cllr Perey Ahmet, Simon Crick, Rachel Lissauer, Stephen McDonnell, Pete Shaw and Charlotte Pomery.

3. URGENT BUSINESS

There were no items of urgent business.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. MINUTES

RESOLVED:

That the minutes of the meeting held on 3 December 2021 be agreed as a correct record.

6. MEMBERSHIP

Noted.

7. COMMUNITY TENSIONS MONITORING

Ms Heather Hutchings, Strategic Lead for Communities, introduced the item.

The meeting welcomed the presentation and heard that:

- It was important to galvanise the support of the community and professionals. There was a considerable amount of information regarding community tensions and some outreach work could be done to prevent incidents from occurring.
- It was often the case that people were reluctant to report incidents to the Police.
- It was important to send any information into departments involved with tensions monitoring to support the community.
- The form relating to submitting tensions monitoring issues was largely for internal staff and external partners but not necessarily used by the public and this was something that could be re-examined.

- There was a breadth of areas that could be captured including a crime and antisocial behavior and this could be useful from the health and wellbeing perspective including steps that could be taken to help with prevention and identify problems at an early stage.
- There are different outlets to bring awareness including to external partners and members of the community.
- Working collaboratively would be beneficial for progress in the area of community tensions monitoring.

RESOLVED:

1. That work around community tension monitoring that would be used to guide the approach to intervention in the short, medium and long term and to inform and support the management of critical incidents and to support and promote community cohesion overall be noted.
2. That the document's priority supported a number of ongoing workstreams in Haringey including the Community Safety Strategy, the Young People at Risk Strategy and the Borough Plan be noted.
3. That the monitoring of community tensions be supported.

8. PANTS CAMPAIGN

Ms Anna Holland, Consultant Social Worker, NSPCC, presented the item.

The meeting welcomed the campaign and heard that:

- It used to be common to have various songs for young children regarding personal safety. A SEND profession was available as the information would be submitted to those who may be deaf or prefer non-verbal communication. It was important to make the message inclusive to all families.
- The campaign had been created shortly after the Jimmy Savile revelations. It was well known that the highest percentage of sexual abuse occurred within family environments. It was important that regardless of where potential abuse may arise, that young people felt that they could talk to somebody about the issue.
- There was an opportunity to collaborate with Heather Hutchings and create opportunities to work with the SEND team and Supplementary schools to uphold safeguarding duties.

RESOLVED:

That the presentation be noted.

9. HARINGEY PROBATION DELIVERY UNIT UPDATE

Mr Joe Benmore and Mr Russell Symons presented the item.

The meeting heard that:

- It would be useful to know the breakdown of the 22% of the 18-25 year olds who came through the youth justice as part of the transmission.
- Police officers felt that there were issues with mental health which did not register on the empirical data. There was an interest in offering support to young people who were leaving care but it was not clear exactly what the type of support would be provided. Proposals would be put forward eventually to the department that dealt with funding.
- Head of Young Adult Service, Emma Cummergen, would be consulted on the ongoing work.
- The £500,000 funding was a Pan London funding.
- Priorities need to be considered due to the small sum of funding available. It may be worth considering that service leavers were sometimes more at risk of criminality. Consideration could also be given regarding the stock purchasing of accommodation for those fleeing violence. A few high-quality bids could be placed on various subject matters.
- It was worth considering that that some data showed differences between males and females in terms of specifically focused needs and responses needed to be tailored. It would also be useful to have criminogenic data collated over the next 6 to 12 months. Some support in this area could be provided by the Council upon request. A report could be completed and presented at the Community Safety Partnership annually.
- One method of having a strong impact would be to build on existing projects and programs which may have shortcomings in the service.
- Mental health was an important consideration and Section 135 and 136s were very high in the borough and needed attention.
- The proposals needed to be submitted by the end of the month and colleagues would have to submit any suggestions by 25 February 2022. Joe Benmore would act as point of coordination.
- It was important to take into consideration the voices of offenders.
- Funding for the post would have to be for an individual over 18 and already known to the Criminal Justice System.
- When examining priorities, one of the issues that needed to be considered was the requirement to address how to better use community resources. It may also be helpful

to remind the Partnership of all activities going into Community Safety Partnership to measure any progress. A future agenda item could be submitted to the Community Safety Partnership addressing the matter.

RESOLVED:

That the presentation be noted.

10. HARINGEY YOUR CHOICE PROPOSAL

Ms Beverley Hendricks, Ms Brigitte Squire and Ms Kirsten McCallum presented the item.

The meeting heard that:

- The work had engaged young people in the borough and their views would be taken into consideration. It was important to be able to work with families.
- The work had already been introduced to some of the headteachers for some of the schools in the borough and it was important for the work to be valued so that young people could be supported appropriately.
- The funding confirmed was approximately £200,000 with a potential of a maximum of £300,000 as part of the full term.
- There was a correlation between the work and some of the issues relating to stop and search. A lot of work had been completed to secure a positive relationship with the Police in relation to identifying and performing analysis on changes to the system and identifying young people at risk of youth crime and channelling them through to partners and practitioners.

Ms Squire and Ms McCallum would accept an invitation to attend reference groups regarding mental health, establish links with the network and inform the work being done by NHS North Central London.

RESOLVED:

That the presentation be noted.

11. OUTREACH RECRUITMENT TEAM

Ms Debbie Jacyna presented the item.

The meeting heard that:

- PC Marco Bardetti was happy to arrange for a ride-along for anyone looking to join the Police force.
- The recruitment process also helped engage crime prevention initiatives.
- It was important to note that retention of officers on the police force was equally important and it was important outline what support was on offer for Black and Asian Minority Ethnic (BAME) communities.

- Representation across various communities was still not present and it was important to have career development posts.
- One of the commanding officers was one of the only senior black female officers in the country. Mentoring had helped more recent candidates into senior positions. There were various people from all parts of the community who had joined the Police including fathers in the mid-40s who had left the military and mothers who wished to work flexibly.
- Attempts would be made to ensure that nobody in the community was excluded and that underrepresented groups were provided an opportunity.
- The Metropolitan Police wished to offer a career which had transferable skills and whilst there had been negative aspects reported about the Police in the press, the Police and Scotland Yard in general were internationally well renowned.
- In relation to attracting people from diverse communities to join the Police, there needed to be a cultural change and an overt articulation of what the Police were looking to achieve and some of the aspects of collaborative working did not seem to appear in the messaging.
- Issues reported in the media regarding the Police did occur but was not a wider reflection of the service.
- It was important to members of the community to be able to speak to Police officers who represented various areas of the community and could answer questions directly.
- Care leavers made good Police officers, but well supported candidates were more likely to be successful and the Police would support a candidate through sessions and general support.
- When invites were sent out for insight sessions, candidates were encouraged to bring a friend or family member to the sessions and the Police supported this. It can be difficult personally for various individuals who join the Police, but officers tended to make new friends in the force.

.RESOLVED:

That the contents of the report be noted.

12. DHR

Ms Manju Likhman informed the meeting that there had been a domestic homicide during the Christmas period in 2021 and this was the second one which had been alerted to the Partnership as it was ultimately responsible in ensuring that a Domestic Homicide Review (DHR) was carried out. The Council had formally notified the Home Office and they had agreed for the Council to undertake the DHR process. An independent body had been appointed to carry out the review. There were now two reviews being undertaken in the borough. The process was confidential and a panel had been set up. The Community Safety Partnership would be advised accordingly once a review had been completed. A series of recommendations would then be put in place. The length of reviews would be dependent on if a court case was to take place.

RESOLVED:

That the update be noted.

13. STRATEGIC ASSESSMENT

Mr Sandeep Broca stated that the Haringey Strategic assessment process was based on an overview of crime and disorder trends over the past year in order to understand key trends, patterns and where resources needed to be focused.

The analytical process was currently underway and focused on the volume of crime, violent crime, robbery and weapon enabled violence. The process allowed the Council to benchmark its progress against other London boroughs to assist with the partnership work and interventions.

Early findings suggested that violence and robbery remained a critical issue for the borough. Antisocial behavior had increased in addition to sexual violence, domestic violence, child sexual exploitation and hate crime.

A summary would be submitted to the next meeting for the consideration of the Partnership. All partners were asked to contribute to the strategic assessment so that a strong assessment could be established.

RESOLVED:

That the update be noted.

14. NEW ITEMS OF URGENT BUSINESS

There were none.

15. ANY OTHER BUSINESS

Mr Joe Benmore stated that at the next meeting a revised Community Safety Information Sharing Protocol would submitted for discussion.

16. DATES OF FUTURE MEETINGS

To be confirmed.

CHAIR:

Signed by Chair

Date

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Appendix B
Community Safety Partnership - Membership List

	NAME OF REPRESENTATIVE
Statutory partners/CSP members	<p>Cllr Adam Jogee, (Co-chair) -Cabinet Member Economic Development, Jobs, and Community Cohesion</p> <p>Caroline Haines Borough Commander (Co-chair), Haringey Metropolitan Police</p> <p>Cllr Brabazon, Cabinet Member for Schools and Families</p> <p>Cllr L/D tbc</p> <p>Keith Wilson, Borough Fire Commander, Haringey Fire Service</p> <p>Rachel Lissauer, Director of Commissioning, Haringey Clinical Commissioning Group</p> <p>Mark Landy, Community Forensic Services Manager, BEH Mental Health Trust</p> <p>Geoffrey Ocen, Chief Executive, Bridge Renewal Trust</p> <p>Joanne McCartney, MPA, London Assembly</p> <p>Eubert Malcolm, Interim Director for Environment and Neighbourhoods</p> <p>Dr. Will Maimaris, Director Public Health, Haringey Council</p> <p>Ann Graham, Director of Children Services, Haringey Council</p> <p>Beverley Tarka, Director Adult &Health, Haringey Council</p> <p>Jessica Ralph, Victim Support</p> <p>Tony Hartney, Safer Neighbourhood Board Chair</p>
Supporting advisors	<p>Jo Benmore</p> <p>Sarah Hart, Commissioning Manager, Public Health Committee Secretariat</p>

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HARINGEY COMMUNITY GOLD 

IN THE COMMUNITY

<p>ENGAGING YOUNG PEOPLE Through Street Outreach, Schools, Youth Spaces</p>	<p>BUILDING RELATIONSHIPS Through One to Ones and Satellite Youth Hubs</p>	<p>INTRODUCING NEW OPPORTUNITIES Bespoke according to young persons interests</p>	<p>TRANSFORMING LIVES in Haringey</p>
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**MAYOR'S YOUNG LONDONERS FUND
HARINGEY COMMUNITY GOLD
END OF PROGRAMME EVALUATION**

May 2022

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INTRODUCTION

As part of the first round of the Mayor's Young Londoners Fund (YLF), Haringey was awarded funding to deliver the Haringey Community Gold (HCG) programme. YLF aims to help children and young people to fulfil their potential, particularly those at risk of getting caught up in crime. It supports a range of education, sport, cultural and other activities for young Londoners with £30 million invested directly to projects in local communities and a further £15 million invested to expand existing projects funded by City Hall that support young Londoners.

HCG, which received YLF funding for three years provision from January 2019 to December 2021, used a strengths-based public health approach to supporting young people. A consortium of ten community partners, with Haringey Council as the lead partner, came together to deliver the programme which included detached youth work and activities including: play, sports, employment support, a future leaders programme, and mental health support for young people in Haringey aged 10-21 years old.

The Bridge Renewal Trust was appointed as the evaluation partner for the programme. Our aim, working with all partners, was to support the process of planning and reflection, to create a clear theory of change that describes the logic underpinning the project and to undertake an evaluation that is meaningful and proportionate to measure key outcomes and mechanisms of change.

This report presents the findings of that evaluation and is split into three sections. The first section provides an overview of the programme including what the programme offers young people and what it is that partners believe makes the programme work. The second section summarises findings from the process study element of the evaluation, including key lessons from the implementation and ongoing management of the partnership. The third section focusses on YP experience of the programme - which YP accessed the programme, how they accessed it and what activities they participated in, as well as how those activities have supported YP.

Method

Our evaluation approach borrowed heavily from Contribution Analysis. Contribution analysis (Mayne, 2008) is a methodology used to identify the contribution an intervention has made to a change or set of changes. The aim is to produce a credible, evidence-based narrative of contribution that a reasonable person would be likely to agree with, rather than to produce conclusive proof. The evaluation began with identifying a clear theory of change, setting out how the activities in the programme contribute to the overall aim of the programme and then gathering evidence throughout the life of the programme in order to assess the degree to which that theory held up in practice, the factors that influence this and the key learning for future practice. This type of approach is particularly useful for evaluating programmes, like HCG, where assessment of sole attribution is difficult.

The findings included in this report are based on the following data:

- Theory of change development for each of the 9 individual delivery partners plus at programme level
- Evaluator attendance at key project meetings & documentation review
- Qualitative interviews with delivery partners undertaken at the end of each year of the programme
- Output data collected by delivery partners and verified by the managing agent (NLPC)
- Case study data submitted by partners
- YP survey data (see Annex A for further detail)

PROJECT OVERVIEW

The HCG programme is made up of detached youth work and community programmes. It allows young people to find local provisions which range from sports, training and employment, future leaders programme, mental health support and a BAME careers service. The consortium of providers was formed following a series of Voluntary & Community Sector consultation meetings in Tottenham, following which organisations submitted individual proposals to Haringey Council - who were selected as the lead partner for the YLF bid.

Delivery Partners

The programmes are run by the following partner organisations:

- ACCESS UK:** Provides a specialist BAME careers service, supporting young people in to employment, entrepreneurship, education and training.
- Haringey Council HCG Youth Outreach team:** A team of five youth outreach workers helping connect young people to the programme and other services in Haringey. (The team have also recruited apprentices to support their work and provide opportunities for young people and facilitate a Youth Advisory Board that ensures young people's voices inform the programme).
- Haringey Play Association:** Working with 10-15 year olds offering play based support both as a drop-in and through regular weekly group programmes.
- London Elite Sports & Football Academy** (Off the Street Less Heat): Open access sports provision for young people aged 13 to 21 on Broadwater Farm Estate one evening per week.



- **My Training Plan:** Provides fitness sessions for disaffected young people, providing training on personal fitness and nutrition.

MY TRAINING PLAN

- **North London Partnership Consortium Ltd (NLPC):** Delivering a community leader programme that aims to create and cultivate young offenders/disaffected youth into future community leaders through an accredited training programme and targeted work experience placements. NLPC also act as the managing agent for the programme.



- **Thinking Space:** Service supported by the Tavistock and Portman NHS Trust which provides training to youth workers to facilitate a safe space where individuals can talk about their feelings.



- **Upskill-U (Exodus programme):** Support to high risk offenders and those excluded and at risk of exclusions, including group work, therapeutic mentoring and family conflict mediation/systemic family therapy. Techniques used to address trauma, knife crime and gangs.



- **Work Works Training Solutions (WWTS):** Works to empower young people by upskilling them and creating a tangible avenue that leads to sustainable employment.



In addition, The Bridge Renewal Trust delivered the independent programme evaluation.

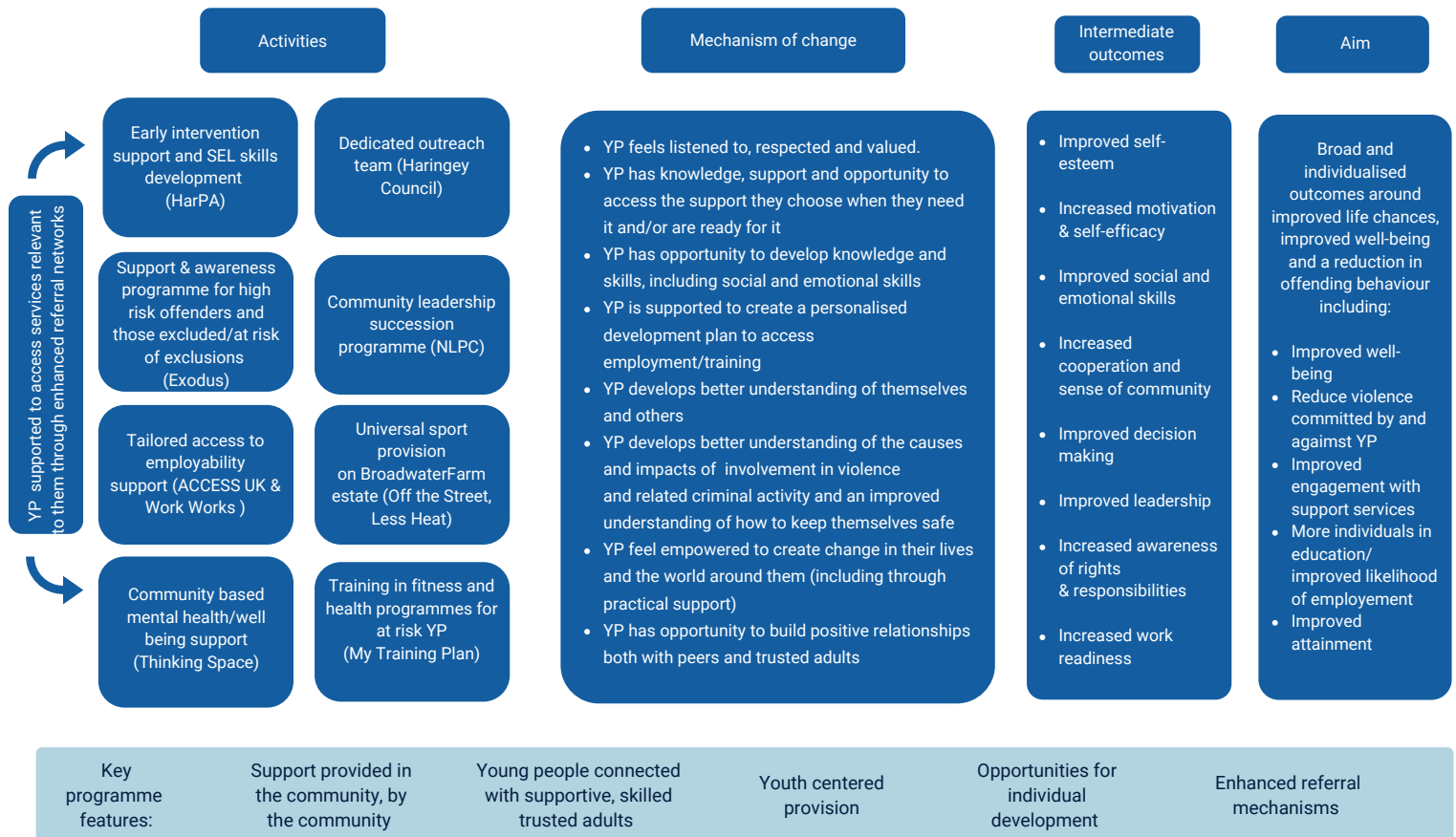
Theory of change

A Theory of Change (ToC) is a tool used to describe how a project/programme/organisation aims to achieve a certain goal. It sets out the links between the activities undertaken and the resulting outcomes needed to achieve the final aim. Figure 1. illustrates the ToC for the HCG programme. An original ToC was developed at the outset of the programme based on a workshop with the partner organisations and has been updated as our understanding of the programme has developed, including through consultation with the programme's Youth Advisory Board.

The theory of change has five elements:

- Activities – the type of activities that the YP can access as part of the programme;
- Mechanisms of change – the feelings that YP experience whilst participating in these activities. These experiences are what result in the positive intermediate outcomes;
- Intermediate outcomes – the values, attitudes, knowledge and skills and behaviours that young people develop as a result of participating in activities;
- Key programme features - these are features of the way in which the programme is delivered that were highlighted by partners as key to the approach
- Aim – the longer term and sustained effect that the programme aims to achieve.

Figure 1: Programme Theory of Change



The key programme features highlighted in the theory of change above are described in more detail below:

Support provided in the community, by the community:

HCG provides support in the community through detached outreach and community based delivery partners. Research highlights both the potential value of providing support in the places that young people regularly go and of delivery by community-based organisations who are able to recognise the local need and have direct access to the most vulnerable people. Partners also report the importance of being known within the community in building trust amongst YP, which is seen as an essential precursor to being able to provide effective support. Being staffed by individuals with lived experience of the issues faced by YP is seen to provide a level of authenticity that promotes engagement from YP.

YP connected with supportive, skilled, trusted adults:

Relationships with caring, trusted adults, in addition to parents or caregivers, can influence young people's choices and reduce their risk for involvement in crime. The majority of projects in the programme offer an element of formal/informal mentoring. These relationships support YP to get the most from programmes and to connect them with other services where appropriate. In addition, partners highlighted the value of providing visible role models for YP, highlighting the potential transformative effect of connecting with someone who has already found success in spite of facing similar adversities to the YP being supported.

All partners reflected on the value they placed in having skilled staff who are deeply committed to the work they do and have lived experience of the challenges faced by the YP they are supporting. It is known that building trust, developing respect, being accepting and understanding and stable and consistent are key practitioner qualities when working with vulnerable young people and these behaviours were described often during interviews with the providers.

Youth Centred provision:

Learning shows that trusting young people as experts in their own lives and creating a range of levels of engagement so that young people can commit their time and inputs at a level that works for them supports effective intervention. YP in the programme can choose which projects they are interested in to create a bespoke experience for themselves. Partners also highlighted the importance of responding to the needs and activities that YP feedback they want. For example, the outreach team have set up a number of regular sporting activities specifically following requests from YP.

The outreach team also set up a Youth Advisory Board for the programme, providing YP with opportunities to directly influence the services designed to support them.

Providing opportunities for individual development:

Skills development has a robust research base, which shows building young people's interpersonal, emotional, and behavioural skills can improve life chances and reduce both youth violence perpetration and victimization. Projects within the programme support social and emotional skill development as well as providing practical support into education and employment, including access to accredited training.

Enhanced referral networks (inc. multidisciplinary work and safeguarding):

YP at risk of involvement in offending and violence often have multiple support needs. In addition their lives stretch across families, schools and communities and research suggests that the most effective projects do the same. The programme's scope is limited to working directly with YP but one of the aims of the programme was to enhance referral networks both within and outside the programme it aims to help connect YP (and their families) to other sources of help. The partnership works closely with Early Help, Social Workers, Schools and Youth Centers, Voluntary and Community Sector organisations as well as the private sector. This enables effective intelligence sharing about young people and agreeing the best strategies to approach concerns. This is also an important aspect of safeguarding, which is core to the delivery of the programme. All staff working with children undergo vetting and are trained on local safeguarding practices and policies.

IMPLEMENTATION & PROCESS LESSONS

At the end of the first year of the programme an initial process evaluation was undertaken, which explored some of the key implementation lessons of the first year in relation to how the programme was working in practice. Key learning points included:

1. **Allow sufficient time in the programme set-up to support process, practice and people**

This finding related to the importance of ensuring that sufficient time is built into a programme to allow organisations to get activities up and running effectively. The activities that need to be undertaken ranged from finalising operational plans, releasing funding to all partners, recruiting staff, completing safeguarding training and checks, and establishing referral mechanisms between partners and agencies outside the partnership. The programme targets for reaching YP assumed equal activity with YP across all four quarters of the first year, however in practice work with young people was not able to start until the second quarter which placed additional pressure on the partners to meet targets within an effectively reduced delivery period.

2. **Invest resource in supporting partnership working**

A common reflection from partners was that in order to meet their individual projects' targets of YP worked with, partners had tended to focus on their developing their own services, sometimes at the expense of investing time in developing the partnership.

Reflections on how partnership working can be enhanced included:

- Maintaining better communication through meeting structures and use of collaboration tools such as online discussion forums
- Keeping abreast of what's on offer for young people across the partnership through improving information channels
- Keeping referral mechanisms under review including ensuring performance management systems encourage referrals and ensuring mechanisms are in place for secure information sharing
- Having a central system that all partners can access and input data into would have been preferred as partners found tracking YPs progress (for both reporting and safeguarding purposes) challenging as it relied on time-consuming direct communication with other organisations. It was also felt that a centralised system would have reduced the overall reporting burden of the programme.

3. Enable flexibility in provision whilst ensuring clarity

This finding related to the importance of enabling services to adapt their service delivery from original proposals to accommodate delivery constraints and to allow projects to change and evolve as understanding of what works best with YP grows. This flexibility has been a strength of the programme but has also emphasised the importance of providing clarity to partners on what is possible within the constraints of the funding. For example, in some cases a perceived lack of clarity led to partners carrying out work which they were unable to claim for (e.g. with young people outside the agreed age criteria).

4. Develop clear and effective reporting structures

This findings related to ensuring that organisations clearly understood and were equipped to report on the work undertaken with young people which has continued to be challenging for the programme owing to the lack of a central system for partners to report on cases and effectively track outcomes.

Impact of the COVID 19 pandemic

The impact of the global pandemic on the delivery of the programme has been significant across all partners. The majority of programme delivery is designed to be face-to-face and delivered in group settings, and therefore the social distancing restrictions and related lockdowns prevented delivery going ahead as planned for significant periods.

A full assessment of the impact of the pandemic is outside the scope of this evaluation, however Haringey Council and NLPC commissioned a separate study to look specifically at this issue. The full report can be accessed at www.haringey.gov.uk/hcg . It highlights the multiple challenges faced by the delivery organisations in continuing to meet the original targets of new young people and set out a proposed reduced re-profile for the programme which was presented to GLA. Ultimately the targets for individual organisations were re-profiled into the final year but not reduced. This represented a challenge for some delivery partners who were expected to make up any lost numbers in the final year of the programme. Partner feedback suggested that this led to a focus on activities that could ensure the targets were hit, for example school-based activities. As a result of this the programme was in fact able to exceed its targets across the three years – achieving 6,924 unique programme starts against a target of 6,000.

Nevertheless, there was a general concern raised by partners that the 'push for numbers' risked a focus on 'quantity over quality' which was seen as a particular

challenge in light of the pandemic where some of the most vulnerable young people needed more/longer support than would otherwise have been the case.

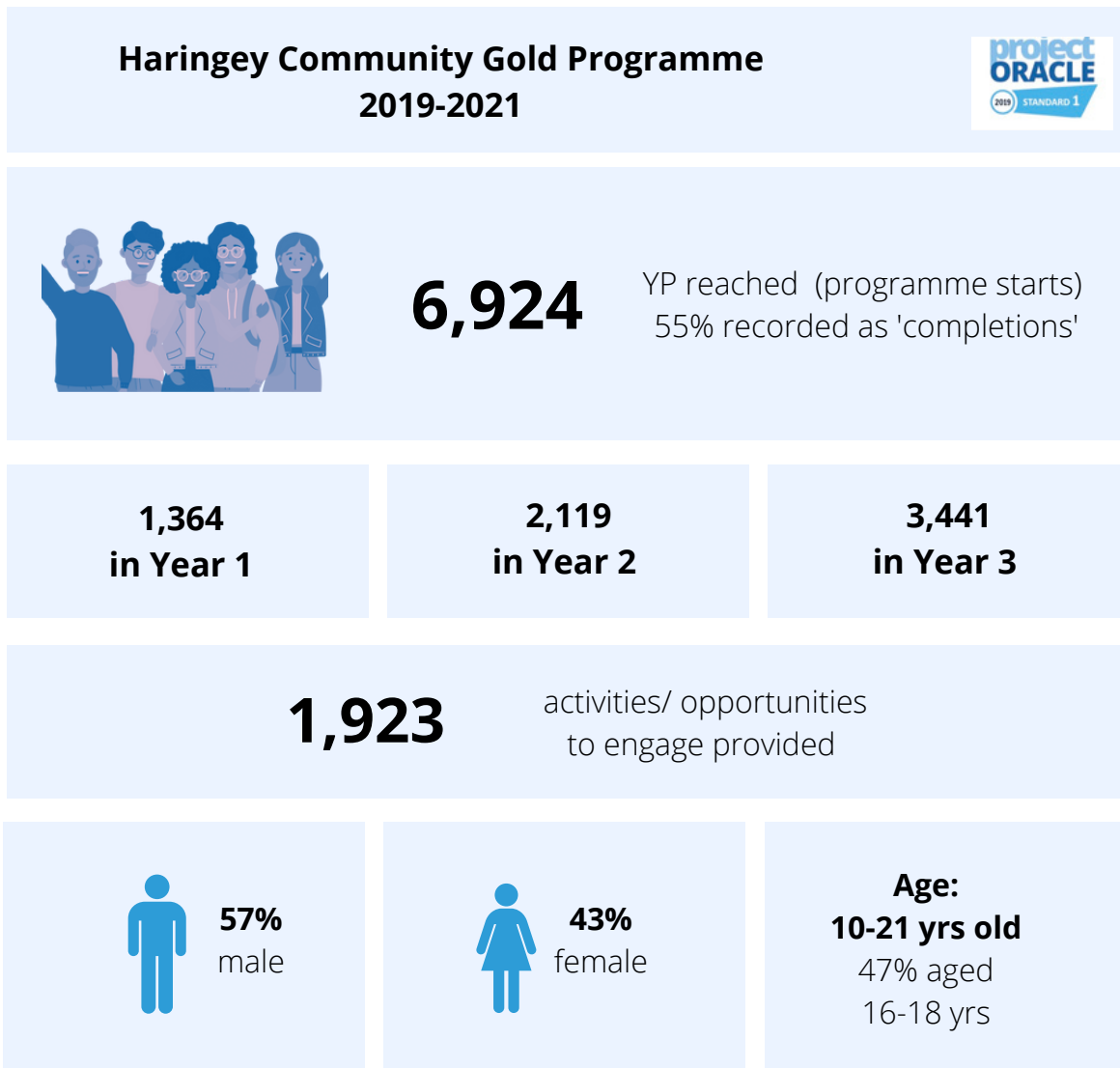
As highlighted in the study on the impact of lockdown, some of the positive impacts expressed by partners included greater collaborative working and mutual learning and realisation of meeting existing and emerging needs with innovative services.

The next section of this report discusses in more detail the outputs and outcomes for the programme.

PROGRAMME OUTPUTS & OUTCOMES

This section presents an overview of the key outputs of the programme as well as a more detailed discussion of the different types of activities and support delivered by the various partners and the outcomes these had for young people.

Figure 2: HCG top level outputs



How many young people did the programme support?

As shown in Table 1 across the three years a total of 6,924 unique programme starts and 3,819 completions were reported. In this context a 'start' refers to a meaningful engagement with or registration of a YP within the overall HCG programme, whilst a 'completion' refers to the successful completion by that YP of the a specified intervention or activity within the programme.

The original targets for the programme were to achieve 6,000 programme starts (2,000 per year) and for 25 per cent of those (1,500) to 'complete'. In practice more than half (55 per cent) of YP engaging in the programme completed an intervention or activity demonstrating that the programme exceeded the original funding targets for both starts and completions.

Table 1: Programme Starts and Completions by Delivery Partner

Partner	UNIQUE PARTICIPANT STARTS				UNIQUE PARTICIPANT COMPLETIONS				Total (% of total starts)
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	
ACCESS UK	13	95	74	182	13	76	65	154	85%
Exodus (Up Skill U)	58	15	93	166	58	9	40	107	64%
Haringey Council	1,052	1,252	2,559	4,865	23	467	1,979	2,469	51%
HarPA	82	154	277	513	82	59	186	327	64%
London Elite	49	98	191	338	48	41	214	303	90%
My Training Plan	33	307	51	391	14	25	49	88	23%
NLPC	23	51	42	116	13	23	41	77	66%
Thinking Space	0	1	48	49	0	1	51	52	106%
WorkWorks	54	146	106	306	58	108	76	242	79%
Total	1,364	2,119	3,441	6,926	309	809	2,701	3,819	55%

Note: The proportion of starts vs completions per partner should be seen as indicative only as not all YP engaging with a programme will necessarily be recorded as unique start if they have already engaged with another HCG Delivery Partner.

Who did the programme support?

An analysis of demographic data collected showed that:

- Gender: Slightly more boys/young men than girls/young women started the programme (57% vs. 43% of starts respectively).
- Age: Participants were most likely to be aged between 16-18 years (47% of starts). 13% were aged 10-11 years, 19% 12-13 years, 15% 14-15 years and 6% 19-21 years.

- Ethnicity: 39 per cent of participants were Black or Black British and just over one quarter were White (26% of starts).
- Special educational needs: 7.8 per cent of YP accessing the service were recorded as having special educational needs or disabilities.
- Looked after children/care leavers: 7.8 per cent were recorded as being a looked after child or care leaver.

Figure 2: Age breakdown

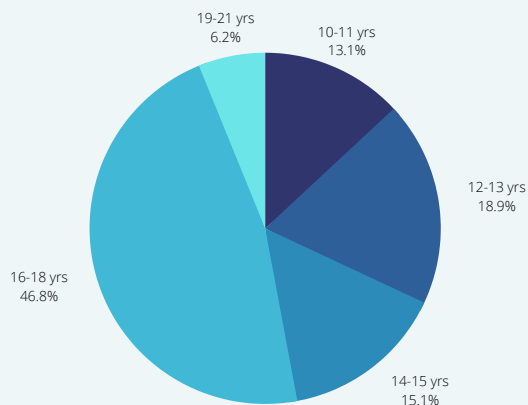
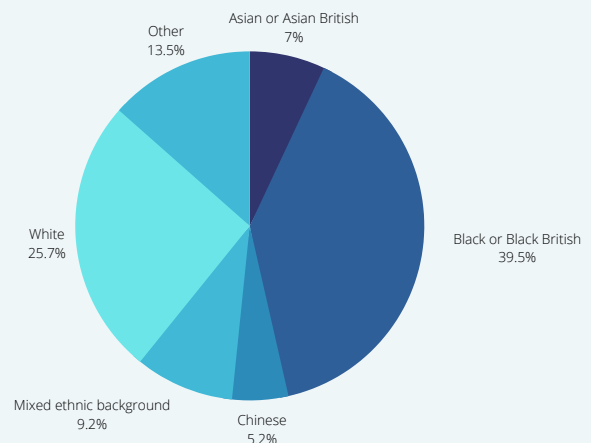


Figure 3. Ethnicity breakdown



NB: Demographic data presented here excludes 'unknowns', full data is available at Annex A

Whilst the YLF funding was limited to Haringey residents although, as discussed in the previous section, due to the open access and school based nature of some activities a proportion of starts related to YP from neighbouring boroughs (21% of starts). In these cases, where possible and appropriate, referrals to other services would be made. A twelve month snapshot of postcode data, taken from year two of the programme, showed that participants most frequently resided in an N17 postcode (43%), followed by N15 (14%), and N22 (8%).

How do YP access the programme?

The majority (70 per cent) of YP accessing the HCG programme did so through the Haringey Council HCG Youth Outreach team. The dedicated outreach team take support to YP where they are, including street outreach in the community and detached and mobile outreach in community locations, including schools, community centres, libraries and other public places for young people referred by others. The outreach team also operated the website for HCG through which YP could self refer. Other Haringey Council and related services also refer to HCG through the outreach team, including Social Workers and Family Support Workers.

At the outset of the programme the outreach team had placed a greater emphasis on reaching those 'higher risk' young people (i.e. those already known to the council or other agencies/services). However, as the programme progressed the team shifted their focus towards reaching as many young people as possible in areas that have been affected by youth violence. This was found to be beneficial because it allowed them to reach young people earlier and to reach those who may not otherwise have connected with support. In addition, higher risk young people continued to access HCG via referrals to the outreach team from existing support services e.g. Family Support Workers.

Whilst the majority of YP access HCG through the outreach team, for some partners especially those estate based provisions i.e. Off the Street, Less Heat based on the Broadwater Farm estate and Haringey Play Association at Northumberland Park the majority of young people accessed the service through word-of-mouth referral, reflecting the nature of these services which are very closely embedded in the community.

What support did YP on the programme receive?

Youth Outreach

The services provided by the HCG Youth Outreach team were flexible and youth-led. The team aimed to take support out to where young people are and to engage YP by listening to what they need and want and then responding. In some case this would involve referring YP on to other support services within the HCG partnership or outside of it as appropriate, in others they would offer 1-2-1 mentoring and support directly.

The approach of the team was to:

- Actively listen to YP's needs, wants and concerns - YP feels listened to and value
- Talk with YP about issues that affect them (e.g. grooming) - YP has greater awareness and understanding of how to keep themselves safe
- Signpost and refer to available support services or opportunities - YP knows how to access available help & opportunities and is supported to do so
- Provide practical support and opportunities - YP supported to overcome practical obstacles to achievement and increased availability of positive activities
- Engage with parents to support their involvement in activities with YP - YP feels supported at home to engage with services/ participate in activities

In addition to individual level support, the outreach team set up and ran a range of specific activities, all of which were developed based directly on feedback from YP on what services they would like to be able to access. For example, the team reported that the YP they engaged with wanted more spaces to be able to play group sports together and so the team set up regular basketball, football and boxing activities. In response to a need identified within schools, the outreach team also set up a conversation forum which took place in school and provided a safe space for YP to talk as a group about issues concerning them. The team also worked with local organisations to facilitate summer/holiday programmes. Based in the Council the outreach team were able to foster connections across the council as well as the voluntary/community sector and even business. The following are some examples of the work carried out by the Outreach Team:

Street outreach:

Outreach workers built an in-depth knowledge of locations within the borough, building relationships with YP through becoming recognised face in hotspot areas, bringing support to where YP are. This work also supported community safety efforts by helping to identify and disrupt issues, in partnership with contextual safeguarding efforts across the borough.

Partnerships with schools & colleges:

Partnering with schools and delivering assemblies enabled the Outreach team to become known as trusted adults within local areas. One of the key successes highlighted by the team related to their work in Northumberland Park, N17 where they had the highest rates of engagement in the borough. The approach targeted YP identified as being at the greatest risk with 1-2-1 mentoring, tackled issues affecting large numbers of

YP through schools workshops, and led to the development of The Conversation Space. This project involved groups of around 15 YP coming together weekly to talk about the issues they faced in a safe-space.

A similar approach was developed working with the local college enabling the Outreach team to engage YP and those who were older to raise awareness and discuss issues impacting them such as gangs and safety. By building relationships with YP within their trusted space the team were able to support YP to access and engage with other relevant support/opportunities. The team reported that through this work they were able to engage with YP on the edge of education, supporting them to remain in education and supporting NEET YP to register through relationships forged at the college. One example of this was the outreach team working with YP accessing English As a Second Language (ESOL) supporting them to access a Football United programme offering a bespoke community space for refugee and asylum seeking young people.

Following the school closures as a result of the pandemic, schools invited the Outreach team to support them working with YP to address the issues the issues arising as a result of lockdown including mental health and healthy relationships. It was observed that the lockdown redefined the risks YP were facing, for example the impact of social media and of re-integrating with their peer group.

Case Study 'A' - HCG Youth Outreach 1-2-1 mentoring & support

A is a 17-year-old who has been known to Children's Services throughout her life and was a looked after child three times. She initially met with an outreach worker through Street Outreach and was supported to secure employment.

A few months later she re-contacted her outreach worker as she'd been asked to leave home. A was supported through a MASH referral to Children's Services due to being homeless. As it was late in the day A was advised that she would need to stay with a friend or family member for the night.

The next day the outreach worker supported her by providing breakfast and stayed with her in children's services for an assessment to take place. A consented to engage with an NHS mental health provision who were able to offer her weekly support.

Children's services were unable to find a placement for A so she stayed with her extended family until they advised she could stay no longer. A phoned the outreach worker after children's services had closed advising she had no where to stay for the night and she was supported to contact the out of hours team. After 5 nights of being homeless she was provided with housing.

The regular contact from the outreach worker enabled the team of professionals to maintain contact with A during this period and the mental health service continued to meet with A weekly.

Youth Advisory Board:

In 2020 the outreach team also set up a Youth Advisory Board (YAB) for the HCG programme. Fifteen YP (age 13-21 years) were recruited to the YAB with the aim of enabling YP to have a direct impact on the strategic development of the programme and wider work of Haringey Council. Supported by a specialist youth worker activities that the YAB have been involved in included inputting on programme branding (website design and logo) and reviewing the programme Theory of Change.

In addition to their work on HCG the YAB also had a significant impact on the Council's broader work, supporting a range of projects including undertaking peer research for the 'Get Out Get Active' project, contributing to the interview design for Substance Misuse and Drugs Service, working with Mind in Haringey, and delivering co-design workshops for the Wood Green Youth Hub. The YAB was also instrumental in shaping Haringey's application to the Mayor's Violence Reduction Unit's 'MyEnds' fund which has successfully attracted £750,000 of funding to support young people in Tottenham Hale.

Participation in the YAB has the double benefit of enhancing programme delivery whilst also offering board members a valuable opportunity to develop their skills and demonstrable work experience enhancing their future employability as demonstrated in the case study below.

Case Study 'B' – Youth Advisory Board member

B first connected with HCG through outreach activities. She had been struggling with mental health issues and was looking for ways to build her self-confidence and to meet new people. The outreach worker spoke to her about the YAB and she was excited to put in an application, which was successful.

At the time of the case-study B had taken part in three meetings for the YAB and a website and logo design workshop through which she created her own website and a logo for a programme that went on to be used in practice. She also completed a local summer programme targeted at developing YP fitness and self-confidence and has taken part in a peer research consultancy project where she helped design a survey and speak to over 80 young people in the area.

Partnerships with Early Help and Prevention Team:

This partnership involved the Outreach team undertaking extensive telephone outreach to support YP identified as being in a 'Unknown education provider'. During the pandemic the Outreach team attempted to contact 3,500 YP leading to approximately 100 YP registering onto the HCG programme and accessing support from at least one partner on the programme.



87% would recommend the service to friends or family



79% knew where to access further support if needed

Across the three years of the programme the HCG outreach team recorded 4,865 unique participant starts. Of these, just over half (51 per cent) were recorded as 'completions'. A survey of young people who engaged in activities delivered by the HCG youth outreach team found that:

- The vast majority (87%) of respondents would recommend the service to family and/or friends
- 79 per cent agreed that if they needed further support they knew where to access it.
- 70 per cent agreed the statement 'the youth worker(s) made me feel respected' (and only 4 per cent disagreed)
- Two-thirds (66 per cent) agreed that 'the Youth Worker(s) worked in partnership with me' (and only 5.5 disagreed)

The proportions of those agreeing to statements that were focussed on understanding/supporting individual needs were not as high, however for these questions the proportion of respondents saying that they 'neither agreed or disagreed' was much higher. For example:

- 54 per cent agreed that 'the Youth Worker(s) understood me and my situation', 41 per cent neither agreed or disagreed and 5 per cent disagreed
- 39 per cent agreed that 'the support helped me personally cope with the problems I have/had', 50 per cent neither agreed or disagreed and 11 per cent disagreed
- 42 per cent agreed that 'the support has helped me identify ways to tackle the problems I have/had', 41 per cent neither agreed or disagreed and 5 per cent disagreed.

It is possible that these results are influenced by the relatively high proportion of respondents who had engaged through group programmes such as school workshops. For example, looking specifically at those respondent who reported in engaging in 1-2-1 mentoring (15 respondents), the conversation forum (9 respondents), or referrals to other support (19 respondents), which include more personalised discussion/support it was found that:

- 84 per cent agreed that 'the Youth Worker(s) understood me and my situation', 16 per cent neither agreed or disagreed and no respondents disagreed
- 69 per cent agreed that 'the support helped me personally cope with the problems I have/had', 26 per cent neither agreed or disagreed and 5 per cent disagreed
- 60 per cent agreed that 'the support has helped me identify ways to tackle the problems I have/had', 33 per cent neither agreed or disagreed and 7 per cent disagreed.

See Annex B for further details on survey responses.

Early Intervention through play

Haringey Play Association (HarPA) are based in Northumberland Park and provide a physical play space that was co-designed with the children and young people who use it. Aimed at a younger age group than some of the other partners (mainly 10-15yrs) facilities include a giant slide, a sandpit, a whaler, swings, zip wire and jumping-off platforms as well as some indoor space. Play and activities are supervised and/or run by experienced playworkers, recruited from the community. Organised activities include arts & crafts, cooking, climbing, camp-fire & outdoor cooking, nature/sand play, den-building, bike rides, wood-craft and seasonal events.

There is a growing body evidence demonstrating the benefits of high quality play provision on children and young people, including:

- improving self-awareness, self-esteem, and self-respect
- maintaining/improving physical and mental health
- providing the opportunity to mix with other children
- increasing confidence through developing new skills
- promoting their imagination, independence and creativity
- developing social skills and learning
- building resilience through risk taking and challenge, problem solving, and dealing with new and novel situations
- providing opportunities to learn about their environment and the wider community.

In addition staff support, mentor and advocate for young people on site and externally (e.g. schools, panels), as illustrated in case study C. Through their connection with local schools HarPA also offered training placements for older age groups working on construction, tool use, design of play structure, painting, landscaping (see case study D).

Case Study 'C': Haringey Play Association

C a 13 year old with a history of anger and challenging behaviour was excluded from school for being violent towards a classmate, who was also known to have connections to youth crime and violence.

HarPA provided a space for C to talk about what happened and to understand the process and impact of school exclusion as well as supporting the YP through parent school mediation. C was remorseful and wanted to apologise to his classmate - as both YP were known to HarPA, and they both trusted the team there, they were able to mediate a meeting between them shortly after the incident. This enabled the YP to resolve the issue without any further escalation of violence.

Case Study 'D': Haringey Play Association

Having been orphaned as a result of conflict in his home country D came to the UK to live with a female relative as an asylum seeker. He was referred to HarPA by his school as he was struggling and they felt he would benefit from additional support. He participated in a project where YP helped to design and build equipment for the playground. Through the project D was able to demonstrate and apply his practical skills in carpentry and built a trusted relationship with the senior play worker.

The team observed that he really benefited from interacting with male role models at the playground and over the course of the project, which included the practical building tasks and fireside chats, was able to open up to the senior play worker about some of the challenges he was experiencing. His confidence and self-esteem grew and his communication skills improved. He worked well with peers and adults, taking instruction and learning to communicate issues without getting frustrated . HarPA continues to provide a safe space for D as and when he needs it.

Across the three years of funding HarPA reported 513 unique participant starts and 327 completions. Whilst the pandemic did prevent the playground opening for significant periods of time the team continued to support families through weekly food bank provision and a digital youth club and opening whenever restrictions allowed. Staff also observed that pandemic lockdown increased demand for the playground, as highlighted in the following feedback from YP and parents.

"I love water fights and getting muddy, I can't do that at home. Coronavirus stopped everything. I like playing on the computer but I love the playground more"

"It's been weird, everyone has been worried of coronavirus. I just wanted to see my family and friends. I don't have a garden. Somerford Grove Adventure is my garden, I'm so glad it's open again"

"As parents we were anxious and stressed. Money is tight and we don't know what's coming. The food, meals, play packs and playground is a godsend. I know this place never judges and always go out of their way to help"

"My children have been stuck indoors they have been fighting constantly, I was too scared to let them play out. When I knew the playground was open I knew it was a safe space for them to play and see their friends again and to let off some steam"



Community based mental health support – Thinking Space

In their role in the partnership practitioners from the Tavistock and Portman NHS Trust 'Thinking Space' service aimed to train Haringey Community Gold outreach workers, local youth workers and young people to facilitate a clinically safe space where individual stories, feelings and thoughts can be shared and insight developed. Guided by psychological therapeutic principles, the aim of the 'Thinking Space' is to promote the wellbeing, personal development, safety and resilience of it's participants through open dialogue and reflection.

What is a Thinking Space?

The Thinking Space Project aims to provide safe, inclusive and non-judgemental spaces in the community which enable participants to talk and think about their life experiences. Facilitators create and maintain an open atmosphere, where individual stories, feelings and thoughts can be shared and insight can be developed. The work will be guided by therapeutic principles and through open dialogue and reflection, from the inside out. Each session lasts for two hours.

The original Haringey Thinking Space project was commissioned following the 2011 riots in Tottenham and sits within the Adolescent & Young Adult services at the Tavistock & Portman NHS Foundation Trust. Two separate independent evaluations have found that the project delivers the following outcomes*:

- Reduced mental health needs
- Improved personal and social functioning
- Greater empathy and respect for others
- Enhanced cooperation and community cohesion
- Volunteering, education and employment gains
- Challenging entrenched beliefs and attitudes
- Support and companionship for the lonely and isolated
- Increased confidence to seek support
- Increased co-operation, understanding and friendship across cultures

*Note the Thinking Spaces evaluated were run with a range of participant groups e.g. parents and children groups, young mums groups, trauma of suicide, black mental health among others.

Source: Price, H. and Sampson, A. 2016. Evaluation of Tottenham Thinking Space Pilot: Final Report. Research Report 11. University of East London, Centre for Social Justice and Change.
doi:10.15123/PUB.5099

The aim was that four youth workers/professionals would be trained to facilitate Thinking Spaces in both years one and two of the programme with a further four young people being trained in the final year of the programme. This would enable new Thinking Spaces to be created for young people to participate in, with facilitators receiving ongoing supervision from the Thinking Space team .

The project did experience challenges recruiting and training trainees such including turnover of staff, for example one HCG youth workers who started the training moved on to a new role before completing the training, and the significant resource commitment to complete the training, which includes attending training, participating in Thinking Spaces and completing an essay based reflective practice assessment.

Additionally due to the nature of the intervention, which was designed to be undertaken in an in-person group setting, the progress of the project was significantly impacted by the pandemic. Nevertheless, 52 unique participant starts were reported as completing a Thinking Space intervention during the programme.

Community Leadership Programme

NLPC deliver a community leader succession programme which aims to create and cultivate young offenders/disaffected youth into future community leaders, trained and employed to advocate for their communities. The course provides a mix of theory and work placements in the voluntary and public sector, and provides YP with an accreditation . NLPC works with organisations to ensure that the 3 month (45 hour) work placements are clearly structured and provides the opportunity for YP to get exposure to the strategic decision making process.

The aim of the programme is to equip YP with an understanding of the skills and behaviours of effective leaders & learns new skills. The course supports the YP to reflect on their own skills and competencies and how these can be applied/developed for leadership, and gain a better understanding of how 'the system' works & their own capacity to influence it. Through the placements the YP gains exposure to policy making process & practical work experience. The longer term goal is to develop future generations of leaders who are more representative of YP & the communities they work in/for and who can successfully advocate on behalf of YP and the wider community, leading to more empowered communities.

NLPC Leadership Programme Learning Outcomes

The programme is accredited as providing YP with the following learning outcomes, meaning that at the end of the programme YP will have demonstrated that they:

- Understand the causes and consequences of crime, the criminal justice system including the role of local agencies
- Know about the social diversity of citizens in a community & the importance of active participation in the community
- Are able to demonstrate effective leadership skills with others and review their own leadership performance
- Understand the the basic concepts of critical analysis and how to apply this to concepts, ideas and opinions
- Understand the purpose & value of both mentoring and peer mentoring as well as good practice in both
- Are able to reflect on learning from their work placement and how this can be used to set career related goals
- Know & reflect upon their own strengths, weaknesses and skills, are able to make positive decisions and produce an action plan to support the achievement of personal goals

As a result of the pandemic this delivery shifted to a mix of face-to-face and online provision according to the relevant social distancing requirements at the time. As the course was designed to be delivered face to face the course leaders have observed that they have struggled with maintaining engagement online as key elements of the delivery e.g. group work and informal one-to-one support/observation is much harder to achieve. In addition, it became more difficult to arrange placements whilst offices were working from home and teams adapting to the different ways of working reduced their capacity to take on YP.

Despite these challenges NLPC reported 116 unique participant starts across the programme of which two-thirds (77) 'completed'. The feedback summaries overleaf illustrate some of the outcomes achieved by YP attending the course as described by YP themselves.

"I heard from my college about this project which I thought would be a good idea to join in order to get a good placement for my work experience. We learnt leadership skills before starting the work placements. This is good as it will help me to start with initiative and to be independent. I have enjoyed the group activities and presentations as it has made me feel more confident and less anxious.

[The course] has helped me to feel more confident about the knowledge I know. It has also helped with my anxieties around people, especially groups. I would definitely recommend this to anyone trying to get a job, as it's good preparation."

Young Leaders Course Participant (F, 18 yrs)

".I joined to gain knowledge and skills and for work experience. I learnt how to present, be more confident and use my body language. I enjoy the team work as it improves my communication skills.

[The course] has helped me improve my confidence and communication skills within a group and gave me better presentation skills. It is helpful for improving life skills and does a great job at teaching"

Young Leaders Course Participant (F, 17yrs)

Sports & fitness programmes

The benefits of community based sports provision in relation to reducing youth offending are widely reported including:

- Targeting local 'hotspots' with attractive and positive activities for young people
- Providing 'protection factors' for young people so that they can better resist pressures to take part in harmful or anti-social behaviour
- Increasing young people's self-esteem and organisational and social skills
- Providing positive role models for the young people through the coaches and local organisers leading the activities
- Decreasing the perception and fear of crime and anti-social behaviour amongst the community

(Source: Sport & Youth Offending - StreetGames)

Off the Street, Less Heat - London Elite Sports and Football Academy

Based on the Broadwater Farm estate the London Elite Sports and Football Academy has strong and well-established links to the community. The team provide a safe space for youth directed sports activities (e.g. football/boxing) overseen by a core team of youth workers/coaches. HCG funding allowed for the team to open one evening a week with the aim of providing an alternative to being out on the streets. The sessions were well attended and the team reported that young people were travelling from across the Borough to attend which was unexpected and seen as demonstrating how safe and trusted an environment the team have created.

A key ethos of the programme is an 'open door' approach, this has at times been a challenge for the project due to the age limits of the funding, meaning that the project is unable to count attendance of all individual's participants towards their targets. As the project lead explained *"when you have a group turn up together and one if them is 'too old' you can't turn that one person away at the door, that's going to cause trouble, or they'll just all leave"*.

The project is delivered to large groups in an indoor setting and therefore was particularly impacted by the COVID 19 restrictions, with the community centre where they are based remaining closed for a significant proportion of the programme. The team were able to provide some telephone support to young people and their parents during this period as well as running outdoor sports sessions for young people when allowed. The team also provided food bank services for the local community. Despite this the project reported a total of 338 unique starts and 303 completions across the course of the programme.

In addition to their primary aim of providing a safe space for YP to go and engage in sports related activities as trusted adults the team also provided informal mentoring support to some of the YP attending as demonstrated in the case studies overleaf. The team was also able to support other activities to promote positive youth engagement. For example they arranged a football tournament between young people and local police officers helping to improve relations which have been historically challenging.





Case Study 'E' : London Elite Sports and Football Academy

'E' and his family had been known to London Elite staff for over 6 years; they previously lived on The Broadwater Farm Estate and attended football training before being moved to another area due to domestic violence. Staff engaged with E's mother and provided an informal mentorship to E.

E's issues at home greatly impacted his behaviour, his academic progress in school and his development in football. As a result of the DV safety was a big concern and E was worried that this would affect him being able to attend football training. E also had a big mistrust of Children's Services and his allocated social worker; he felt that they were not 'helping'. Staff actively engaged with E and encouraged him to come to football, which he stated was his passion. Staff helped alleviate his safety concerns by meeting him at the front of the community centre before training and allowing him to stay in the office when training was finished.

E was also supported when his behaviour became an issue, he was mentored, encouraged and worked with one on one to address his problems; as well as given a 'safe' space to be himself outside of the problems within his home. A member of staff also attended his school when they called a meeting to address his behaviour and academic progress. Staff worked really hard to build a positive, consistent relationship with G whilst maintaining the discipline that London Elite are known for. His attendance at both football and The Off The Street Programme was consistent and he always positively engaged in sessions.

Staff watched E become the positive, happy young teenager that he is today. E is no longer known as a 'Child In Need' and at the time of the case study had sat 7 GCSE'S and was awaiting his results. Staff supported E in completing his college application and offered him the opportunity to do voluntary work with the team. E also successfully completed an online Level 1 course facilitated by London Elite and StreetGames.

Case Study F : London Elite: London Elite Sports and Football Academy

'F' had been in trouble with the law since he was in secondary school and was at risk of engaging in criminal behaviour. F has been engaging with the London Elite team on and off since the beginning of the programme. He told the team that over lockdown he'd started reflecting on his past and how it would affect his future and asked them for support in gaining employment - he stated that he wanted to do coaching and likes working with other young people. As a new father he wanted to build a more positive life for his family.

The team reported that F had struggled with the belief that he would be 'unable to live a normal life'. He did not think that he would be able to access a DBS, nor did he think that he would ever be able to work in a school setting. The main challenge the team experienced working with F was maintaining regular engagement, but they kept the door open to him and let him know they were always available to support him.

As a result staff were able to support H with getting his DBS. He was shown what documents were needed and the team applied for his DBS. F was able to assist the head coach with some of the sessions that were running. Staff were very impressed with his professionalism and dedication and recommended him to work in an after-school club setting in a local primary school. F has now reached his first goal of getting employment - staff reported that his confidence and self-esteem and view of the future has increased. F stated that although the hours are short and the pay is not enough to live on, he views the job as a stepping stone to another opportunity i.e. full-time hours.

My Training Plan

My Training Plan is run by a local resident and fitness instructor who has lived experience of youth offending. The project works with small groups of young people and is targeted at young people that have traditionally been particularly difficult to reach. It's delivered weekly over 3 months and incorporates an element of mentoring as well as the fitness training programme. Fitness programmes are seen as a valuable 'hook' for engaging with YP as it's something they're interested to do.

Sessions have been delivered at a local youth centre, schools and alternative provision. Originally MTP also worked with Youth Offending Teams (YOT) so young offenders could come with their YOT worker, however inconsistent attendance from the YP and YOT team meant that this was practically unworkable given limited hours (MTP is funded for 7 hours a week). Furthermore, not attending counted as a 'strike' against the young person which the project felt was counter to their ethos aimed at helping YP. As a result

this strand of delivery was stopped. The delivery in schools has been reported as much more successful. Teachers refer young people that they have identified as being at risk, the project leader then has a one-to-one with those YP which has been found to be really important in helping those YP feel more comfortable, even within the group setting.

In addition to fitness training, MTP have run behavioural management workshops in schools. These arose in response to needs identified in their one-to-ones with YP. During these sessions MTP work with YP looking at scenarios and think through how each player could have dealt with a situation but also what, as an onlooker, the YP could do in those situations. The aim is to get YP thinking through how to manage peer pressure, what they can do to de-escalate or keep themselves out of trouble, helping YP come to self-realisation through discussion.

Across the course of the programme MTP reported a total 391 unique programme starts and 88 completions. This comparatively low ratio of starts and completions is likely due to the restrictions of the lockdown when the physical training aspect moved online resulting in a high number of recorded starts during this period as it enabled MTP a much broader reach - the sessions were extremely popular with 284 online engagements being reported. This was found to be a really positive unexpected outcome of the lockdown as the project lead reported "because of the lockdown, and everyone being stuck inside, we had the parents joining in the sessions online too".

The case study overleaf provides an example of the impact that the programme can have on YP as described by the project lead.

FREE MY TRAINING PLAN

SELBY BOXING CLUB
THE SELBY CENTRE, TOTTENHAM, N17 8JL

HARINGEY STRENGTH CAMP

INSPIRING YOUNG PEOPLE
THROUGH SPORT AND FITNESS

AGES 10-21 EVERY SATURDAY FROM 10AM

WEIGHT LIFTING
Barbells, kettle bells, dumbbells and more

BODY CONDITIONING
Functional body weight movements

CARDIOVASCULAR TRAINING
Running, skipping, circuit training

SUPPORTED BY
MAYOR OF LONDON

Haringey
LONDON

TRINITY

upbm

FULL

Case Study 'G': My Training Plan

"[During 'Haringey Strength Camp'] I noticed a shy boy, tall, quirky and somewhat withdrawn. He would always position himself behind the other kids. He was different to the others and I knew he needed my support. But I wasn't actually sure what I needed to do.

I approached his mum, who gave me more of an insight into 'G's life. A single parent, who had escaped from a very abusive relationship with G's dad. She mentioned that he had minimal contact with his dad since the break up, and lacks a male role model in his life. This helped me to understand why he lacked confidence, doesn't speak much and walked with his head down.

It was already week 3 of the strength camp and 'G' came in with a smile on his face. He was ready for the class. I asked him to demonstrate one of the workouts in front of the group and he did it without hesitation. We couldn't hear him as he speaks quietly, but he interacted with the group which he found quite difficult at first. I noticed that there was progress with G and proceeded to support him in the camp. His mum had also noticed that his attitude had changed, she said that he was really enjoying the class and that she was thankful for it.

As the weeks have progressed, I have built a good relationship with G and his mum. I have attended athletics to support G at Lee Valley as his mum mentioned that he attended there twice a week. He was very happy to see me and explained to me what they actually do during the session. I can see that he is a good athlete, but doesn't engage with any of the other kids in his group, he just needs to believe in himself and become more confident.

G is an intelligent boy. He has continued to strive in the strength camp. He has improved on every workout that I have taught him. He now pushes himself and gives things a try without feeling embarrassed or defeated. He comes to the camp with a positive attitude and willingness to learn. I am very happy with his progress thus far and so is his mum. She has now been encouraged by G and now joins him with the warm up and some barbell exercises. She is truly grateful that the Strength Camp has been birthed. "

My Training Plan - Project Lead

HCG Outreach - sports programmes

In addition to the two partners specifically delivering sports and fitness programmes, as mentioned previously a number of sporting activities were also facilitated by the Haringey Youth Outreach team, including football, basketball and boxing. These were set up specifically in response to feedback from YP reflecting the demand for these types of activities.

As discussed participating in sports has a range of benefits in and of itself but, as demonstrated in the case studies above, also provides a valuable opportunity to engage and support young people on other issues they may be experiencing as demonstrated in the two case studies below. This is further illustrated in the two case studies below.

Case Study 'H'- HCG Outreach team

'H' was referred to HCG by his parent as she wanted him to engage in activities offered due to his 'bad behaviour in school and also in the house'. The HCG outreach worker spoke to him and arranged for him to visit the boxing training. Through working with the boxing coach H has been able to stay consistent with the training and found the sessions helped him 'unload any built-up stress' through the physical workouts. He originally attended with no intention of taking part but is now a regular and has also been bringing along some of his school friends. He is now working towards getting into a mainstream school to continue his studies.

Case Study 'I'- HCG outreach team

'I' was referred to HCG from the Oasis A&E project who advised that he struggled to leave the house after being assaulted and had not been to school since the attack. In this time he had gained weight and he wanted to get fit and be healthier. The HCG outreach worker tried to arrange one-to-ones with I but he did not attend these and was initially reluctant to engage in the fitness sessions he was invited to. The outreach worker persisted, regularly speaking to I on the phone. After a while he agreed to join a football session which the outreach worker. He took part in 3 matches and then sat on the edge of the pitch talking to the outreach worker for the last hour of the session.

This was the first time that he had been out with young people outside of his church group since the assault. F and his outreach worker continued to communicate regularly on the phone. He has since re-entered education and is doing well at school, looking forward to taking his GCSE's and plans to become a nurse. He also now attends a gym regularly and has made a conscious effort to eat more healthily.

Targeted employment support

Specialist support to develop employability skills and access employment is offered by two organisations Work Works Training Solutions (WWTS) and ACCESS UK both of whom are experienced in supporting disadvantaged young people into employment, education and training. ACCESS UK specialises in working with BAME young people. Whilst each organisation has its own model of working meaning that direct comparisons should be drawn with caution, both organisations aim to support YP into employment by developing individual plans with the YP working with the YP to understand and develop their employment goals, providing advice and support on CVs and applications and providing interview training/practice.

Both organisations emphasise the importance of developing individual plans with the YP including setting incremental targets and providing ongoing follow-up and support to promote engagement and helps to develop YP's confidence. In addition, both organisations highlight the importance of having strong connections with employers, not only in relation to accessing available vacancies but also because it increases employer's confidence that candidates will be well matched to positions. ACCESS UK have for example have worked with employers to specifically 'ring fence' opportunities for BAME young people who face additional barriers to employment.

It has been widely reported the pandemic has had a disproportionate impact on youth unemployment and this is reflected in the feedback from both partners. The primary challenge has been the significantly lower level of available vacancies during the pandemic related restrictions, but it was also noted that some YP were fearful of going out to work in case they brought the virus home to loved ones. In general, it was observed that particularly during the lock-down periods many young people were struggling to maintain motivation and confidence in the face of these challenges and engagement with young people was more time intensive as a result of these factors and the move to a 1-2-1 telephone support model.

Overall, across the life of the programme a total of 488 YP accessed the specialist employment support provided by ACCESS UK (182 YP) and Work Works Ltd (306 YP). The majority of these (154 or 85% and 242 or 79% respectively) were recorded as completions.

The case-studies overleaf provides an example of how WWTS supported a YP into employment.

Case Study 'J' WWTS Employment Support

'J' was referred to WWTS from the YOT having been expelled from school at start of Year 11 and now age 16. WWTS worked with J on his CV and interview training and supported him into his new role. The employer was willing to take him on with the recommendation of completing his Maths and English Level 1 to then get him on to an Apprenticeship however, due the pandemic and lockdown, there have not been any courses running so wheels are in motion to understand next available opportunity and get J enrolled. In the meantime, he continues his trial, working in the specialist field of Powder Coating as Warehouse Assistant.

Case Study 'K' ACCESS UK Employment Support

21 year old 'K' was unemployed. He wanted to work in the IT sector but was keen to gain any work experience such as in a customer service role, he said of his experience working with ACCESS UK:

"What stood out for me with ACCESS UK was they offered a service to young people from a BAME background, which I really liked the sound of. I learned that there are certain ways to answer interview questions using the STAR technique, plus how important my body language is. This was all through mock interview sessions which I found very helpful as I became more confident. I was also showed different job searching methods. ACCESS UK have their own WhatsApp Job and opportunities group, which has people from many different organisations, sending jobs, education and training opportunities. I like this feature ... you can see opportunities daily, wherever you are and not miss out.

The programme has really helped me to feel more confident within an interview and my ability to expand my job searching methods...I have learned things I will be able to use now and for many years to come. I had an interview with Amazon and that went well, as I got the job and have already started working. What I liked the most is that even though I have a job now they've continued they're support in order for me to find a job in IT as I know this is the industry I want to have a career within".

In addition to the employment support provided by these dedicated employment organisations other HCG partners, specifically Haringey Council and NLPC, who also had experience with supporting YP into employment helped connect YP to employment.

This included recruiting YP into roles created as part of the HCG programme, such as apprenticeship roles within the Haringey Outreach team. Overall 140 YP were reported as having secured employment through the HCG programme, which is just under half (47%) of the projected level at the outset of the programme. A range of factors may have influenced this but, as discussed above, the pandemic is likely to have been a significant contributor.

Targeted intervention for 'high-risk' YP - Exodus Programme

Upskill-U developed the Exodus programme, which is aimed at supporting YP who are already involved in or assessed as particularly high risk of becoming involved in youth offending and violent crime. The programme is delivered either as a tailored groupwork programme or as 1-2-1 targeted therapeutic Mentoring Clinics including Trauma Screening for complex needs cases – where appropriate family conflict mediation/systemic family therapy is also offered.

Group work programmes: Group work programmes are tailored to the needs of the specific groups, so for example those delivered through Youth Offending Services will differ to those delivered in schools. However, the broad themes covered are the same and include:

- Organized Criminal Groups and Criminal Exploitation
- Healthy Relationships with female/ male peers
- Positive choices around life and future
- Victims
- Family
- Offending
- Personal Safety Health & well-being

During the school holidays Upskill-U also developed a successful holiday programme in partnership with an outside organisation. The programme used a version of Exodus Group programme combined with training in NFL flag (a non-contact form of American Football).

1-2-1 Therapeutic mentoring: Similarly, the 1-2-1 mentoring follows a structured process based around these key themes tailored to the individual. Where appropriate Upskill-U will also provide family support, including family conflict resolution and family systemic therapy. As needed support workers will also represent and advocate for the YP/family with statutory organisations such as schools and safeguarding teams in the interest of the YP.

School seminars: In addition, Upskill-U have delivered Universal school seminars where a need has been identified. These one-off stand alone workshops are a lighter-touch early intervention and focus on knife-crime and serious youth violence and child criminal exploitation and County Lines. An example is provided in the case study L.

Through the various routes of engagement the programme Exodus aims to support YP to:

- better understand the causes and consequences of conflicts;
- de-mystify the perception of life associated with crime, prison and gangs;
- develop a greater awareness & understanding of issues of exploitation and how to keep themselves safe;
- understand impact of trauma and how this may be affecting them and others around them; and
- reflect on what they can do to change / manage their own personal situation.

The course leaders act as mentors throughout the programme supporting the YP and linking them to other services. Similar to other HCG programmes, a strengths-based approach is adopted, supporting YP to be able to recognise their own individual strengths and the positive networks and communities available to support them. The Exodus programme was designed and developed by Upskill-U. Originally the programme was delivered in partnership with We Care Homes. In 2020 Up Skill U agreed to take over sole delivery of the programme. Across the duration of the programme 166 YP started the Exodus programme, with almost two-thirds (64%, 107 YP) completed the programme.

Case Study L - Girls Group seminars (Upskill-U)

"2019-20 academic year has seen an increase in recruitment of students associated with high conflict areas and postcode wars. This can, at times, create conflict in and outside the classroom. A significant increase in conflicts between female students has been noted, which was not necessarily common in the past. One of these incidents resulted in five permanent exclusions. As a college, we identified need of preventive measures and educational action in order to prevent further conflicts. While the permanent exclusions could not be reversed, we employed strategies for future prevention.

One of the strategies employed were the seminars provided by Exodus/ Upskill-U. These seminars offered much needed guidance and clarity in terms of risks involved through illicit actions such as county lines, knife crime, joint enterprise and instigation.

We had a spate of recent incidences where several girls had posted images on social media boasting of their association with members of a local gang. There had been confrontation in the college which potential placed some of the girls at risk.

Cont. overleaf

We decided we needed bespoke the EXODUS seminars as a special girls group. We ensured that the girls involved in the incidences were part of the cohort. This enabled us to open up debates and targeted discussions around risk taking behaviour. A number of girls felt that the content and discussions really resonated with them and stayed behind the workshops for individualised support. Off the back of the positive feedback from the girls in attendance. We are looking at running an gender based empowerment programme female students."

Haringey 6th Form College

Case Study 'M'- Upskill-U Exodus Mentoring programme

M had been referred onto the mentoring programme following an unprovoked violent assault by four older boys. M had been deeply affected by the assault which had impacted on his behaviour. For example, he became very rude to his mother and was adamant that he had to protect himself including thinking about carrying a knife. There was concern that he may be at risk of being drawn into serious youth violence as a perceived form of self-defence.

M was matched with one of the programme's younger mentors. His mentor could relate to a lot of the issues and challenges M spoke about and also had his own lived experience around Knife Crime. He was able to share this in the context of the potential risks and dangers should M decide to carry a knife.

M completed a full 12 week programme plus an additional eight sessions with his mentor which focused a lot around peer pressure, critical decision making and managing personal safety. M was also a budding footballer and spent a lot of his spare time playing football. He used to frequent his local pitches but noticed some older guys that started to come there and draw in the "youngers" to "going country" as he put it. So he stopped going to that space. He tried going out of area but was fearful of being spotted and attacked so was struggling with finding safe places he could play. His mentor also spoke to him around his education and ambitions to go to college and pursue further education, M admitted to being in real turmoil about the whole situation.

His mentor and M targeted their work around these issues and did a lot of work around critical decision making and losses and gains of offending. His mentor supported M to get into a local football club including arranging transportation for the initial few sessions. Once he had made friends M was able to travel to training with other players. The intervention supported M to refocus on his studies and personal passion playing football. He secured a place at one of the top colleges in Haringey which he now attends.

SUMMARY AND CONCLUSIONS

This report presents an evaluation of the Haringey Community Gold programme, a partnership between Haringey Council and nine community based organisations aimed at supporting young people involved in or at risk of involvement in criminal exploitation and violence. The programme ran for three years, between January 2019 and December 2021, and was funded through the Mayor's Young Londoners Fund. It aimed to engage and support young people through a variety of services including outreach, play, sports & fitness, group and individual support programmes, employment support and a leadership programme.

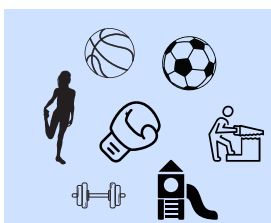
During the three year funding period a total of 6,924 young people were reached through the programme of which 3,819 (55 per cent) completed at least one activity/intervention. The majority of YP (70 per cent) engaged through the youth outreach team who provided a wide range of support and activities. Whilst the available monitoring data doesn't enable a breakdown of the number of young people engaging in each different type of activity provided by an individual partner, across all partners a total of 1,923 separate activities were made available to young people during the programme.

Qualitative data collated through the programme supports the key features of delivery originally identified by partners as being core to success. These include that:

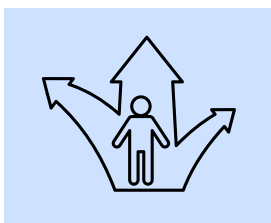
- **Support is provided in the community and by the community** - this is key as there is often a greater level of trust in community based organisations both from young people and their families/carers. Established community based organisations that have operated in areas for long periods are well known and there may be less fear and/or stigma attached to reaching out for support from them as opposed to more formal/statutory organisations.
- **Activities enable young people to connect with supportive, skilled, trusted adults** - it was perceived as key to the success of the activities was that they were run by individual's skilled at working with young people who commanded respect whilst also being approachable. Many reports were made of young people reaching out to programme staff outside of core activities demonstrating the importance of those links.

- **Activities provide opportunities for individual development** including practical, social and emotional skills as well as more formal training opportunities - even outside of the formal development activities offered through the programme a consistent theme in the qualitative feedback was that the programme staff consciously sought opportunities to allow young people to develop and demonstrate their skills and potential, be that leading a team of peers in an activity, helping to design a the lay out of play space, or contributing ideas in peer research. This strengths-based positive engagement and reinforcement was evident across partners.
- Programme leads to **enhanced referral networks**, making it easier for YP to access the right support (inc. multidisciplinary work and safeguarding) - a significant amount of resource within the youth outreach team was dedicated to connecting the programme with wider activities/organisations and and opportunities in Haringey (see Annex C for complete list). The fact that the outreach team was based within the Council facilitated this. The links between organisations made during the programme will be one of the positive legacies of HCG.

Importantly the programme was also youth-led meaning that young people could choose the activities or services that they wanted to engage with and some activities were developed specifically based on feedback from young people. Key things practitioners reported that the common things YP asked for were:



'Things to do'- HCG has enabled access to a wide range of enjoyable, positive activities, within safe spaces, facilitated by experienced youth workers. The support YP to keep active, safe and develop their social and emotional skills.



'Opportunities' - HCG has provided YP with opportunities to develop their skills and access training and employment. As well as providing practical opportunities the programme supports YP to see and recognise their own potential.



'Someone to talk to' - Through formal/informal mentors and group programmes HCG provides YP with safe spaces to talk to a trusted adult about their challenges and share their successes and hopes, as well as to be connected to further support/or opportunities.

A number of practical lessons related to the management and/or delivery of the programme are also highlighted including:

- Having clarity of funding and ensuring funding reaches delivery partners promptly is essential to ensure that partners are set up for success
- Targets must be able to reflect real world delivery challenges and recognise the flexibility required to deliver effective youth led provision - without this targets can have unintended consequences such as pushing 'quantity over quality' or creating disincentives for working with the most vulnerable young people, with some organisations reporting that they were having to resource additional support required from other funding or their own time.
- There is significant resource required to set-up and maintain partnerships which must be fully factored in to both timelines and costs of programmes
- Having a shared case management system could provide significant benefits including enhancing safeguarding and reducing reporting burdens.

Overall, despite challenges, primarily related to the global pandemic and related restrictions, the programme has engaged with more young people than originally projected (6,924 against a target of 6,000) and of those more than half (55%) were reported as completing activities/programmes (a proxy measure for YP fully engaging in available services) compared to an original target of 25 per cent. Qualitative feedback also suggests that the programme was delivered according to the principles set out in the Theory of Change. The connections made between organisations, both within the partnership and outside of it, will likely remain a positive legacy of the programme.

Data provided by Haringey Council also shows that levels of police recorded youth related violent crime have fallen in Haringey during the period of the programme. For example, violence with injury (non-domestic abuse) fell by 13 per cent during the period and knife crime fell by 31 per cent. It is not possible to say with complete certainty whether the Haringey Community Gold programme contributed to this fall particularly given the global pandemic and related restrictions that were in place, which inevitably drove significant behavioural changes within the population. Nevertheless, the evidence presented in this report demonstrates that the programme has been successful at reaching and supporting a large number of YP in the Borough, and in line with its clear theory of change, meaning that it can be reasonably argued that the programme would have been one contributing factor.

ACKNOWLEDGEMENTS

We would like to give special thanks to all the HCG Delivery Partners for giving their time and expertise to support this evaluation, as well as to the young people who provided their valuable input and feedback.

We would also like to thank the HCG Delivery Partners and the many organisations that worked alongside them (see Annex C) for all their contributions towards supporting the brilliant young people of Haringey.



ANNEX A

Demographic breakdown of programme starts

Gender:

	Yr 1	Yr 2	Yr 3	Total
Female	504	685	1,406	2,595
Male	410	1,322	1,709	3,441
Other	0	1	6	7
Unknown	450	111	320	881
Total	1,364	2,119	3,441	6,924

Age:

	Yr 1	Yr 2	Yr 3	Total
10-11 yrs	85	131	561	777
12-13 yrs	46	489	587	1,122
14-15 yrs	182	204	512	898
16-18 yrs	441	1,029	1,310	2,780
19-21 yrs	68	153	145	366
Unknown	542	113	326	981
Total	1,364	2,119	3,441	6,924

Ethnicity:

	Yr 1	Yr 2	Yr 3	Total
Asian or Asian British	11	99	265	375
Black or Black British	402	764	953	2,119
Chinese	1	9	269	279
Mixed ethnic background	38	161	294	493
White	94	530	757	1,381
Other	82	181	461	724
Not known	736	375	442	1,553
Total	1,364	2,119	3,441	6,924

Looked After/Care Leaver Status:

	Yr 1	Yr 2	Yr 3	Total
Yes	15	133	179	327
No	1	1,668	2,193	3,862
Unknown	1,348	318	1,069	2,735
Total	1,364	2,119	3,441	6,924

Special Educational Needs/Disability Status:

	Yr 1	Yr 2	Yr 3	Total
Yes	15	133	179	327
No	1	1,668	2,193	3,862
Unknown	1,348	318	1,069	2,735
Total	1,364	2,119	3,441	6,924

YLF Target Group Status:

	Yr 1	Yr 2	Yr 3	Total
Young people at risk of exclusion or involvement in criminal activity	1,157	1,553	3,309	6,019
Young people involved in criminal activity	18	147	106	271
Unknown	189	419	26	634
Total	1,364	2,119	3,441	6,924

Notes on data: Original data was submitted by individual partners quarterly and verified by the Constorium's managing partner NLPC. Data requirements and categories were set by the funder.

ANNEX B

HCG Youth Outreach Survey

During the last quarter of the programme the HCG outreach team sent out an online survey to young people who had participated in outreach activities during that period.

As the survey was shared both directly and through other partners (e.g. schools where workshops have been delivered) it is not possible to provide an exact response rate.

However it is possible to compare the number of completed responses with those who accessed the link to the survey but did not complete it to provide an estimated response rate. 252 people access the survey link of which 168 (67%) provided a response.

The following tables show the responses to the survey questions:

Q1:

Please circle the number which best describes the extent to which you agree or disagree with each of the following statements, from 1 (strongly disagree) to 5 (strongly agree):							
Answer Choice		1.Strongly disagree	2.Disagree	3.Neither agree nor disagree	4.Agree	5.Strongly agree	Response Total
1	The Youth Worker(s) made me feel respected	4	3	41	77	37	162
2	The Youth Worker(s) understood me and my situation	4	5	67	60	28	164
3	The Youth Worker(s) worked in partnership with me	2	7	47	82	25	163

Q2:

Please circle the number which best describes the extent to which you agree or disagree with each of the following statements, from 1 (strongly disagree) to 5 (strongly agree):							
Answer Choice		1.Strongly disagree	2.Disagree	3.Neither agree nor disagree	4.Agree	5.Strongly agree	Response Total
1	The support helped me personally cope with the problems I have/had	3	13	74	47	11	148
2	The support has helped me identify ways to tackle the problems I have/had	4	13	68	43	19	147
3	If I needed further support I know where to find it	3	7	21	84	34	149

Q3:

Would you recommend the service to family and/or friends?			
Answer Choice		Response Percent	Response Total
1	Yes	86.4%	114
2	No	13.6%	18

Q4:

Which of the following did you access through the Haringey Youth Outreach team (select all that apply)?			
Answer Choice		Response Percent	Response Total
1	1-2-1 support	15.5%	15
2	Basketball	7.2%	7
3	Football	17.5%	17
4	Boxing	8.2%	8
5	Conversation Forum	9.3%	9
6	Schools Workshop	63.9%	62
7	Referral to other support	19.6%	19

Additional feedback:

That's all, but if there's any additional feedback you'd like to give us please share it here. Thank you for participating in this survey!
Well done thank you for helping me
Haringey Gold has been so helpful, they found me a friendly place to go and make friends. They referred me to a great support at Sister System who have been great.
I want to thank my outreach worker for her understanding and support she gave to me. She referred me for jobs
It was a very positive experience, I never would have known all the wonderful services Haringey has to offer, such helpful, friendly and professional staff.
Love Haringey Gold mate big ups to the people working with the youth
Professional, friendly advice and quick response times. Was a great experience.
It was good, although i think there could be more specific examples (like the video shown towards the end) to relate to Tottenham and potential problems if a gang approaches you and strategies for this
Thank you

ANNEX C

Organisations/Activities HCG Engaged With Outside the Consortium

Alexandra Palace - Creative spaces and partnership
Alexandra Park Secondary School – School Workshop
Alexandra Park Theatre – Theatre Classes
Belmont Primary School – School Workshop
BUBIC - Homelessness support
Campsbourne Primary School – School Workshop
Chocolate Factory - Various partnerships
Coldfall Primary School – School Workshop
Collage Voices – Creative Sessions
Community Cook-Up
CONEL – School Workshop
Dalmage Active – Basketball
ELOP – Emotional, Social, and Support Services for LGBTQ communities Fusion - Leisure centre
Future Wood Green - Vacancies
Gladesmore Secondary School – School Workshop
Greig City Secondary School – School Workshop
Haringey and Enfield Network (HEY) - Training, Networking and Support
Haringey ASB Teams
Haringey Basketball Association
Haringey Basketball for All
Haringey Connected Communities
Haringey Council's Early Help, Prevention and SEND Division - NEETs Engagement and hard to reach partnership work
Haringey IGU - Partnership working
Haringey Libraries
Haringey Parks and Leisure
Haringey Sixth Form – School Workshop
Haringey Works – Employment Support Service

Haringey YAB – Supporting Youth Leadership Programme
Haringey Youth Space - Partnership
Harris Academy Secondary School Tottenham – School Workshop
Heartlands Secondary School – School Workshop
Hillsong Church London - Football programme
Homes for Haringey - Housing and community space
Hope In Tottenham – Mentoring Service
Jacksons Lane - Theatre
KORI – Training/Mentoring service
LAE Tottenham – School Workshops and Scholarship programme
Laureus - Networking
Lee Valley Secondary School – School Workshop
Lendlease - Apprenticeship scheme sponsorship
MAC UK - Support
MET Police - Referrals and partnership
MIND Haringey – Mental Health Support
Natixis Investment Managers UK – Scholarship programme
Noel Park Big Local – Local Volunteering Programme (Employment Support Programme)
Phoenix Community – Accommodation and Key Work Support Service
PPCR - Fostering support
Probation Service - Referrals
Project OASIS (Middlesex Hospital)
Selby Boxing Club – Boxing Sessions
Sister System – Mentoring/Leadership Programme for young women
St Ignatius Primary School – School Workshop
St Thomas more Catholic Secondary School – School Workshop
St. Francis De Sales Primary School – School Workshop
St. John’s Primary School – School Workshop
The Record Shop - Partnership
The Selby Trust - Space for activity
Tottenham Foundation – Kicks programme
Women with a Voice - VAWG initiatives
Wood Green BID - Corporate support
Woodside Secondary School – School Workshop

Data provided by HCG Youth Outreach Team, Haringey Council.

Mayor's Young Londoners Fund, Haringey Community Gold End of Programme Evaluation,
May 2022



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Report for: Director for Children Services – Ann Graham

Title: Haringey Community Gold – Service plan for 2022/23

Lead Officer: Eduardo Araujo – Senior Tottenham Community Safety manager

1. Describe the issue under consideration

- 1.1 This report seeks to inform Senior Leadership in the Council of the continuation of service delivery and proposed partnership within the Haringey Community Gold (HCG) consortium, in order to continue delivery with alternative funding arrangements.
- 1.2 It seeks approval by Director of children Services to bring the final HCG programme evaluation report produced by Bridge Renewal Trust and proposed extended service plan to the Community Safety Partnership (CSP).

2. Recommendations

- 2.1 That the contents of this report are noted together with the end of programme report produced by Bridge Renewal Trust (BRT).
- 2.2 Provide agreement to the proposed partnership agreement going forward with service delivery under HCG.

3. Background information

- 3.1 The Young People at Risk Strategy, 2019 – 2023, highlights under Priorities for Action ‘This strategy commits to developing a stronger more co-ordinated universal youth offer, alongside provision targeted at specific locations, times and groups of young people, including those most at risk.
- 3.2 HCG consortium delivered the Young Londoners Fund Commission with noted success (see appendix 1), the three learning points for future deliver based on the young persons voice are:
- **Things to do** – to support YP to keep active, safe and develop their social and emotional skills
 - **Access to opportunities** - As well as providing practical opportunities the programme supports YP to see and recognise their own potential.
 - **Someone to talk to** - Through formal/informal mentors and group programmes HCG provides YP with safe spaces to talk to a trusted adult about their challenges and share their successes and hopes, as well as to be connected to further support/or opportunities.
- 3.3 Haringey Community Gold (HCG) is the flagship programme delivering against the Young People at Risk Strategy. The programme was previously funded by The Mayor’s Young Londoner’s Fund – was successfully delivered 115% and 255% against programme targets. Through a community based model of detached and outreach youth work linking young people to a network of community interventions, both pre-existing and developed through this project. The breadth of interventions matches young people’s need and include promoting awareness of the impact of gangs, improving employability, offering pre-employment training, developing youth leadership, designing diversionary activities and enabling mental health well-being.

4. The partnership continuation

- 4.1 In order to maintain delivery with available resources, two themes have had to be paused ‘Employment support and Mental health’ training as these are largely covered through other local providers able to deliver similar value, at no cost to the Council. On the employment front Spurs Foundation has agreed to support those aged 16+, and there are community based Mental-Health support sessions delivered through MIND.
- 4.2 Greater emphasis has been placed in remaining partners demonstrating individual impact together with the identification of risk factors of clients being referred into services by the new funders (MOPAC-VRU).
- a. Gang affiliation
 - b. Criminal records
 - c. Victim of crime (violent)
 - e. At considerable risk of CCE and CSE

4.3 The following partners remain as part of the consortium and the remaining funding will support the following intervention:

Street Outreach and engagement

Haringey Council has committed to support the engagement team which will continue under a new internal structure. This provision includes detached and outreach youth workers, five outreach specialists will reach disenfranchised youth on the streets, in the home, at education establishments or in prison. They will support young people to sustain access, tracking their continued engagement.

Exclusions

Haringey Play Association – service working with 10 -15 year olds offering one-to-one supervision and positive activities to enable social and emotional wellbeing, delivering 179 sessions per year, 537 over 3 years, in Tottenham and Wood Green.

Raising awareness

Upskill U - Exodus delivering a tailor-made 12 week rolling programme for 12- 21 year olds including high risk young offenders, those excluded and at risk of exclusions. The programme will use CBT & FST trauma informed techniques to address trauma, knife crime, joint enterprise, victims, gangs, county lines, image, identity and healthy relationships.

Diversiory activities

London Elite – universal sport provision weekly for 90 young people aged 13 – 25 on Broadwater Farm estate.

My Training Plan - delivering fitness sessions with disaffected young people, providing training plans, diet plans and mentoring in youth clubs, schools and alternative provision. Recently introduced boxing training and girls only sessions.

5. Project Outputs/Outcomes

5.1 Year 1 Outputs

Engaged	Registrations	Street outreach
1600 across partnership	1200 across partnership	400 LBH Team
800 in schools	800 in schools	500 activity across partnership

- Measurements (VRU outcome 1)
 - a. Number of young people registered in the programme
 - b. Number of young people engaged through outreach activity
 - c. Number of Community based sessions delivered
- School based safety workshop sessions offer for 800 Young people – (VRU Outcome 2) - 800 Young people taking part of school-based (KS2/KS3) safety sessions/workshops resulting in increased KS2 and KS3 awareness about:
 - Future ambitions (long & short-term goals)
 - Girls, Gangs and Glamour
 - Knife crime
 - Healthy relationships and Sexual Exploitation
 - Identity – who you really are?
 - Intervention and Strategies for coping
 - Mental Health and Trauma
 - Confidence Building
 - Social Media
- 500 individuals participate in positive community-based activity. Individuals participating in activities across the partnership that include Sports, fitness, Workshops, Training and development, Employability support, etc.

5.2 Outcomes

1. Increased engagement

- 1200 registrations - We anticipate that the engagement of 1200 young people in the programme. This level on engagement will enable a greater number of young people to engage in positive activity and we anticipate a reduction of 15% in the reoffending rates of knife and drug offences of those engaged with the programme (VRU Outcome 3).
- 2. Improved KS2/KS3 awareness of risk factors
 - <25's reduction of 15% in the number of victims of crime
 - <25's reduction of 15% in the number of weapon enabled crime
 - <25's reduction of 15% in the number of non-domestic violent crimes
- 3. Improved wellbeing and cohesion
 - <25s participation in positive activity

6. Programme cost

HARINGEY COMMUNITY GOLD Service Plan INCOME & EXPENDITURE 2022-23

INCOME

Source	Amount	Comment
Children Services LBH Staff contribution	260,000	Staff cost contribution
MOPAC - VRU	170,000	External funding for VCS
Total GLA - YLF	430,000	
Carry forward (reserves)	71,543	
Total reserves	71,543	
TOTAL INCOME	501,543	

EXPENDITURE

Employee Costs	264,510	includes 1 Programme manager (P07), Team Manager (P03) & 3.5x (Sc5) with oncost
Delivery Partners Grant allocation	230,000	Inc managing agent and evaluation
Youth Advisory Board	8,000	
TOTAL EXPENDITURE	502,510	
VARIANCE	(967)	

8. Governance structure

- 8.1 The programme will continue to maintain reporting through the Young People at Risk Operational (YPAR) group which reports to the Director of Children Services.
- 8.2 HCG's programme manager to attend YPAR programme meetings and report through established action plan to the Assistant Director for Early Help, Prevention and SEND Division
- 8.3 Assistant Director for Early Help, Prevention and SEND Division to report to Children Services DMT.
- 8.4 Annual reporting to the Community Safety Partnership board

9. Proposed Next Steps

- 9.1 Seek cabinet / member approval
- 9.2 Agree partnership and negotiate Service Level Agreements
- 9.3 Sign delivery agreements
- 9.4 Develop joint delivery plan and overarching SLA/Contract

Safeguarding framework agreement
Data sharing agreements
Joint Communication Plan
Establish agreed milestones
Establish highlight reports (quarterly cycles)

Appendix 1: BRT HCG final evaluation



Title: Haringey Community Safety Strategic Assessment 2022-23 (July 2022)

Report authorised by: Eubert Malcolm, Interim Director Environment & Neighbourhoods

Lead Officer: Sandeep Broca, Intelligence Analysis Manager

Ward(s) affected: Key crime wards

**Report for Key/
Non Key Decision:** Non key decision

1. Describe the issue under consideration

- 1.1 This report should be read in conjunction with the presentation attached as Appendix A. The presentation shows Haringey's performance for various crime types in the short, medium and long term, as well as an assessment of performance against the Mayor's Office for Policing and Crime (MOPAC) Police and Crime Plan (PCP) key priorities, including personal robbery and violence.
- 1.2 The presentation focuses on crime performance in 2021 as compared to the preceding 12-month period, as well as compared to the previous 3-year and 5-year averages.
- 1.3 It should be noted that overall crime in Haringey reduced by 0.3% in 2021. Haringey has noted a long-term reduction of 11% as compared to the 3-year baseline and a 5% reduction as compared to the 5-year baseline.
- 1.4 Performance in most areas has been similar to or better than the crime trends noted across London as a whole and better than the performance of most other boroughs. Haringey has experienced a significantly larger than average reduction in robbery offences.

2. Recommendations

That the Board:

- 2.1 Note the content of the Community Safety Strategic Assessment, which highlights the changes to crime performance in the past 12-months, 3-years and 5-years.
- 2.2 Consider any trends from the assessment that partners may wish to focus and engage on.

3. Reasons for decision

n/a

4. Alternative options considered

n/a

5. Background information

5.1 Haringey has a signed agreement with the Mayor's Office for Policing and Crime to contribute to tackling the Mayor's priority crimes. The agreement is accompanied by a grant of £553K per year for 2022-2025. This is allocated across seven areas: Drug treatment intervention to reduce reoffending; an integrated Gang Exit Programme; Hate crime prevention; Advocacy and support to victims of domestic violence; Cross-borough support to ASB victims and witnesses (Haringey and Enfield); A dedicated Pentonville Prison worker; Gangs outreach training.

5.2 Quarterly returns are required which give considerable detail about our expenditure and performance to date. Haringey has an excellent reputation for compliance on both fronts.

5.3 Performance monitoring occurs in between Community Safety Partnership board meetings and attendance includes the holders of KPIs, the budget holders and statutory partners such as the police.

6. Contribution to strategic outcomes

6.1 This work contributes to the Mayor of London's Policing and Crime Plan and the Haringey Community Safety Strategy. It will also help to deliver Haringey's Borough Plan, Young People at Risk strategy, as well as the North Area Violence Reduction Group (NAVRG), Violent Crime Action Plan and the Community Safety Strategy.

6.2 Officers and partners work strategically across related work areas and boards such as Youth Offending, Safeguarding Children and Adults, Health and Wellbeing, Tottenham Regeneration, Early Help and the Community Strategy.

7. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

n/a

Finance and Procurement

The LCPF funding supports existing Community Safety workstreams. Quarterly returns are required which give considerable detail about our expenditure and performance to date. Haringey has an excellent reputation for compliance on both fronts.

Legal

n/a

Equality

There is an inherent impact on equalities of much of our community safety work and this is presented and discussed at the Community Safety Partnership meetings. This includes the peak age of offending being between 16 and 24; a

very high percentage of young black males (mostly of African-Caribbean origin) involved in street-based violence (approx. 80%); the impact of domestic and sexual violence on women and girls; high concentrations of crime occurring in areas of deprivation; and vulnerable individuals and communities becoming victims of hate crime.

This report considers the areas of challenge in direct correlation with the impact on victims, especially vulnerable victims. In this respect, significant attention is being given to the disproportionate impact.

8. Use of Appendices

1x Appendix A – Haringey Community Safety Strategic Assessment (2022-23)

9. Local Government (Access to Information) Act 1985

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Haringey Community Safety Strategic Assessment

2022-23

■ Background

- The Strategic Assessment is a statutory requirement of all Community Safety Partnerships in England and Wales.

■ Purpose

- The purpose of the strategic assessment of crime and disorder is to help decision makers set the strategic priorities for the future, including the Haringey Community Safety strategy, Borough Plan and other related strategies.
- It should also be used to support future commissioning processes, including the commissioning of intelligence products and more detailed problem profiles (e.g. for agreed priorities and where there are key information gaps), to gain a better understanding of crime, fear of crime, anti-social behaviour and offenders.

■ Methodology

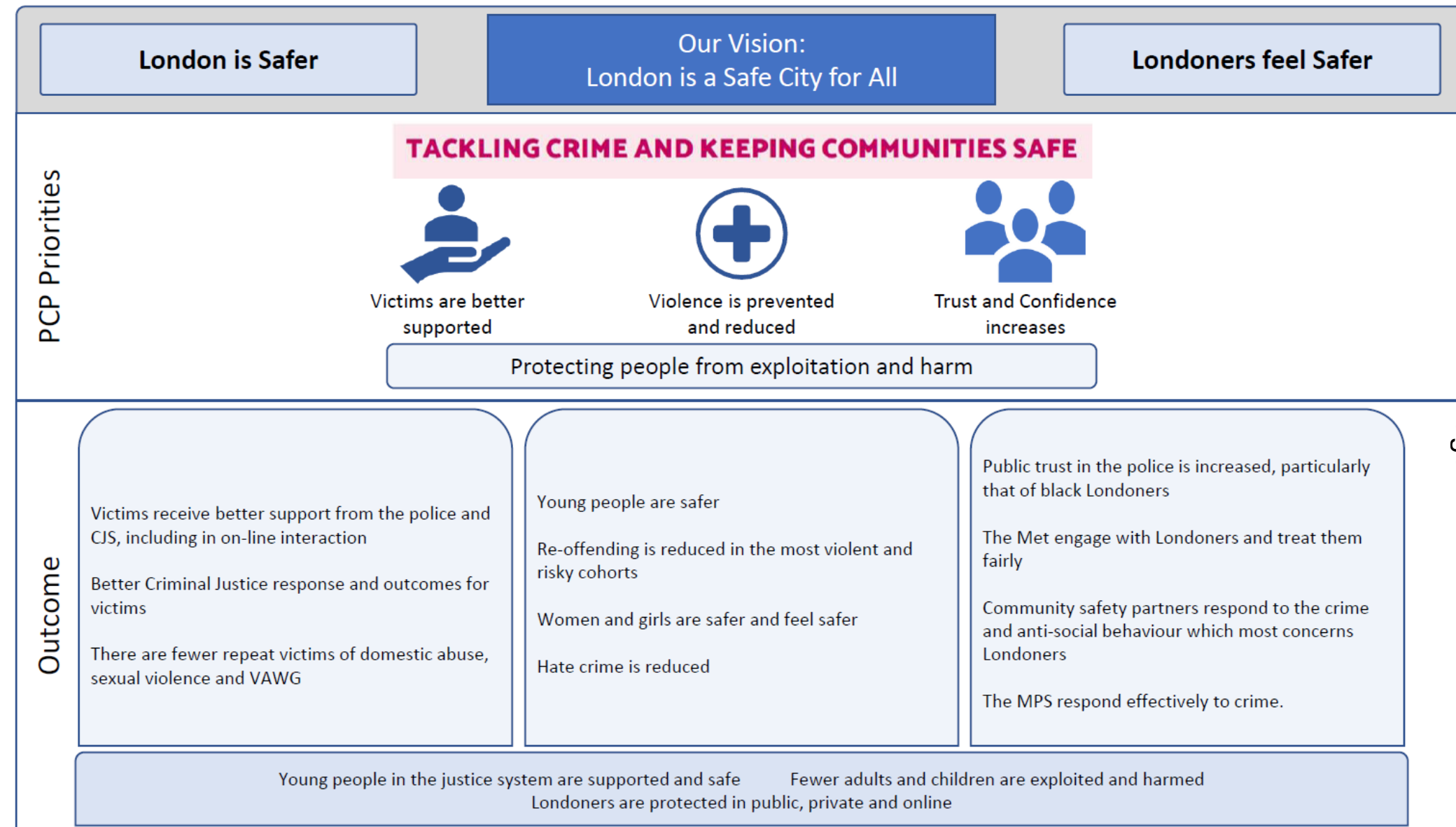
- This assessment includes a comprehensive analysis of the level and patterns of crime, disorder and offending in the London Borough of Haringey. It utilises a wide range of data from appropriate sources as detailed through the document.
- Analysis includes a range of techniques such as thematic mapping and data visualisations.
- Unlike some assessments, the purpose has not been to provide detailed analysis of each and every crime problem in Haringey. Rather, it has been used as a tool for strategic decision makers. The information provided is a measure of the problem utilising various analytical techniques.

▪ Executive Summary

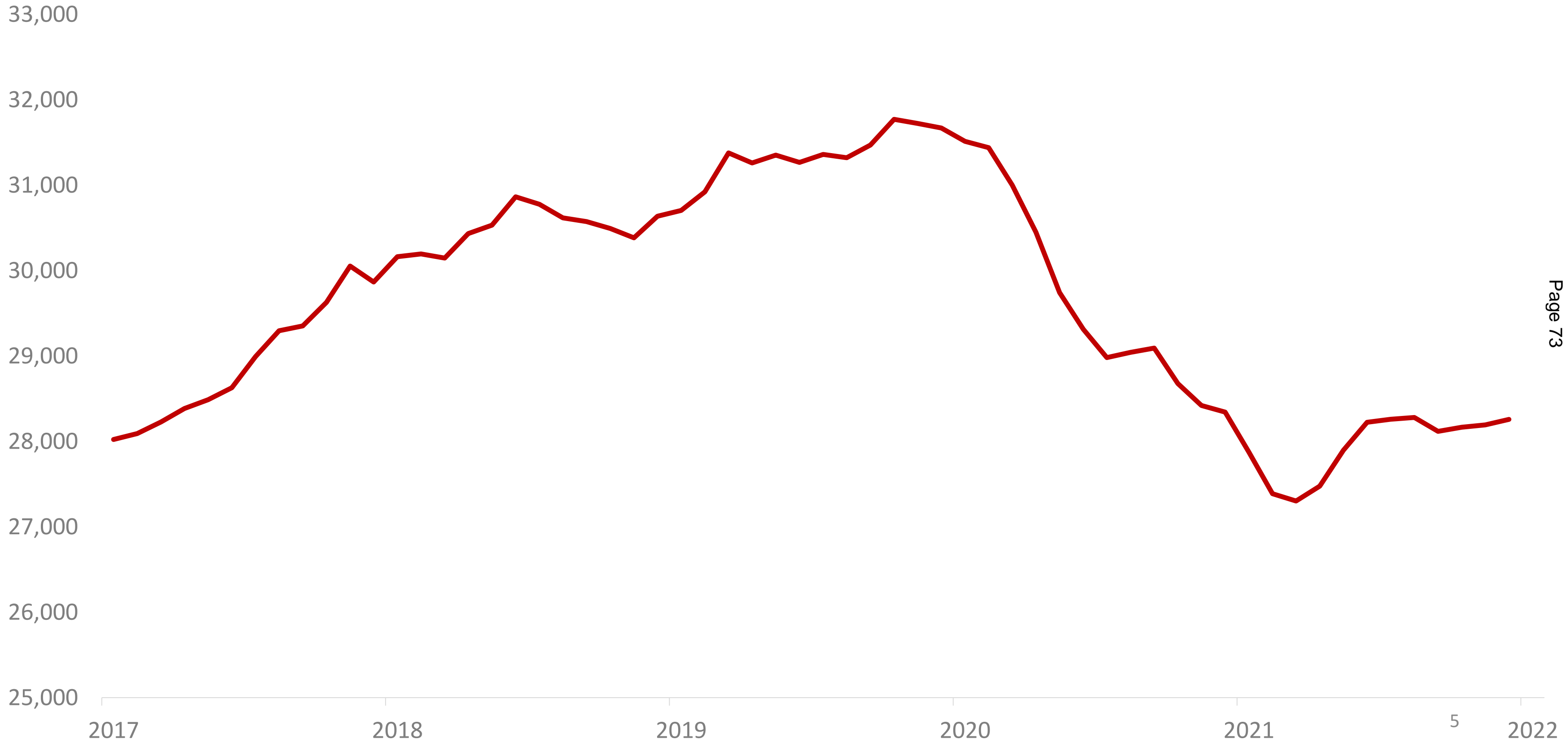
- Significant reductions in crime have been noted since 2020 in several crime types across Haringey, as well as more widely across London.
- A number of these crime reductions have been sustained during 2021, however, some crime categories have experienced a return to pre-pandemic baselines or higher.
- The total volume of crime recorded in Haringey during 2021 was 0.3% below 2020 levels, 11% below the previous 3-year average and 5% below the 5-year average.
- Crime categories which experienced a reduction in 2021 as compared to 2020 include arson and criminal damage, drugs offences, possession of weapons and robbery.
- However, the categories of burglary, public order offences, sexual offences, theft, vehicle offences and violence against the person recorded an increase in 2021, as compared to 2020.
- Anti-Social Behaviour (ASB) reports spiked significantly during 2020, mainly driven by increases in neighbour disputes and noise complaints during lockdown periods. In 2021, levels of ASB reduced and returned to just slightly above the 5-year average.
- Hate crime reports increased in 2021 for all categories of hate crime, with all being above the 5-year average.

Community Safety Partnership Priorities

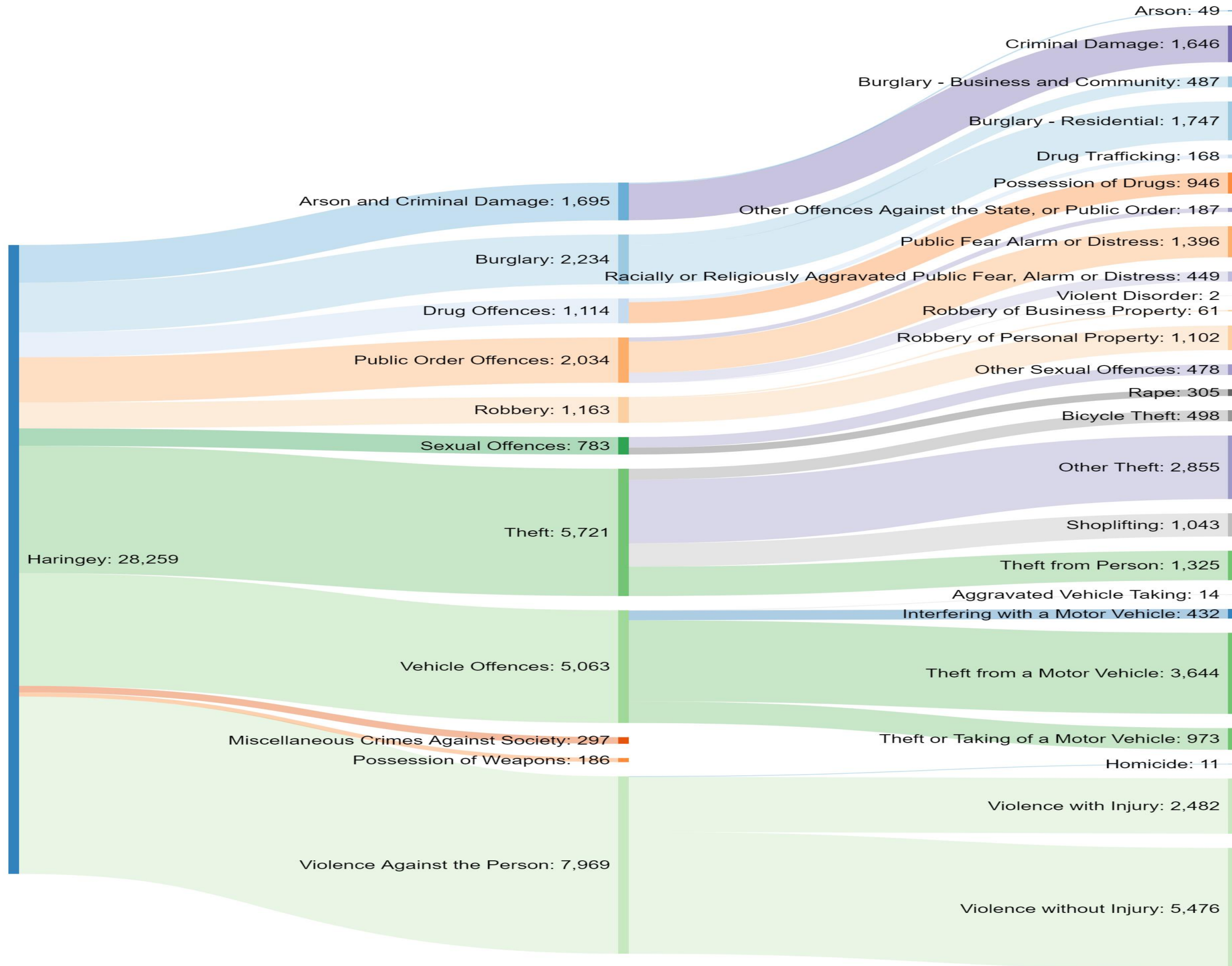
- During 2021, the Haringey Council leader and Chief Executive and North Area Borough Commander liaised with the Deputy Mayor, Sophie Linden, to discuss and agree Haringey's local policing priorities.
- As a result of these discussions it was confirmed that Robbery and Street Based Violence, (measured as Non Domestic VWI), would be the primary areas of priority for Haringey.
- Alongside this it was also confirmed that ASB and a list of high harm crimes will also be a priority for London, including sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime.
- The strategic assessment analysis suggests that these crime types remain high harm and should continue to be a focus for 2022/23.
- This will support current and ongoing partnership activities around knife crime reduction, robbery focus and tackling violent crime and vulnerability.
- Robbery and Non-Domestic VWI are also key crime types which involve young people as both victims and perpetrators and there is a clear cross over with the Borough Plan, Community Safety Strategy, Young People At Risk Strategy, North Area Violence Reduction Group (NAVRG) and others.



Haringey Total Notifiable Offences Trend (Rolling 12-Months)

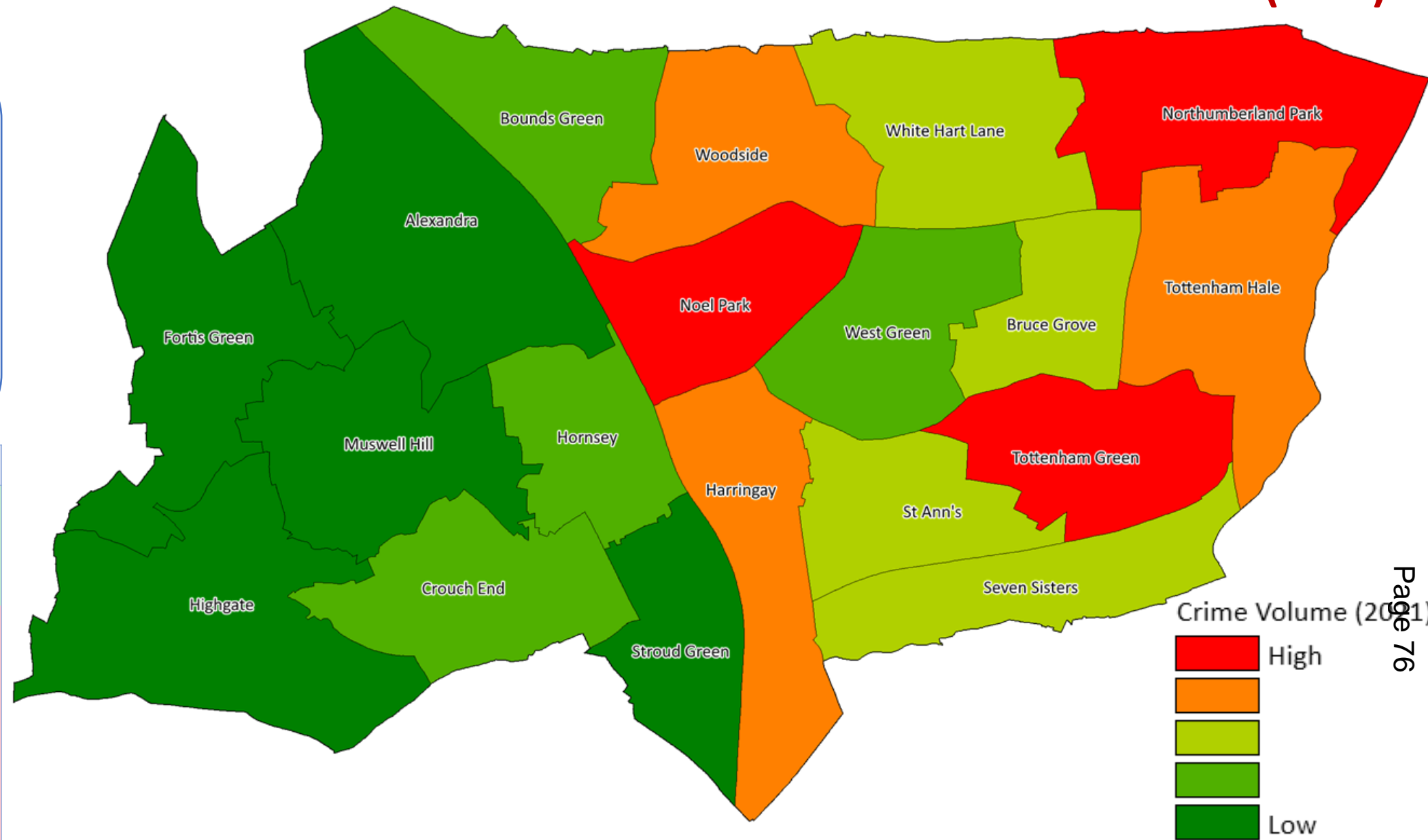


Crime Type	Haringey				London
	2021	12-Months Change	3-Year Change	5-Year Change	12-Months Change
Arson and Criminal Damage	1695	-4%	-6%	-19%	2%
Arson	49	-28%	-23%	-16%	-5%
Criminal Damage	1646	-3%	-6%	-19%	2%
Burglary	2234	9%	-21%	-6%	-14%
Burglary - Business and Community	487	21%	-26%	-11%	-12%
Burglary - Residential	1747	6%	-19%	-4%	-15%
Drug Offences	1114	-43%	-31%	-18%	-20%
Drug Trafficking	168	-42%	53%	54%	-10%
Possession of Drugs	946	-44%	-37%	-24%	-21%
Miscellaneous Crimes Against Society	297	-21%	-18%	-6%	-4%
Possession of Weapons	186	-31%	-36%	-42%	-16%
Public Order Offences	2034	16%	21%	14%	7%
Other Offences Against the State, or Public Order	187	15%	7%	-15%	5%
Public Fear Alarm or Distress	1396	15%	22%	15%	10%
Racially or Religiously Aggravated Public Fear, Alarm or Distress	449	15%	21%	29%	0%
Violent Disorder	2	N/A	N/A	100%	-17%
Robbery	1163	-24%	-54%	-35%	-19%
Robbery of Business Property	61	-37%	-46%	-41%	-21%
Robbery of Personal Property	1102	-23%	-55%	-34%	-19%
Sexual Offences	783	19%	22%	31%	25%
Other Sexual Offences	478	23%	25%	29%	29%
Rape	305	13%	17%	34%	17%
Theft	5721	3%	-19%	-26%	4%
Bicycle Theft	498	-22%	20%	8%	-13%
Other Theft	2855	13%	-21%	-20%	7%
Shoplifting	1043	-16%	-27%	-28%	-6%
Theft from Person	1325	15%	-16%	-40%	18%
Vehicle Offences	5063	2%	-6%	23%	-9%
Aggravated Vehicle Taking	14	-56%	-65%	-63%	-30%
Interfering with a Motor Vehicle	432	-27%	-28%	-21%	-28%
Theft from a Motor Vehicle	3644	8%	-1%	49%	-11%
Theft or Taking of a Motor Vehicle	973	-1%	-10%	-10%	7%
Violence Against the Person	7969	8%	7%	7%	5%
Homicide	11	267%	83%	175%	-3%
Violence with Injury	2482	4%	-8%	-20%	3%
Violence without Injury	5476	9%	15%	27%	6%
Total Notifiable Offences (TNO)	28259	-0.3%	-11%	-5%	-1.4%

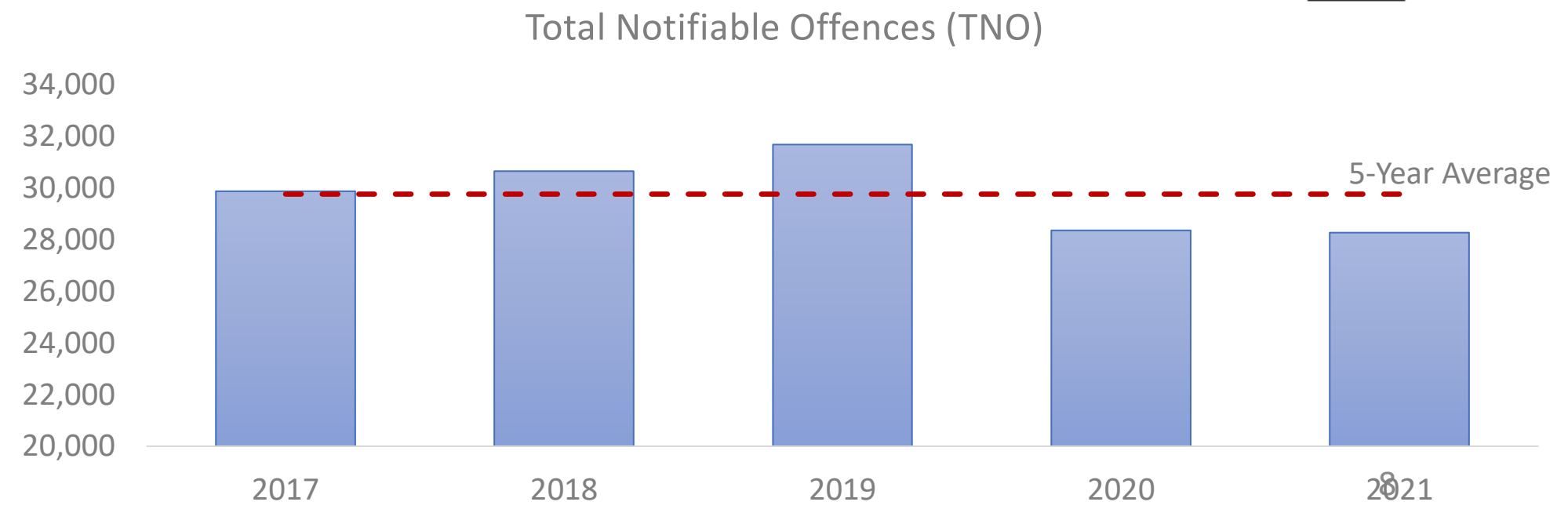


- Total notifiable offences (TNO) are the sum of recorded crime or offences, which the Police are required to inform the Home Office of. It can be considered to be a measure of total crime.
- Haringey has experienced a small 0.3% reduction in TNO during 2021. 11 wards recorded a reduction in TNO, with 8 recording an increase.
- 2021 levels of TNO were below the 5-year average.

Total Notifiable Offences (TNO)

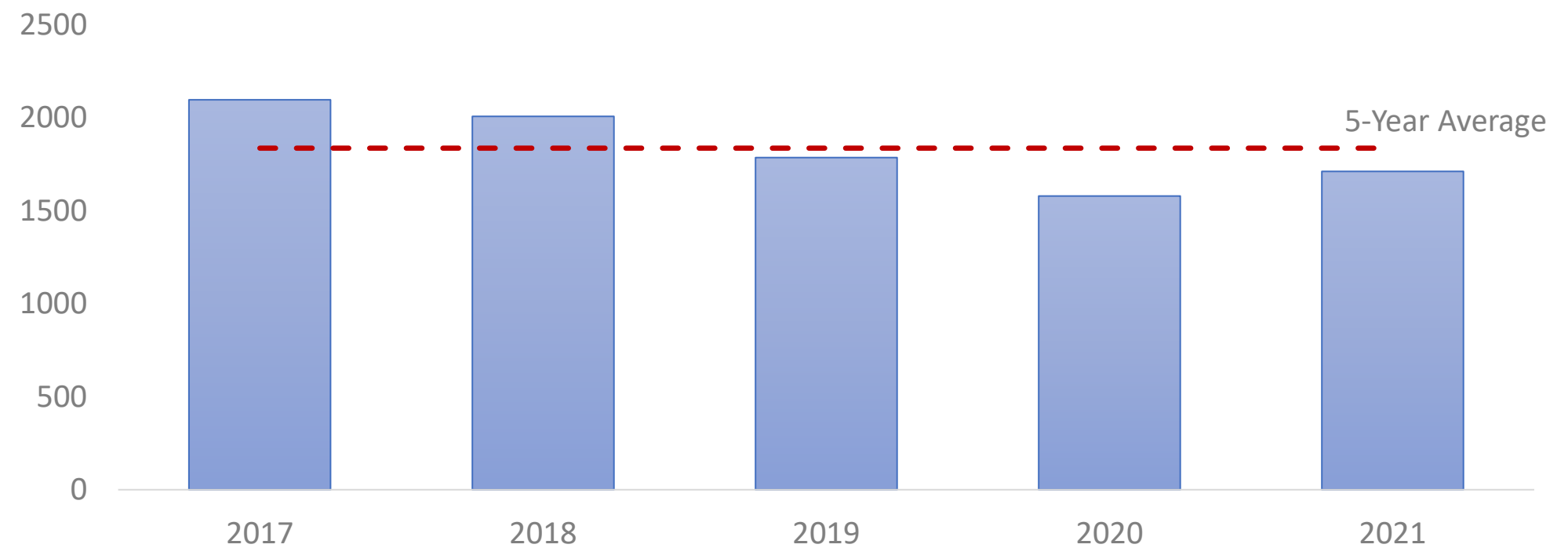
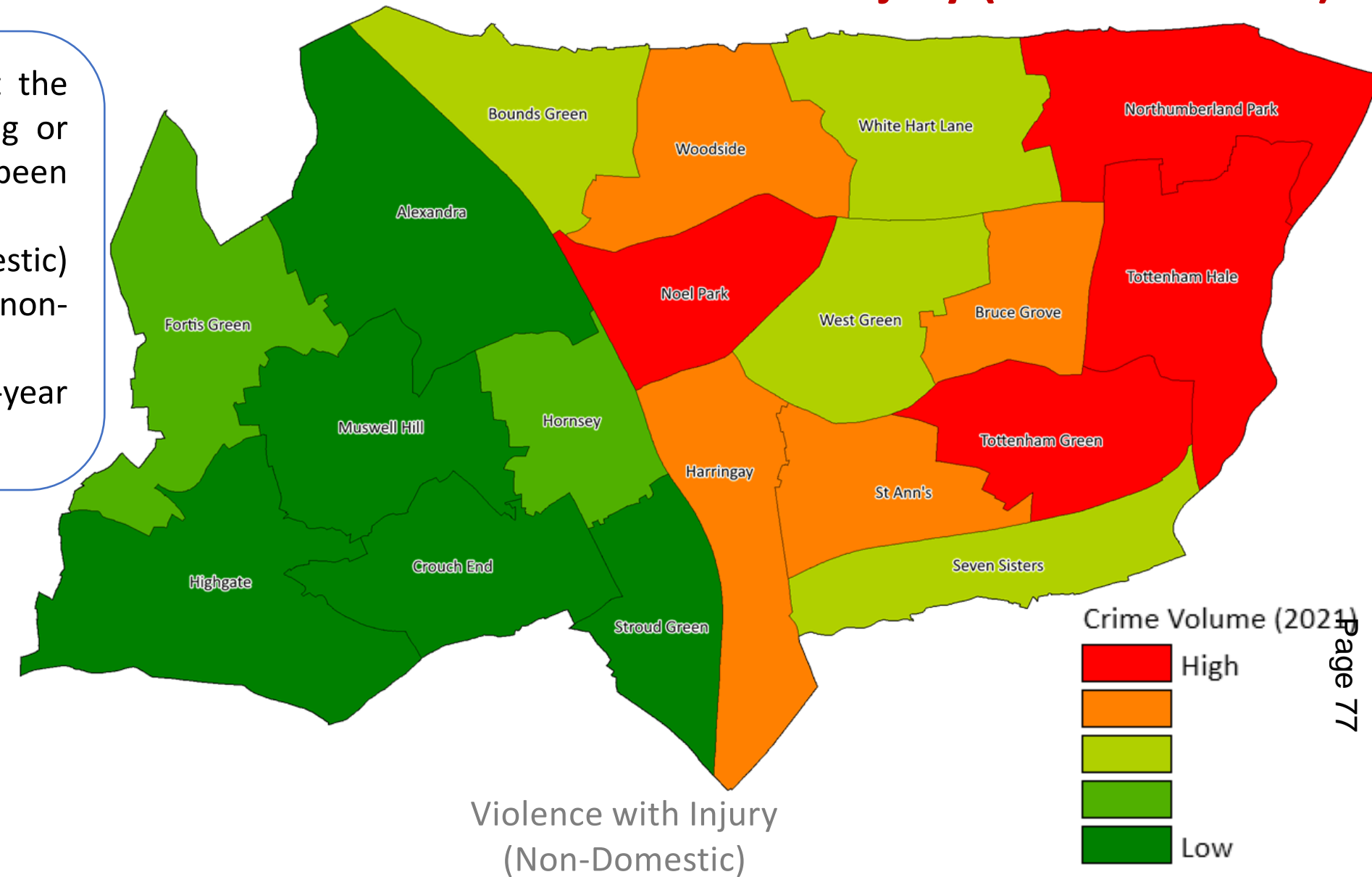


Ward	2020	2021	Change
Alexandra	743	717	-3%
Bounds Green	1288	1217	-6%
Bruce Grove	1514	1489	-2%
Crouch End	886	910	3%
Fortis Green	735	740	1%
Harringay	1500	1716	14%
Highgate	689	694	1%
Hornsey	1041	1066	2%
Muswell Hill	743	849	14%
Noel Park	2966	3219	9%
Northumberland Park	2716	2631	-3%
Seven Sisters	1656	1588	-4%
St Ann's	1670	1576	-6%
Stroud Green	843	816	-3%
Tottenham Green	2748	2450	-11%
Tottenham Hale	2228	2146	-4%
West Green	1488	1387	-7%
White Hart Lane	1481	1444	-2%
Woodside	1409	1604	14%
Haringey Total	28344	28259	-0.3%



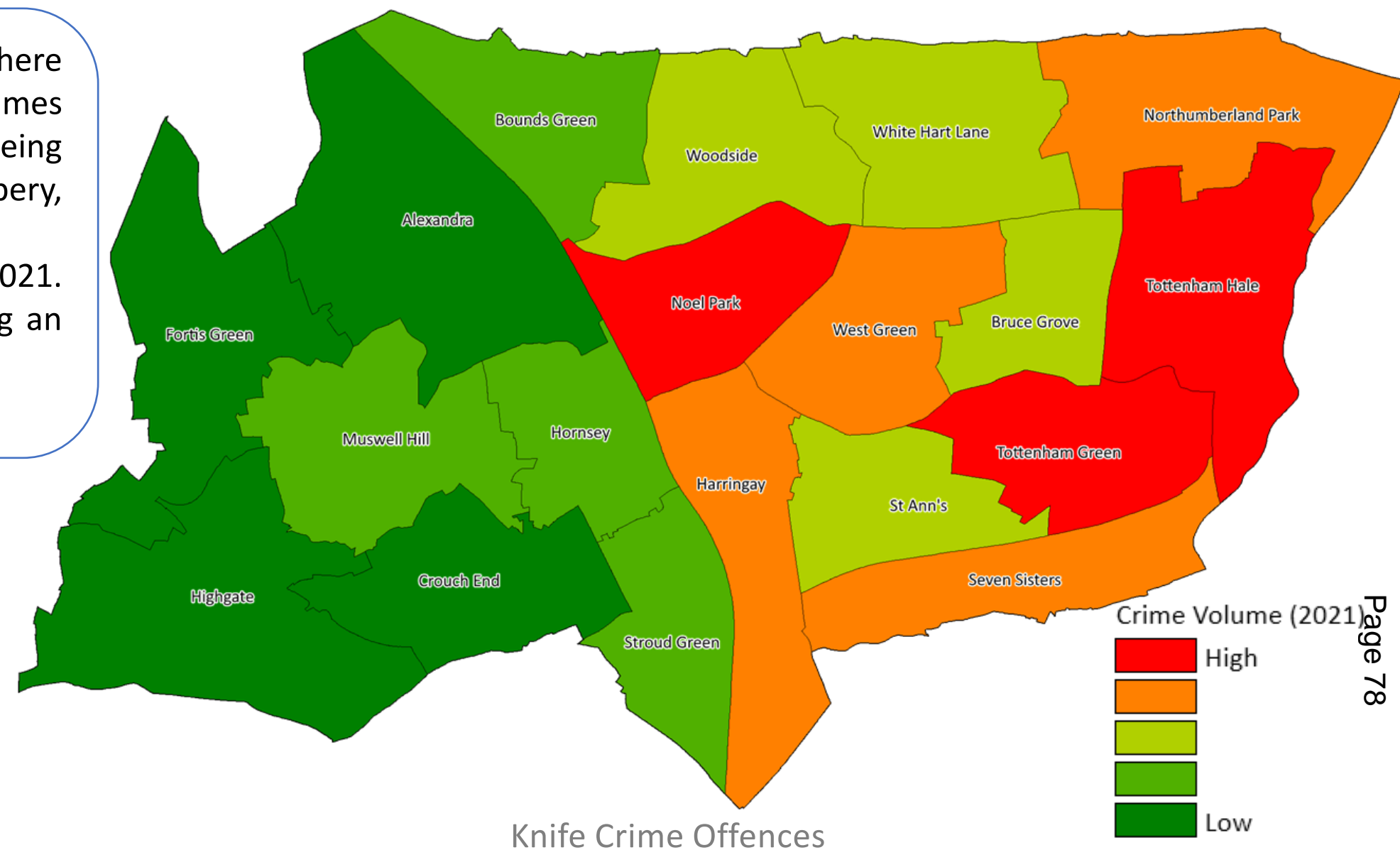
Violence with Injury (Non-Domestic)

- Violence with injury (non-domestic) offences are defined as violence against the person incidents, where the victim receives an injury consisting of wounding or assault with minor injury and the victim and perpetrator are not or have not been intimate partners or family members, regardless of their gender or sexuality.
- Haringey has experienced an 8.4% increase in violence with injury (non-domestic) offences during 2021. 14 wards recorded an increase in violence with injury (non-domestic) offences, with 5 experiencing a reduction.
- 2021 levels of violence with injury (non-domestic) offences were below the 5-year average.

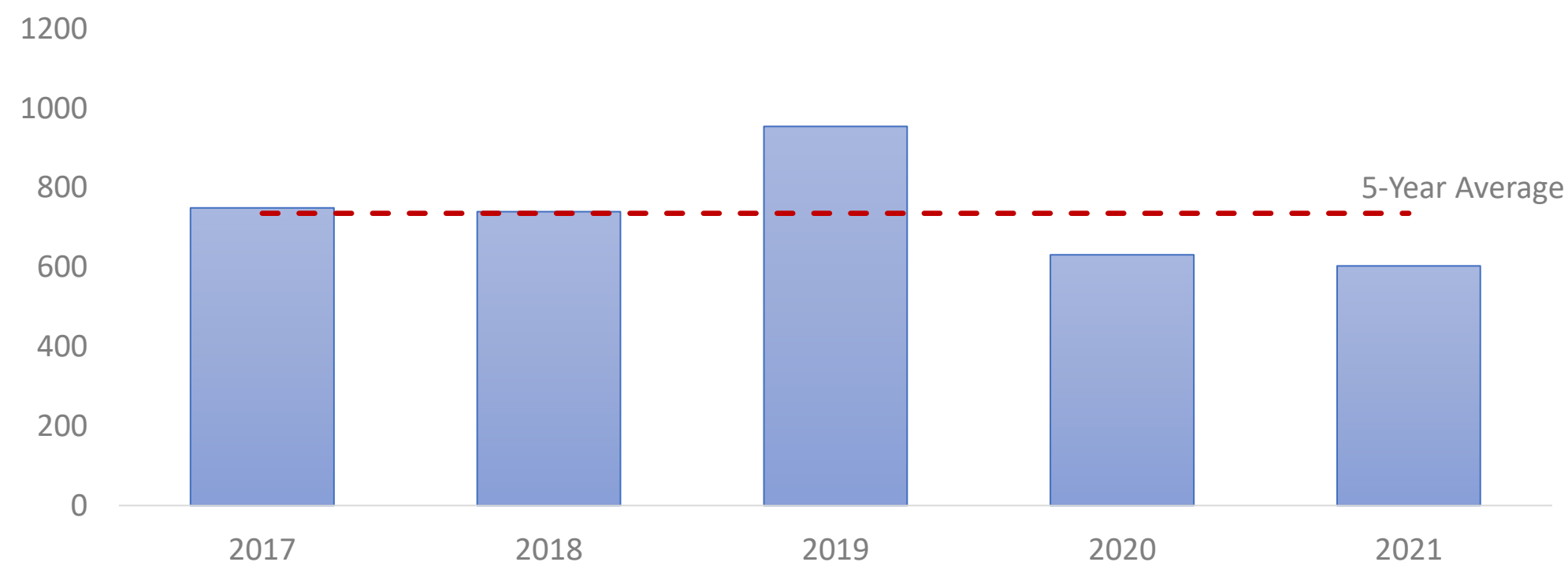


Ward	2020	2021	Change
Alexandra	33	24	-27%
Bounds Green	59	77	31%
Bruce Grove	103	96	-7%
Crouch End	42	41	-2%
Fortis Green	40	50	25%
Harringay	94	109	16%
Highgate	25	28	12%
Hornsey	49	58	18%
Muswell Hill	24	44	83%
Noel Park	166	174	5%
Northumberland Park	189	197	4%
Seven Sisters	89	83	-7%
St Ann's	103	110	7%
Stroud Green	38	44	16%
Tottenham Green	159	164	3%
Tottenham Hale	135	147	9%
West Green	94	77	-18%
White Hart Lane	66	75	14%
Woodside	71	113	59%
Haringey Total	1579	1711	8.4%

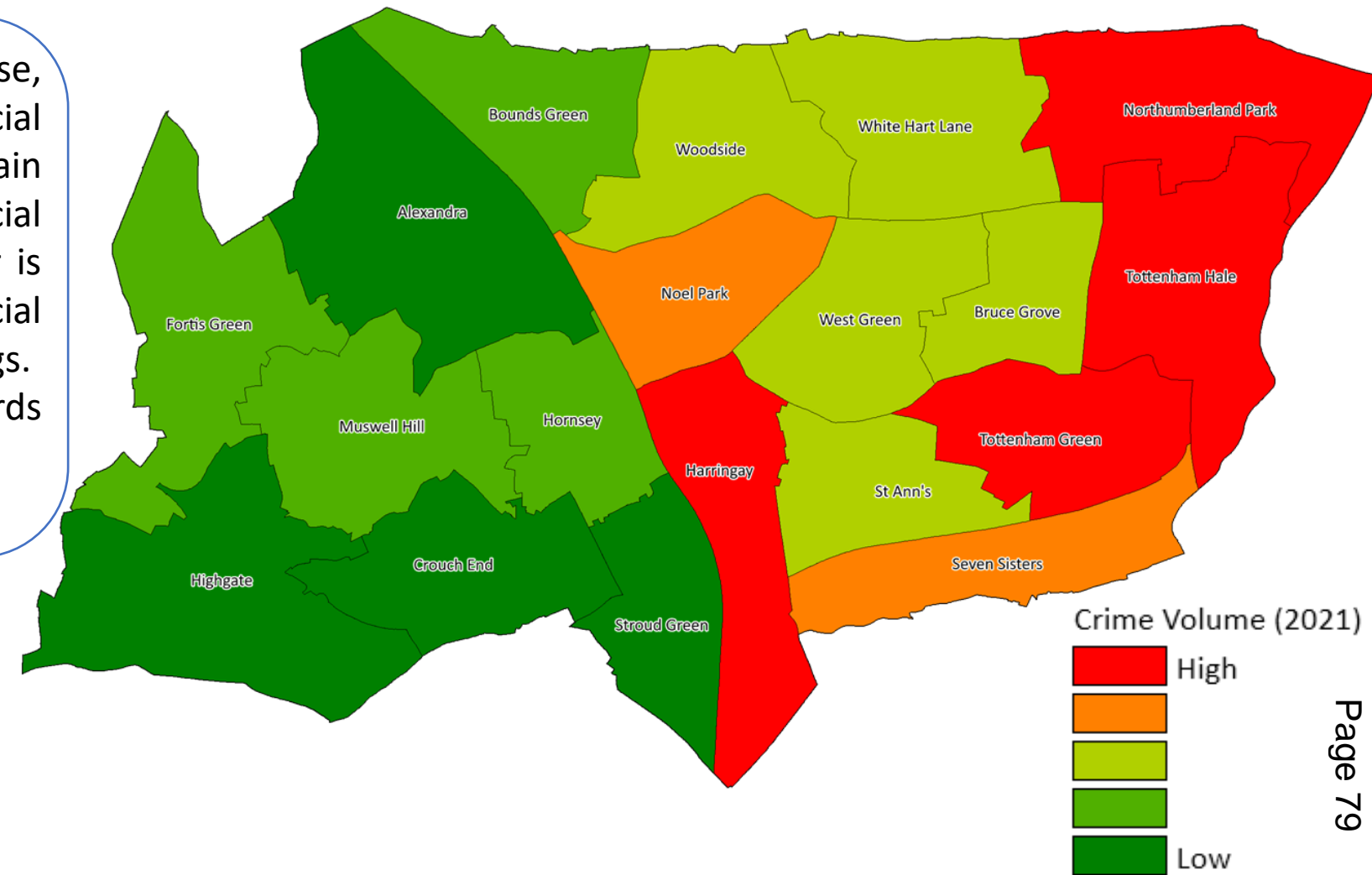
- Knife crime offences are defined as any crime where a knife is involved, or where the victim believes that a knife was present. This include a wide range of crimes including violent offences, possession of offensive weapons and knives being used/carried by perpetrators whilst carrying out other crimes e.g. robbery, burglary, motor vehicle offences etc.
- Haringey has experienced a 4.4% decrease in knife crime offences during 2021. 10 wards recorded a reduction in knife crime offences, with 8 experiencing an increase and 1 staying stable.
- 2021 levels of knife crime offences were below the 5-year average.



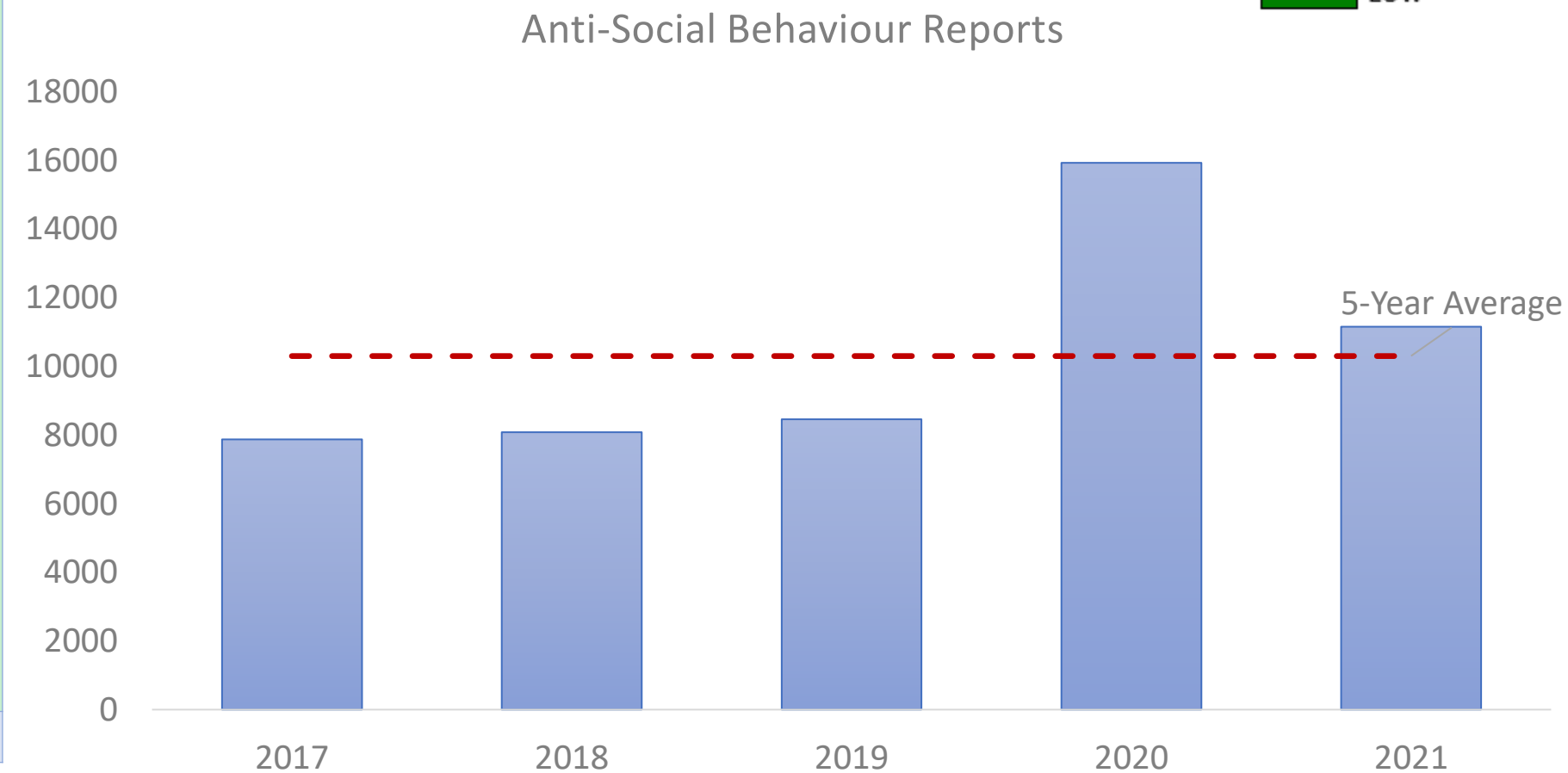
Ward	2020	2021	Change
Alexandra	13	7	-46%
Bounds Green	19	13	-32%
Bruce Grove	43	42	-2%
Crouch End	7	6	-14%
Fortis Green	9	9	0%
Harringay	37	43	16%
Highgate	12	3	-75%
Hornsey	23	14	-39%
Muswell Hill	8	14	75%
Noel Park	52	53	2%
Northumberland Park	75	47	-37%
Seven Sisters	46	48	4%
St Ann's	42	38	-10%
Stroud Green	8	11	38%
Tottenham Green	65	87	34%
Tottenham Hale	69	72	4%
West Green	58	44	-24%
White Hart Lane	25	22	-12%
Woodside	20	30	50%
Haringey Total	631	603	-4.4%



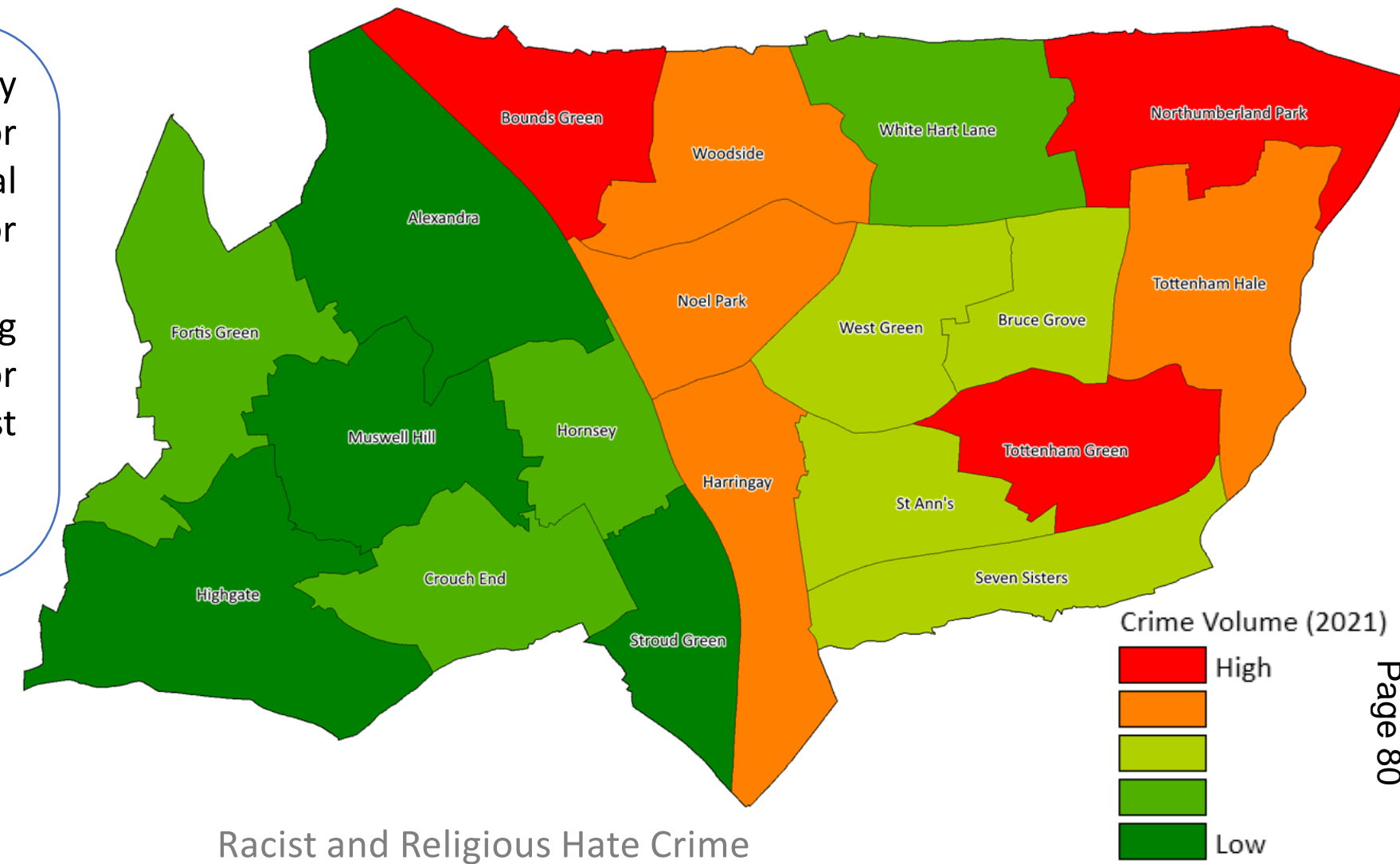
- Antisocial behaviour is defined as 'behaviour by a person which causes, or is likely to cause, harassment, alarm or distress to persons not of the same household as the person' (Antisocial Behaviour Act 2003 and Police Reform and Social Responsibility Act 2011). There are three main categories for antisocial behaviour, depending on how many people are affected: Personal antisocial behaviour is when a person targets a specific individual or group; Nuisance antisocial behaviour is when a person causes trouble, annoyance or suffering to a community; Environmental antisocial behaviour is when a person's actions affect the wider environment, such as public spaces or buildings.
- Haringey has experienced a 30.0% decrease in anti-social behaviour reports during 2021. All 19 wards recorded a reduction in anti-social behaviour reports.
- 2021 levels of anti-social behaviour were above the 5-year average.



Ward	2020	2021	Change
Alexandra	478	319	-33%
Bounds Green	717	406	-43%
Bruce Grove	749	477	-36%
Crouch End	552	279	-49%
Fortis Green	471	335	-29%
Harringay	1105	820	-26%
Highgate	447	253	-43%
Hornsey	594	446	-25%
Muswell Hill	531	379	-29%
Noel Park	944	774	-18%
Northumberland Park	1408	1110	-21%
Seven Sisters	1090	776	-29%
St Ann's	1019	705	-31%
Stroud Green	484	327	-32%
Tottenham Green	1546	1050	-32%
Tottenham Hale	1271	1028	-19%
West Green	736	467	-37%
White Hart Lane	744	497	-33%
Woodside	1044	705	-32%
Haringey Total	15930	11153	-30.0%

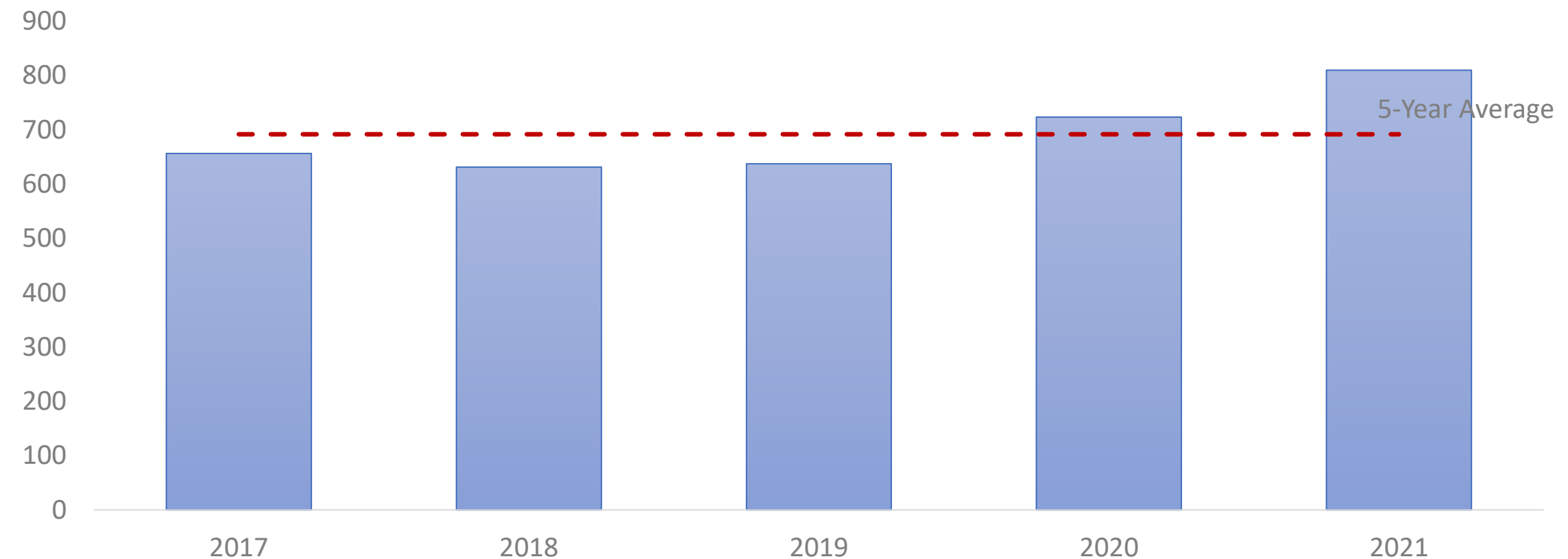


- Hate crime is defined as 'Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender'.
- Haringey has experienced an increase in reports of all categories of hate crime during 2021, with increases ranging from +2% for homophobic hate crimes to +75% for transgender hate crimes. The largest volume hate crime category in Haringey is racist and religious hate crime, which experienced a 12% increase during 2021.
- 2021 levels of racist and religious hate crime reports were above the 5-year average.



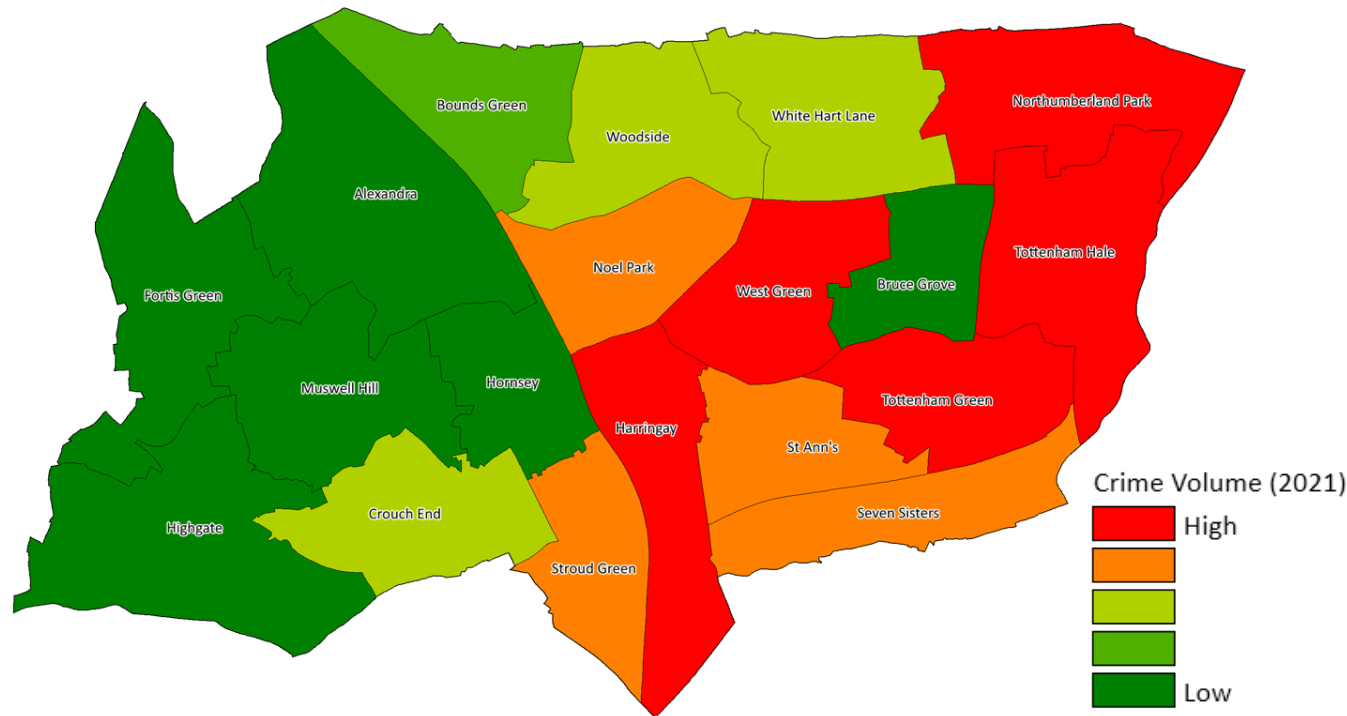
Racist and Religious Hate Crime

Hate Crime Category	2020	2021	Change
Anti-Semitic	31	41	32%
Disability Hate Crime	11	19	73%
Faith Hate Crime	72	87	21%
Homophobic Hate Crime	105	107	2%
Islamophobic	28	31	11%
Racist and Religious Hate Crime	723	809	12%
Transgender Hate	8	14	75%



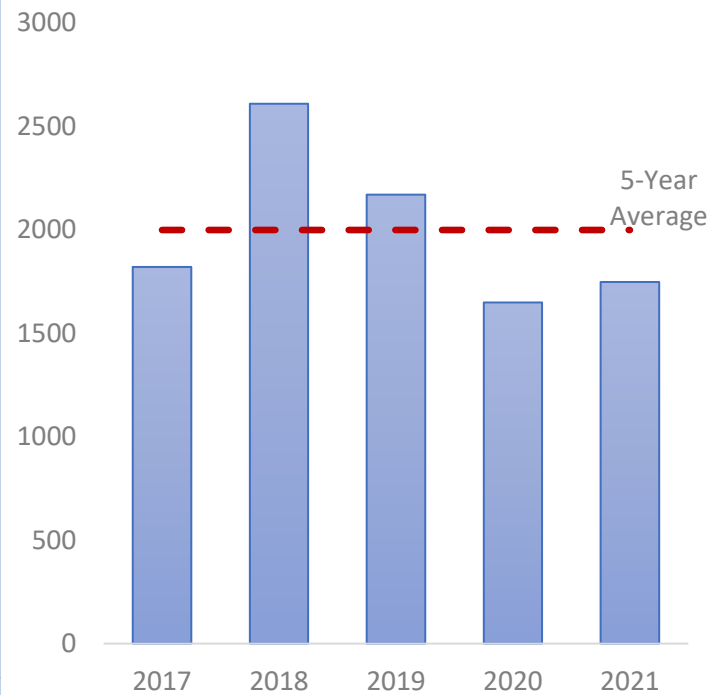
Residential Burglary

- Burglary is the theft, or attempted theft, from a premises where access is not authorised. Damage to a premises that appears to have been caused by a person attempting to enter to commit a burglary is also counted as burglary. Residential and commercial burglaries are distinguished by the function of the building.
- Haringey has experienced a 6.1% increase in residential burglary during 2021. 7 wards recorded a reduction in residential burglary, with 10 recording an increase and 2 remaining stable.
- 2021 levels of residential burglary were below the 5-year average.



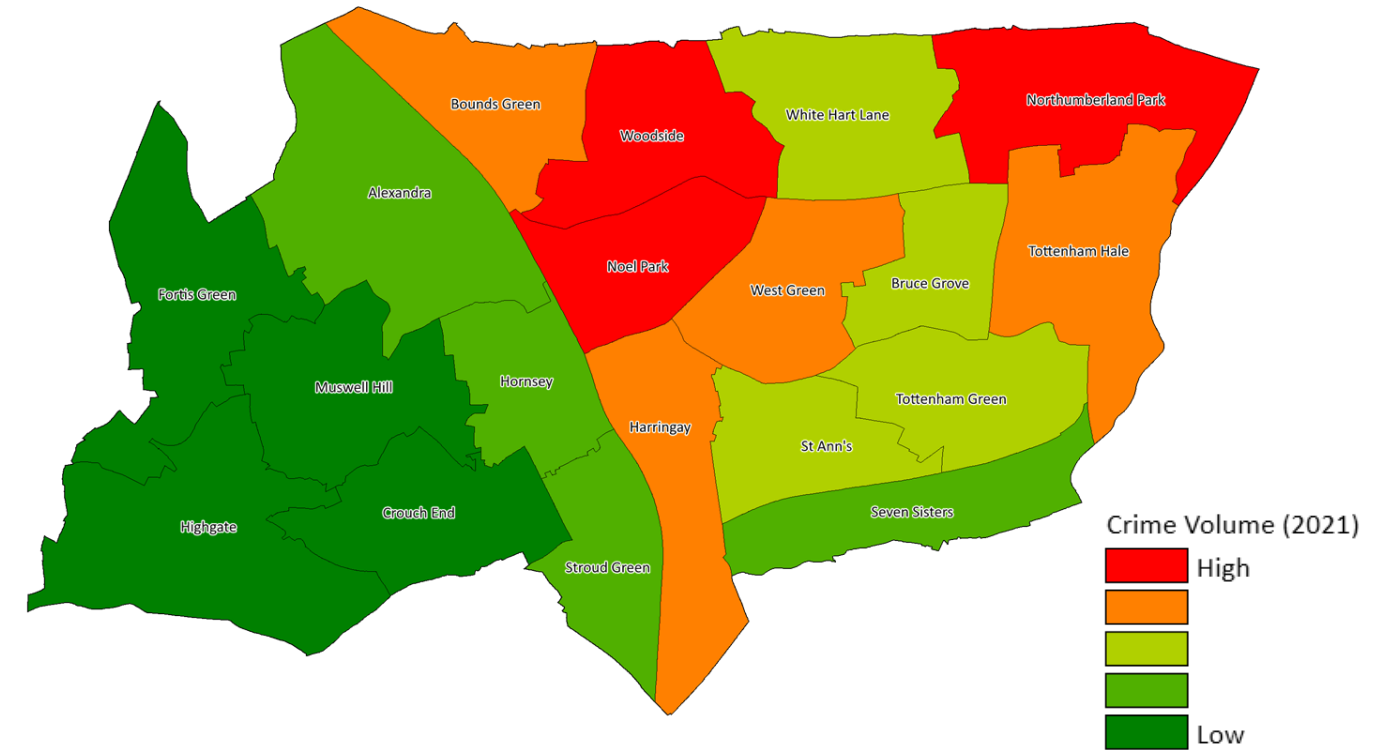
Ward	2020	2021	Change
Alexandra	50	58	16%
Bounds Green	68	78	15%
Bruce Grove	74	72	-3%
Crouch End	94	88	-6%
Fortis Green	96	72	-25%
Harringay	75	115	53%
Highgate	101	59	-42%
Hornsey	68	65	-4%
Muswell Hill	68	72	6%
Noel Park	67	93	39%
Northumberland Park	184	177	-4%
Seven Sisters	80	95	19%
St Ann's	95	95	0%
Stroud Green	70	97	39%
Tottenham Green	126	119	-6%
Tottenham Hale	90	121	34%
West Green	86	113	31%
White Hart Lane	79	79	0%
Woodside	76	79	4%
Haringey Total	1647	1747	6.1%

Residential Burglary



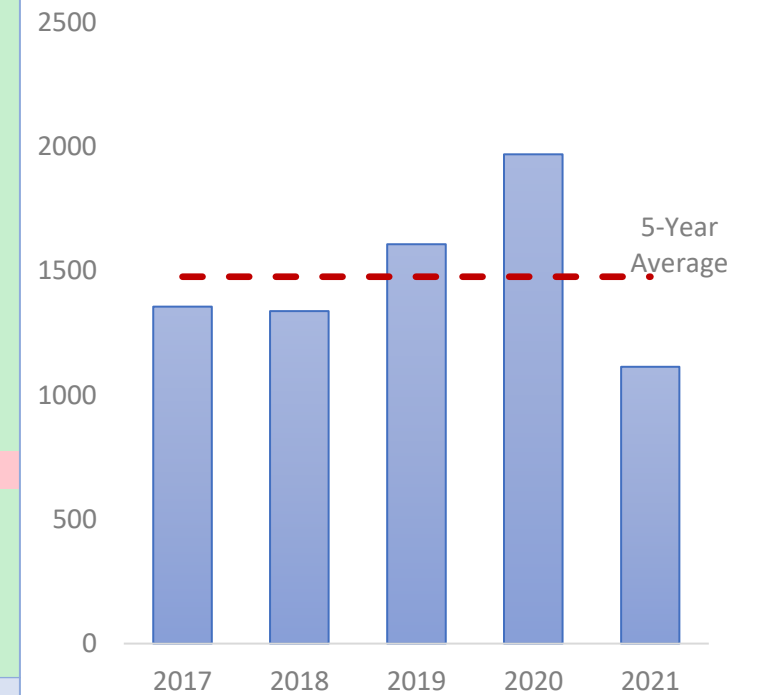
Drug Offences

- Drug offences are the possession, consumption, supply of or the intent to supply illegal drugs. This also includes the trafficking of drugs.
- Haringey has experienced a 43.4% reduction in drug offences during 2021. 18 wards recorded a reduction in drug offences, with only Stroud Green experiencing an increase.
- 2021 levels of drug offences were below the 5-year average.



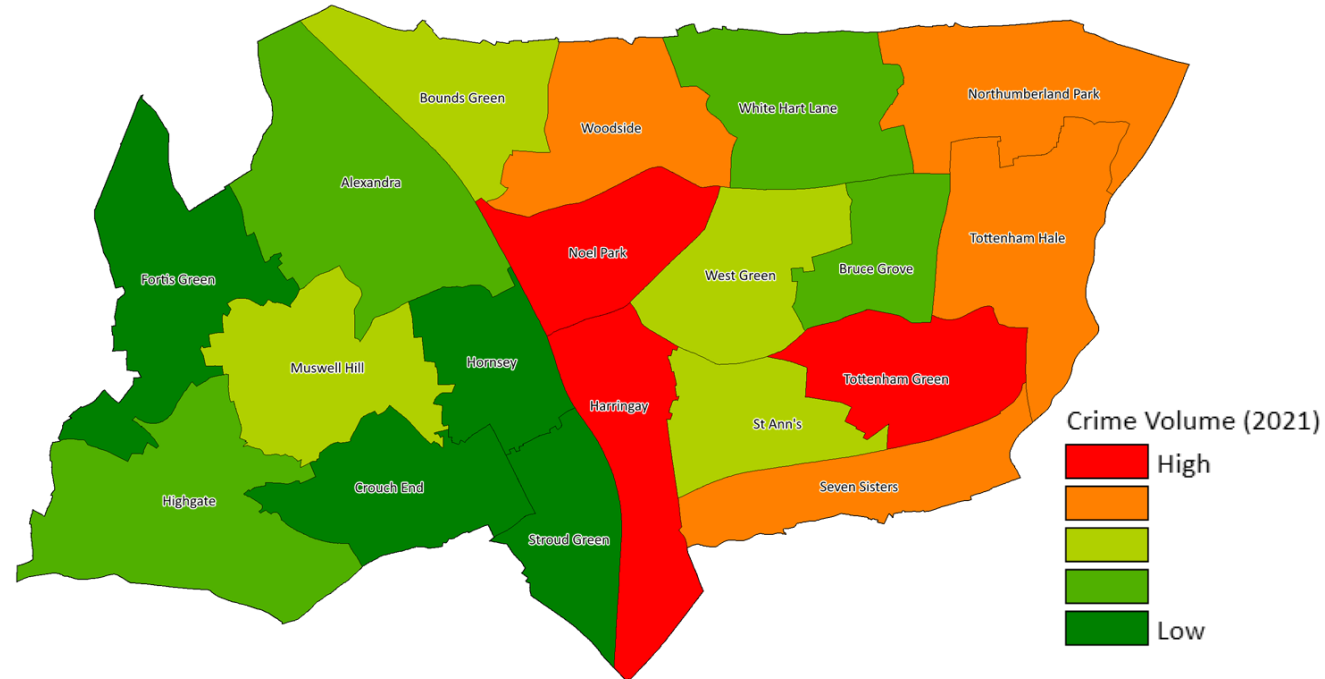
Ward	2020	2021	Change
Alexandra	51	41	-20%
Bounds Green	90	86	-4%
Bruce Grove	125	63	-50%
Crouch End	13	12	-8%
Fortis Green	15	7	-53%
Harringay	90	68	-24%
Highgate	13	7	-46%
Hornsey	57	42	-26%
Muswell Hill	19	9	-53%
Noel Park	169	110	-35%
Northumberland Park	223	151	-32%
Seven Sisters	89	43	-52%
St Ann's	112	50	-55%
Stroud Green	19	36	89%
Tottenham Green	309	64	-79%
Tottenham Hale	217	70	-68%
West Green	124	91	-27%
White Hart Lane	128	64	-50%
Woodside	106	100	-6%
Haringey Total	1969	1114	-43.4%

Drug Offences



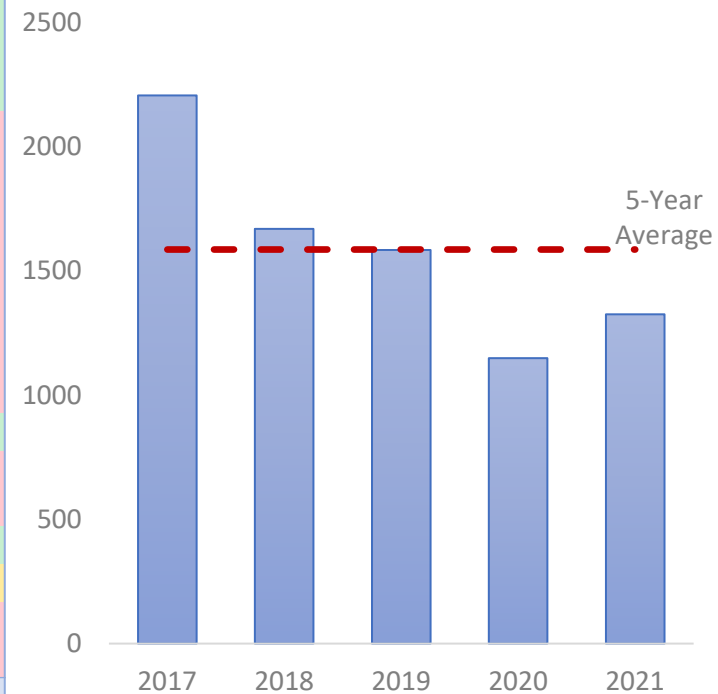
Theft From Person

- A person commits "theft from the person" if they steal property while the property is being held or carried by the victim. This includes snatch thefts (where some degree of force is directed to the property but not to the victim) and stealth thefts (where the victim is unaware of the offence being committed, for example, pick-pocketing). Unlike robbery, these offences do not involve violence or threats to the victim.
- Haringey has experienced a 15.3% increase in theft from person offences during 2021. 12 wards recorded an increase in theft from person offences, with 6 experiencing a decrease and 1 staying stable.
- 2021 levels of theft from person offences were below the 5-year average.



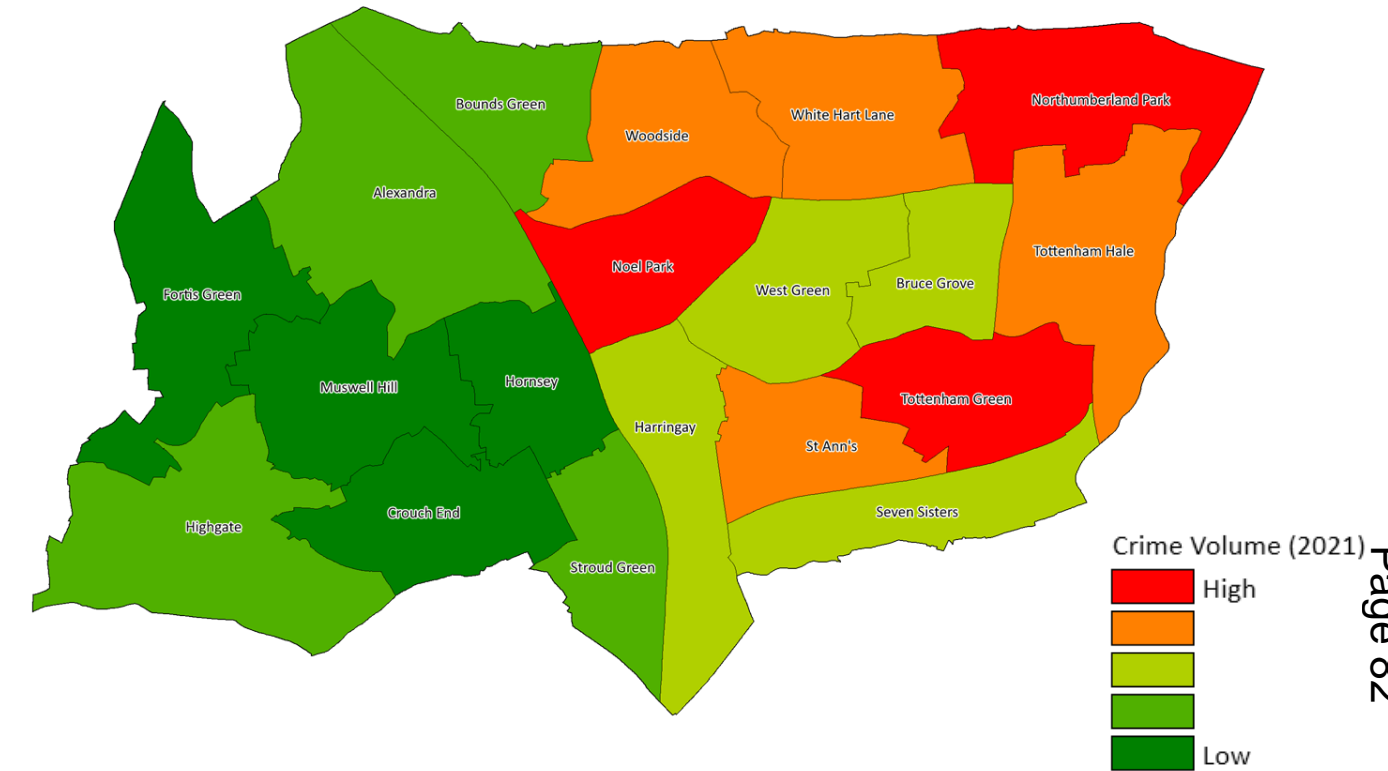
Ward	2020	2021	Change
Alexandra	33	27	-18%
Bounds Green	34	32	-6%
Bruce Grove	41	30	-27%
Crouch End	28	24	-14%
Fortis Green	22	25	14%
Harringay	114	139	22%
Highgate	23	31	35%
Hornsey	19	22	16%
Muswell Hill	32	36	13%
Noel Park	287	375	31%
Northumberland Park	64	85	33%
Seven Sisters	49	74	51%
St Ann's	50	48	-4%
Stroud Green	20	21	5%
Tottenham Green	126	129	2%
Tottenham Hale	94	91	-3%
West Green	43	43	0%
White Hart Lane	26	28	8%
Woodside	44	65	48%
Haringey Total	1149	1325	15.3%

Theft From Person



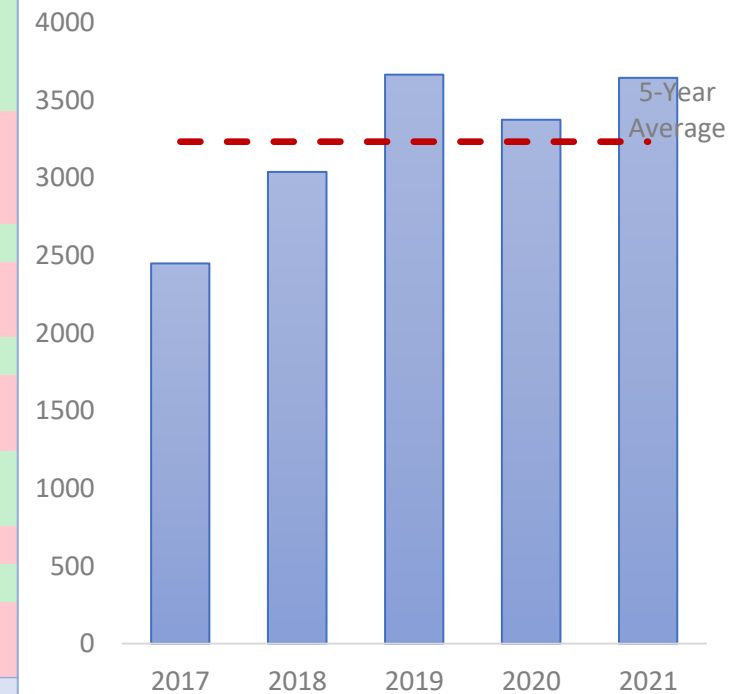
Theft From Motor Vehicle

- Theft from motor vehicle is defined as the stealing of property from an unoccupied motor vehicle.
- Haringey has experienced an 8% increase in theft from motor vehicle offences during 2021. 10 wards recorded an increase in theft from motor vehicle offences, with 9 experiencing a reduction.
- 2021 levels of theft from motor vehicle offences were above the 5-year average.



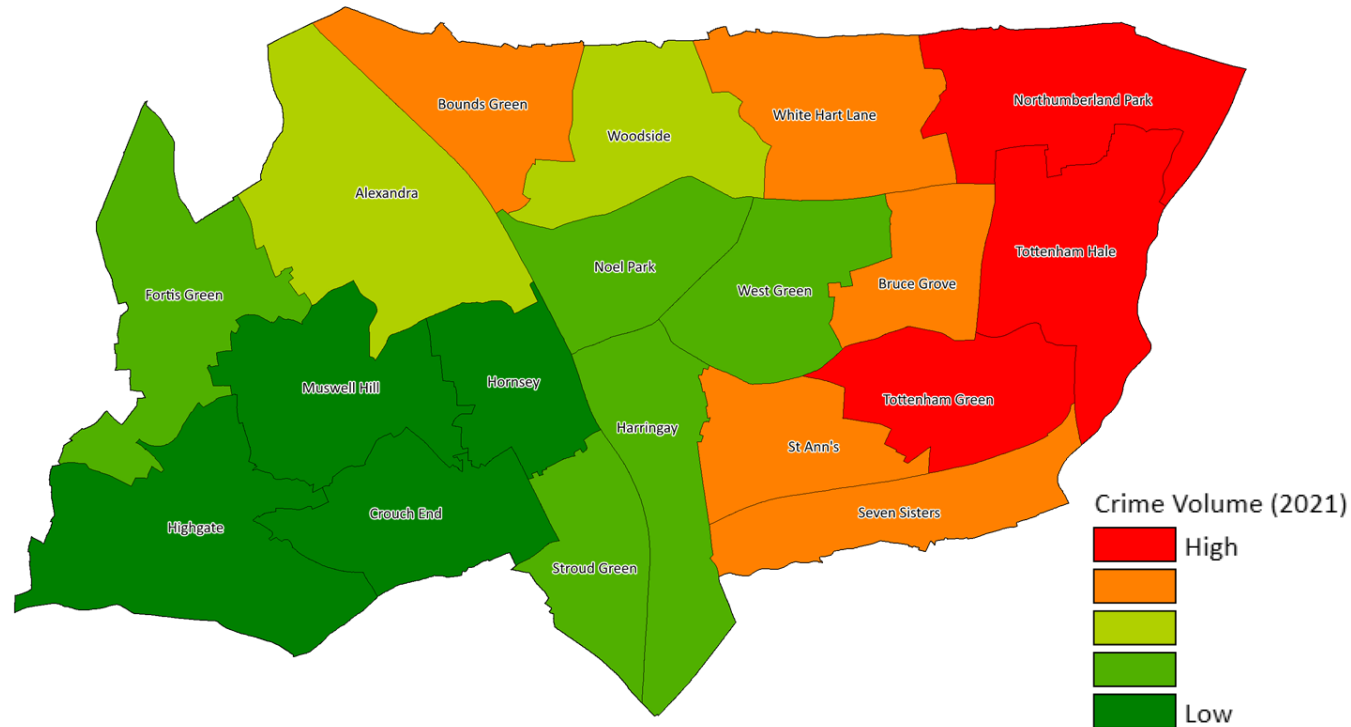
Ward	2020	2021	Change
Alexandra	155	116	-25%
Bounds Green	134	122	-9%
Bruce Grove	238	214	-10%
Crouch End	105	96	-9%
Fortis Green	80	85	6%
Harringay	134	140	4%
Highgate	92	104	13%
Hornsey	106	95	-10%
Muswell Hill	79	95	20%
Noel Park	244	486	99%
Northumberland Park	368	333	-10%
Seven Sisters	178	206	16%
St Ann's	218	242	11%
Stroud Green	137	130	-5%
Tottenham Green	301	290	-4%
Tottenham Hale	241	255	6%
West Green	185	150	-19%
White Hart Lane	227	261	15%
Woodside	151	224	48%
Haringey Total	3373	3644	8.0%

Theft From Motor Vehicle



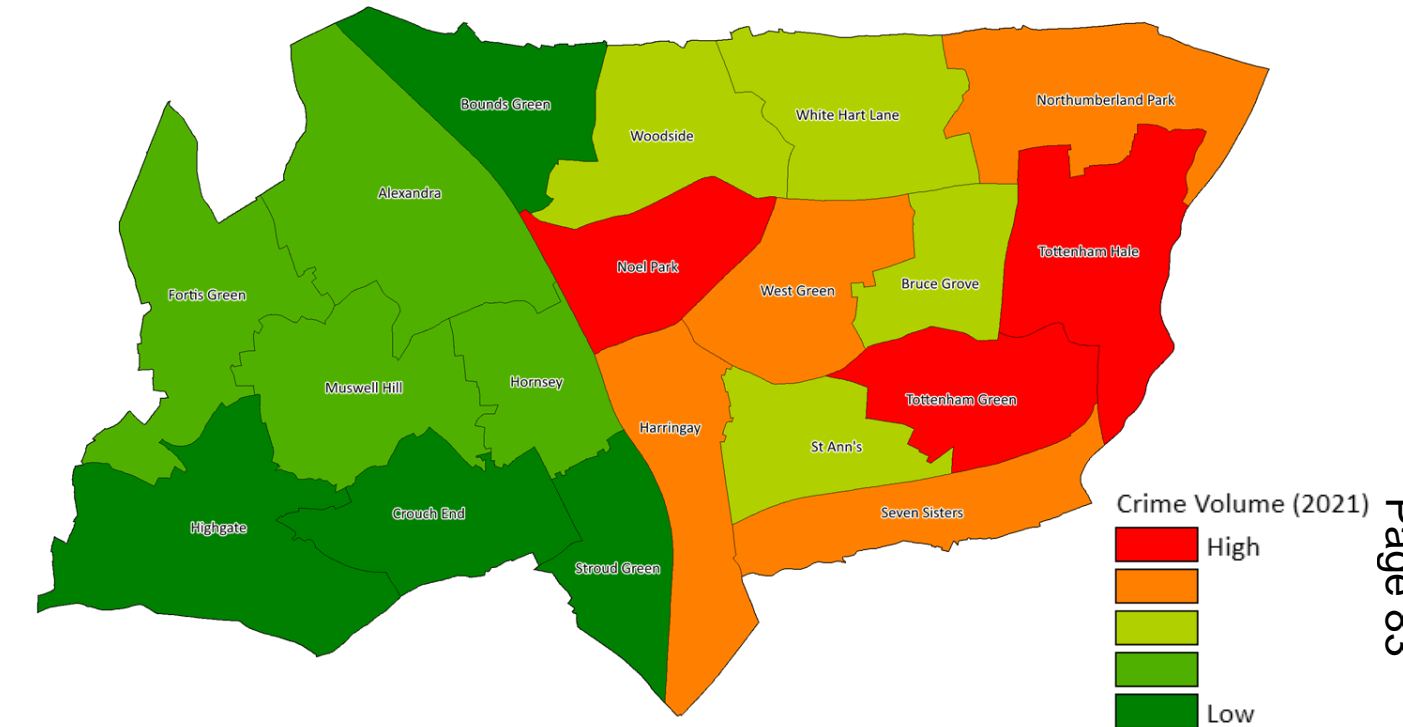
Theft of a Motor Vehicle

- Theft of a motor vehicle is defined as the criminal act of stealing or attempting to steal a motor vehicle.
- Haringey has experienced a 0.7% reduction in theft of motor vehicles during 2021. 11 wards recorded a reduction in theft of motor vehicle offences, with 7 experiencing an increase and 1 staying stable.
- 2021 levels of theft of motor vehicle offences were below the 5-year average.

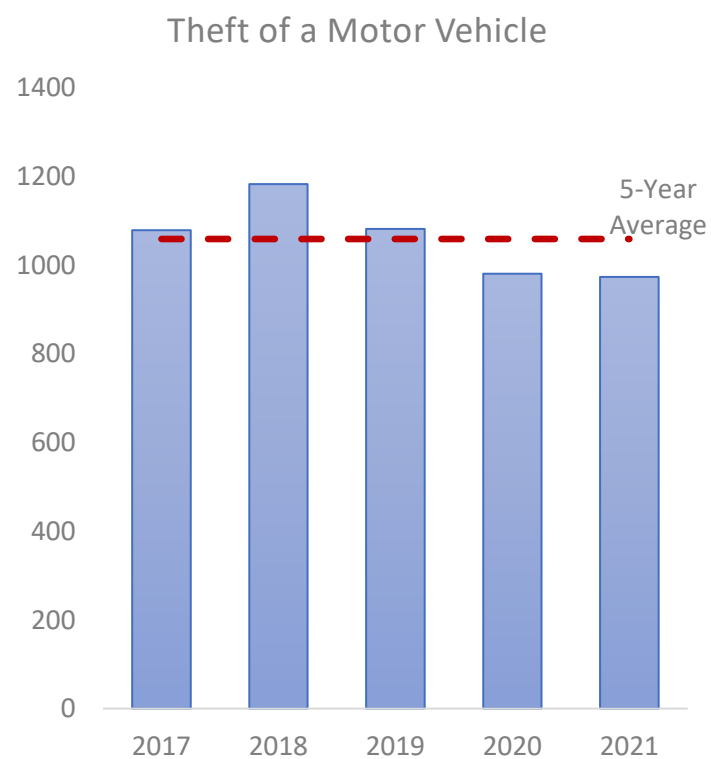


Robbery of Personal Property

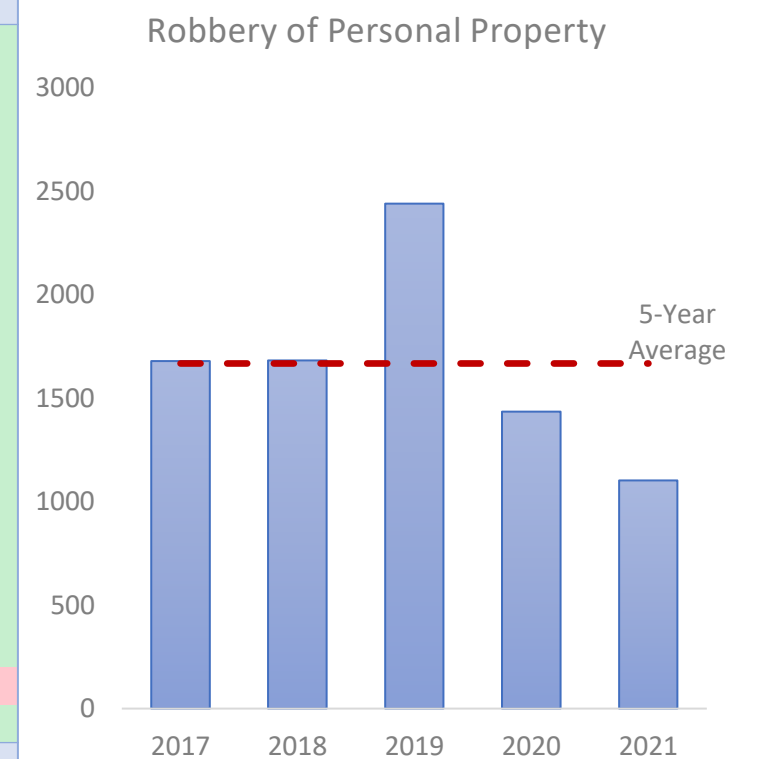
- Robbery of personal property is defined as theft from a person, where and immediately before or at the time of doing so, and in order to do so, the perpetrator uses force on any person or puts or seeks to put any person in fear of being then and there subjected to force.
- Haringey has experienced a 23.2% reduction in robbery of personal property during 2021. 18 wards recorded a reduction in robbery offences, with only White Hart Lane experiencing an increase.
- 2021 levels of robbery of personal property offences were below the 5-year average.



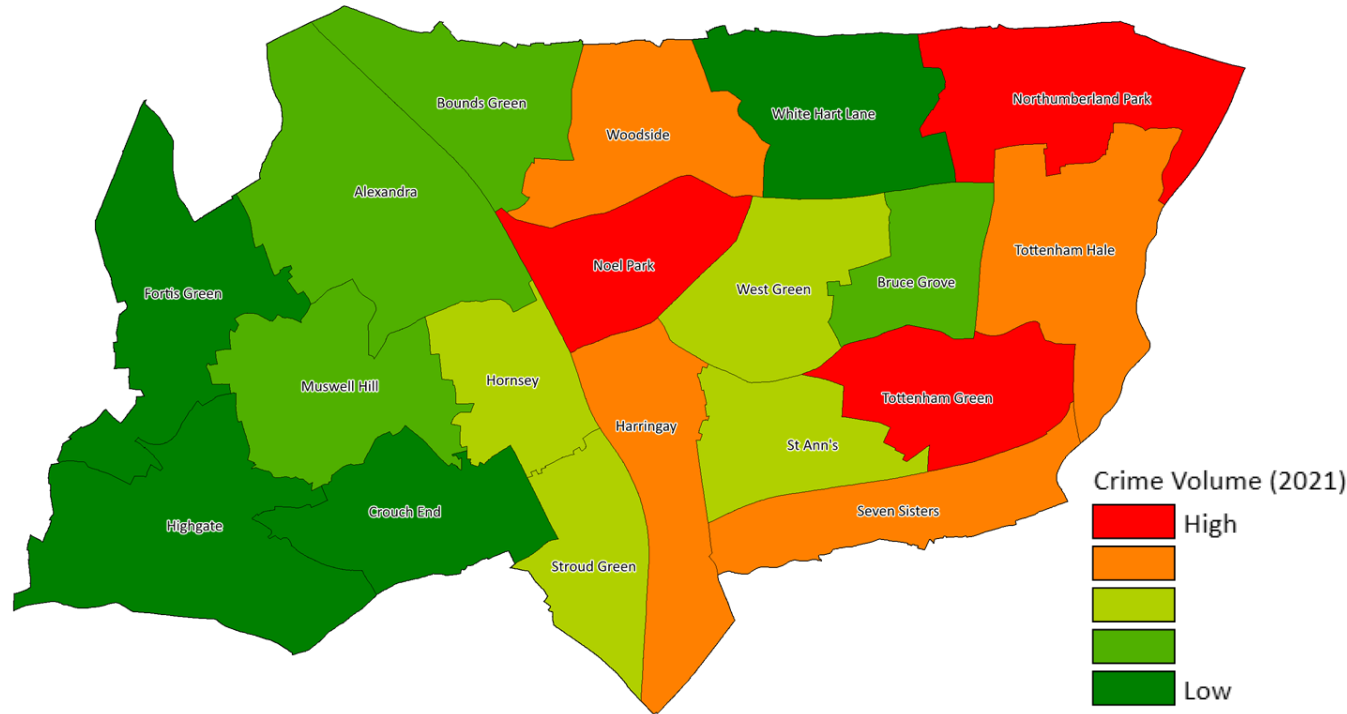
Ward	2020	2021	Change
Alexandra	52	49	-6%
Bounds Green	62	51	-18%
Bruce Grove	50	63	26%
Crouch End	36	34	-6%
Fortis Green	42	38	-10%
Harringay	34	43	26%
Highgate	39	36	-8%
Hornsey	39	24	-38%
Muswell Hill	50	36	-28%
Noel Park	44	44	0%
Northumberland Park	79	100	27%
Seven Sisters	66	56	-15%
St Ann's	56	54	-4%
Stroud Green	40	46	15%
Tottenham Green	72	78	8%
Tottenham Hale	56	65	16%
West Green	42	46	10%
White Hart Lane	64	63	-2%
Woodside	57	47	-18%
Haringey Total	980	973	-0.7%



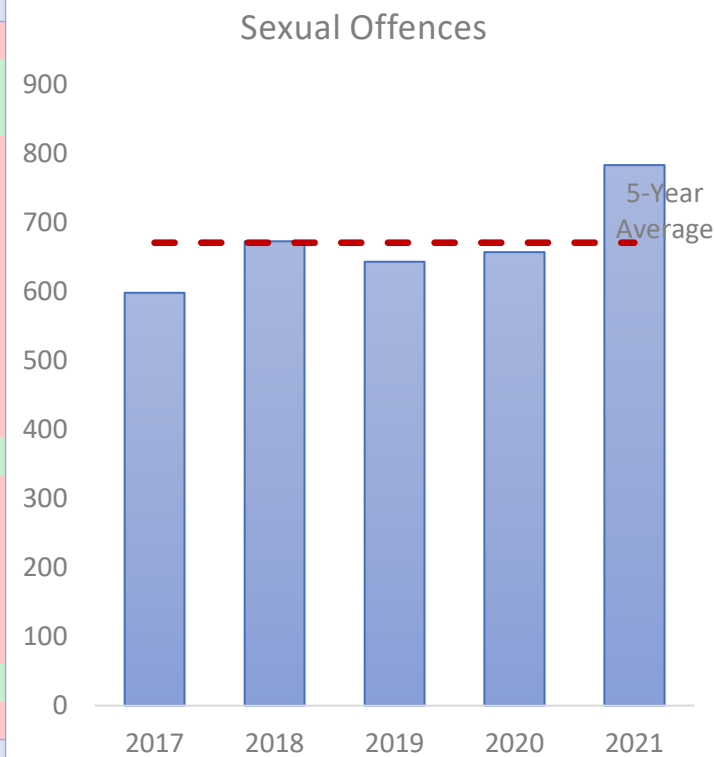
Ward	2020	2021	Change
Alexandra	50	37	-26%
Bounds Green	39	21	-46%
Bruce Grove	66	54	-18%
Crouch End	22	19	-14%
Fortis Green	33	30	-9%
Harringay	96	92	-4%
Highgate	21	19	-10%
Hornsey	45	27	-40%
Muswell Hill	39	36	-8%
Noel Park	117	96	-18%
Northumberland Park	154	84	-45%
Seven Sisters	105	72	-31%
St Ann's	86	67	-22%
Stroud Green	29	18	-38%
Tottenham Green	169	137	-19%
Tottenham Hale	156	114	-27%
West Green	104	81	-22%
White Hart Lane	43	45	5%
Woodside	61	53	-13%
Haringey Total	1435	1102	-23.2%



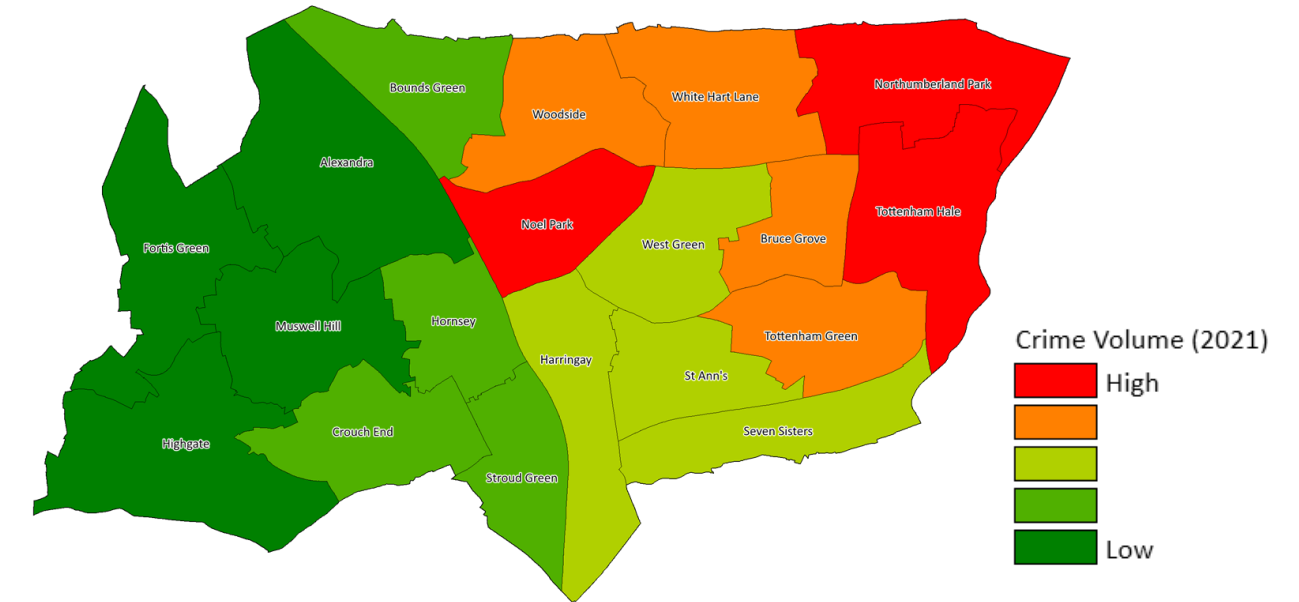
- There are a range of crimes that can be considered as sexual offences, including non-consensual crimes such as rape or sexual assault, crimes against children including child sexual abuse or grooming, and crimes that exploit others for a sexual purpose, whether in person or online. Crimes can occur between strangers, friends, acquaintances, current or ex-partners, or family members.
- Haringey has experienced a 19.2% increase in sexual offences during 2021. 15 wards recorded an increase in sexual offences, with 4 experiencing a reduction.
- 2021 levels of sexual offences were above the 5-year average.



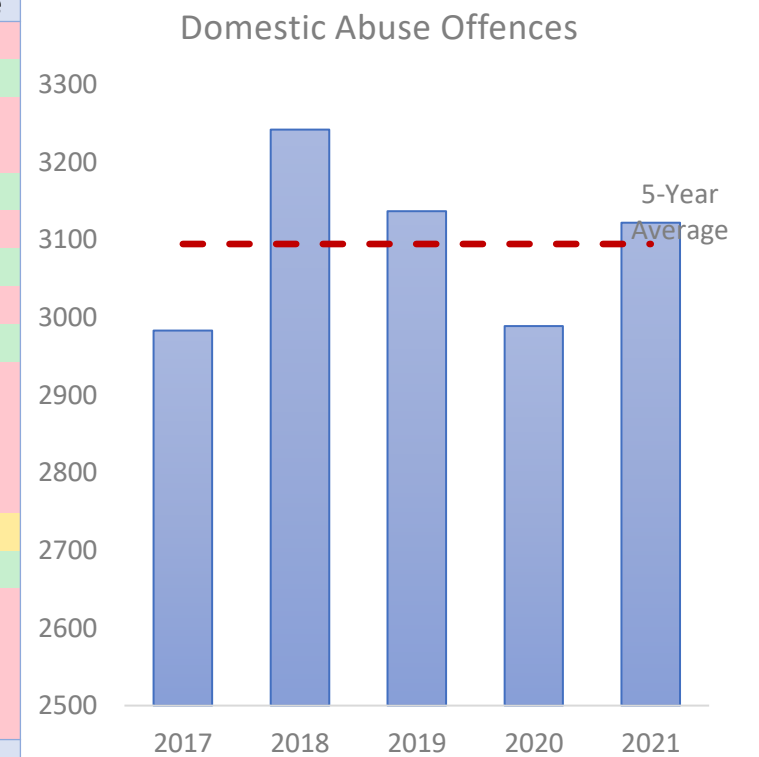
Ward	2020	2021	Change
Alexandra	14	33	136%
Bounds Green	36	30	-17%
Bruce Grove	40	31	-23%
Crouch End	10	24	140%
Fortis Green	18	26	44%
Harringay	43	46	7%
Highgate	14	15	7%
Hornsey	27	42	56%
Muswell Hill	8	28	250%
Noel Park	61	78	28%
Northumberland Park	52	63	21%
Seven Sisters	55	46	-16%
St Ann's	40	43	8%
Stroud Green	32	34	6%
Tottenham Green	43	63	47%
Tottenham Hale	51	60	18%
West Green	38	42	11%
White Hart Lane	28	23	-18%
Woodside	47	56	19%
Haringey Total	657	783	19.2%



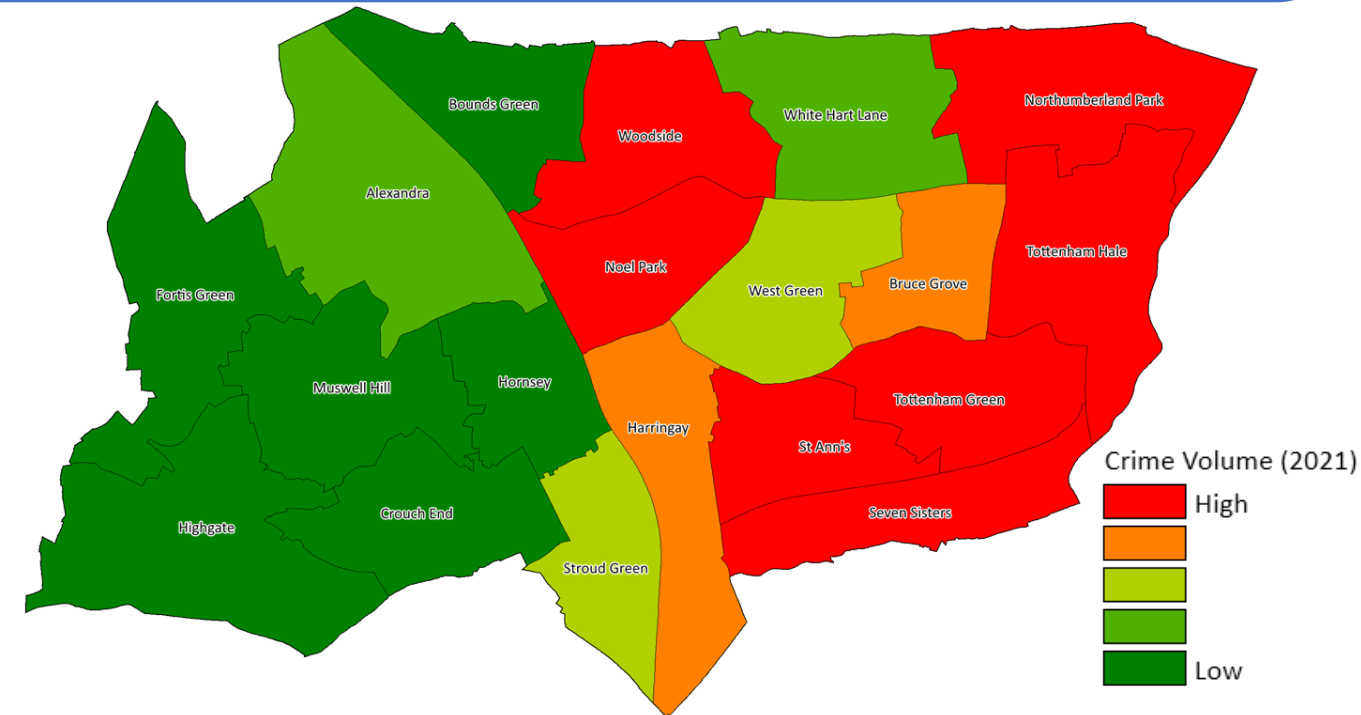
- Domestic abuse can be defined as an incident or pattern of incidents of controlling, coercive, threatening, degrading and violent behaviour, including sexual violence, in the majority of cases by a partner or ex-partner, but also by a family member or carer. Domestic abuse can include, but is not limited to, the following: Coercive control (a pattern of intimidation, degradation, isolation and control with the use or threat of physical or sexual violence); Psychological and/or emotional abuse; Physical or sexual abuse; Financial or economic abuse; Harassment and stalking; Online or digital abuse.
- Haringey has experienced a 4.4% increase in reported domestic abuse offences during 2021. 13 wards recorded an increase in reported domestic abuse offences, with 5 experiencing a reduction and 1 staying stable.
- 2021 levels of reported domestic abuse offences were above the 5-year average.



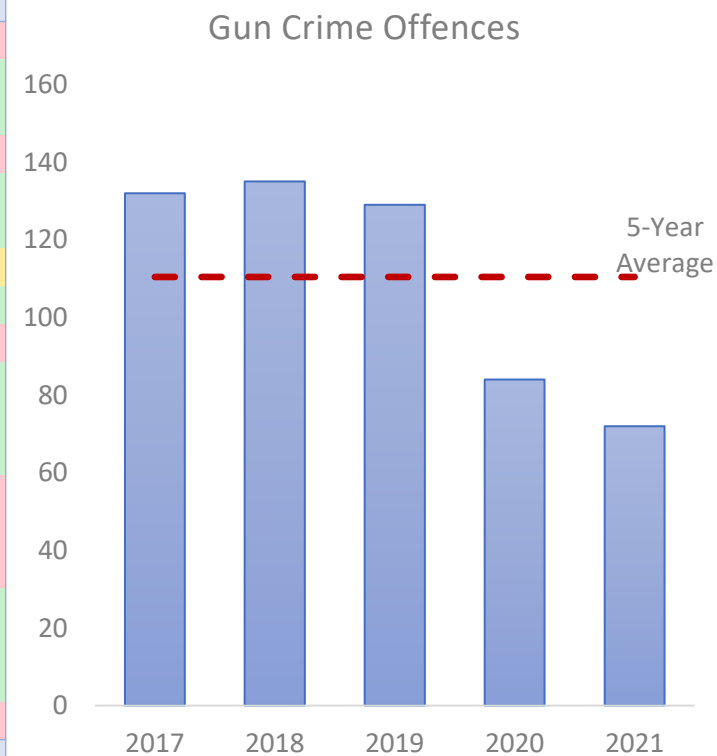
Ward	2020	2021	Change
Alexandra	50	67	34%
Bounds Green	192	140	-27%
Bruce Grove	193	223	16%
Crouch End	66	79	20%
Fortis Green	87	63	-28%
Harringay	133	183	38%
Highgate	70	61	-13%
Hornsey	131	158	21%
Muswell Hill	71	57	-20%
Noel Park	221	237	7%
Northumberland Park	300	309	3%
Seven Sisters	185	193	4%
St Ann's	171	180	5%
Stroud Green	83	83	0%
Tottenham Green	241	203	-16%
Tottenham Hale	263	293	11%
West Green	154	178	16%
White Hart Lane	179	210	17%
Woodside	199	205	3%
Haringey Total	2989	3122	4.4%



- Gun crime is crime in which guns are taken to be involved in an offence. A gun is taken to be involved in an offence if it is fired, used as a blunt instrument, or used as a threat. Where the victim is convinced of the presence of a firearm, even if it is concealed, and there is evidence of the suspect's intention to create this impression, then the incident counts. Both real, and fake firearms, and air weapons are counted within this category.
- Haringey has experienced a 14.3% decrease in gun crime offences during 2021. 11 wards recorded a reduction in gun crime offences, with 7 experiencing an increase and 1 staying stable.
- 2021 levels of gun crime offences were below the 5-year average.



Ward	2020	2021	Change
Alexandra	0	2	N/A
Bounds Green	4	1	-75%
Bruce Grove	6	4	-33%
Crouch End	0	1	N/A
Fortis Green	4	0	-100%
Harringay	5	4	-20%
Highgate	0	0	N/A
Hornsey	2	1	-50%
Muswell Hill	0	1	N/A
Noel Park	6	5	-17%
Northumberland Park	12	9	-25%
Seven Sisters	7	5	-29%
St Ann's	7	14	100%
Stroud Green	0	3	N/A
Tottenham Green	4	5	25%
Tottenham Hale	9	6	-33%
West Green	10	3	-70%
White Hart Lane	3	2	-33%
Woodside	5	6	20%
Haringey Total	84	72	-14.3%



In order to tackle priority crimes in the borough, a range of workstreams are being delivered across Haringey.

Haringey Community Gold (HCG)

- HCG is a programme of youth-facing (10 to 21) outreach and engagement service provision and delivered by nine locally-based partner agencies in the London borough of Haringey.
- The evidence makes clear that HCG programme has been able to provide an essential range of interventions to a vulnerable target group during a period of unprecedented social and economic hardship. Young people have been disproportionately affected by the economic and social effects of Covid-19 in general, while the risks associated with exposure of young people to violent crime are known to be more likely to affect those experiencing lower than average socio-economic conditions.
- Haringey Community Gold (HCG) is a co-produced partnership consisting of seven voluntary and community organisations (VCOs) and two public sector bodies collectively delivering the Mayors Young Londoners Fund programme, a programme that was set up to help children and young people to fulfil their potential, particularly those at risk of getting caught up in crime.

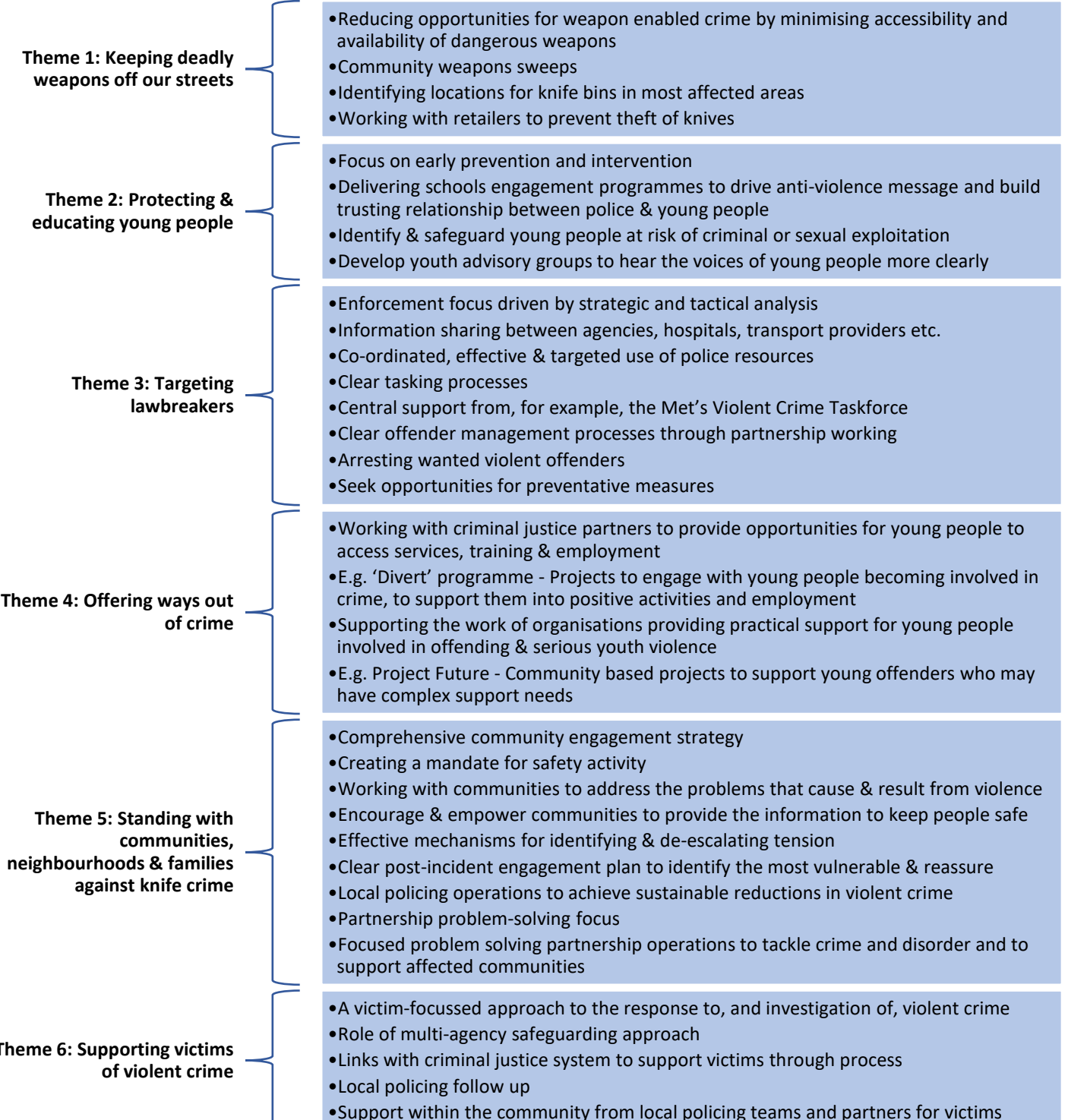
Integrated Gangs Unit

- The IGU is a multi-agency co-located gangs unit based at Wood Green Custody Centre. The IGU works with young men 11-25 years old who are either involved in gang activity or at risk of involvement.
- Working with key internal and external stakeholders, the Gangs team provides expertise, outreach and bespoke action plans to reduce risk, improve safeguarding and divert individuals at risk of gang related violence.
- The Gangs team also delivers bespoke gangs awareness programmes to schools, colleges and professionals across Haringey.
- Working closely with Children's Services around diversion and prevention and focussing on reducing exploitation, as part of the borough's Vulnerability, Violence and Exploitation Panel.
- The Gangs Action Group meets on a monthly basis with the objective being to use whole systems approaches to reduce violence vulnerability and exploitation.
- The key aims are to:
 - Identify individuals involved in (and those at risk of) gang related activity and serious youth violence
 - Establish and monitor intervention plans for identified individuals (including improving access to employment, education and training)
 - Demonstrate the impact of engagements and deliver long term change
 - Deliver more effective, joined-up enforcement and intervention responses

North Area Violence Reduction Group

- The North Area Violence Reduction Group (NAVRG) leads on the development, coordination and delivery of an agreed action plan to reduce non-domestic violent crime, especially knife crime and serious youth violence, across the Police Basic Command Unit (BCU), covering Enfield and Haringey Boroughs.
- Single, joint consistent action plan for Enfield and Haringey, the NAVRG takes a cross-border Public Health approach in line with new police boundaries, focussing on integrated partnership working.
- A locally developed plan for Enfield and Haringey; The Violence Reduction Plan is built around current and future activities that deliver against our strategic plans and will be delivery focussed and driven by a solid analytical base. There is dedicated co-ordination from both borough and the NAVRG will be proactively seeking opportunities to collaborative use of resources.

North Area Violence Reduction Group - Six themes to achieve a genuinely collaborative approach:



Violence Against Women and Girls (VAWG)

- Key workstreams to tackle VAWG in Haringey include:
- High risk IDVA service
- Medium floating support service
- Domestic abuse Multi-Agency Risk Assessment Conferences (MARACs)
- VAWG schools' work
- Perpetrator services

Drugs

- Illegal drug use harms communities both in terms of harm to individuals and exploitation resulting from the illegal drug markets. Drug treatment reduces crime fuelled by addiction and is effective in the disruption of drug markets, which are associated with child exploitation, violence and victims of crime.
- Haringey has invested funding in the staffing for the Criminal Justice Intervention Program, which works with the Integrated Offender Management team, gangs' team, police and probation to increase the number of criminals accessing and successfully completing drug treatment.
- This team's unique role is to address both substance misuse and offending with the aim of rapidly reducing reoffending by 43%. The ambition is that on completion of treatment 60% will not reoffend.
- The program has 4 primary elements: Test on Arrest, Required Assessment, Court Community Sentencing and Post Prison Rehabilitation.

Hate Crime

- Haringey has a robust, zero-tolerance approach to hate crime, which encompasses the below workstreams:
- Managing and coordinating projects that aim to prevent incidents of hate crime and extremism, see a reduction in these crimes and provide support for victims, the wider community, and partners.
- An extensive understanding of local issues, risks, vulnerabilities, and challenges for communities has been built upon and a network of community contacts to counter hate and extremism in all its forms has been established and used to enhance/advance community cohesion and consultation for community voice.
- Haringey works with the police, internal and external stakeholders and third sector partners to devise and lead partnership plans to address issues and offer viable solutions for both the victim and the community.
- Working with partners on cross-borough projects and initiatives to share intelligence relating to individuals/groups responsible for hate & extremism in vulnerable locations, with a focus on safeguarding and enforcement.
- Building and improving relationships with local communities, businesses, voluntary, community and faith organisations to raise awareness of hate crime and encourage reporting.
- Supporting victims of Hate Crime and providing expertise to ensure that appropriate actions are taken to meet the needs of victims or the wider community and to tackle the perpetrator.

Haringey Partnership Problem Solving Group

- Action focussed monthly meetings with key internal and external partners, to discuss and tackle ongoing and emerging ASB and criminality across the borough.
- Strategic Purpose and Framework:
 - To contribute to measurable reductions in crime, Anti-Social Behaviour (ASB) and increase public confidence by focusing on locations and issues of concern across the borough. In particular, the group will focus on reducing violence, vulnerability and exploitation.
 - To occur through timely information sharing and jointly agreed actions utilising a partnership problem solving approach. This monthly group is co-Chaired by the Council and Police.
 - The PPSG aligns with the current Police TTCG process and will take place during the fortnight following the TTCG meeting. Issues raised at one of these groups may also be raised at the other, if further support is required. This will be enabled through a consistent SPOC from both the Council and Police attending both meetings.
- Main Aims:
 - To identify existing and emerging problems and prioritise accordingly via data and information (quantitative and qualitative) from all partners, e.g., concerning individuals / locations / nuisance types and agree problem solving actions plans in response.
 - The group will oversee high profile partnership days/weeks of action, including seasonal activity, on the borough to impact on Crime, ASB and Confidence (through joint communications).
 - The group utilises a problem solving approach with a task and finish remit to resolve issues both in the short and long term. Some issues arising may require separate task and finish groups to be set up, which will report back to the group, e.g. concerning specific nuisance types.

Police and Partnership Operations

- Focus on violence suppression activities with partners and covert operations by police to disrupt robbery, drug dealing and violence, including a focus on areas such as Turnpike Lane and Northumberland Park.
- Alongside increased police visibility, as we continue to emerge from lockdown there will also be some further joint operations between the council and the police taking place with partnership colleagues.
- Partners include colleagues from Wood Green Bid, enforcement, CCTV, licensing, environmental health, parking enforcement, and our outreach services Haringey Community Gold and gangs workers.
- Operations using plain clothes and uniform neighbourhoods police officers will continue to focus on the key hotspot crime areas.
- Use of community and social media intelligence to identify emerging community/gangs tensions and local crime trends on a daily basis.

Communications

- Key stakeholder of North Area Violence Reduction Group, working with Council and Met Police comms to ensure key messaging around priority issues are disseminated through the community, to encourage the use of reporting mechanisms e.g. CrimeStoppers, Fearless.
- Aim is to improve awareness raising and communication around positive work Council is undertaking, to help improve community confidence.

Anti-Social Behaviour (ASB)

- Haringey Council has a dedicated ASB and Enforcement team, focussing on key community based anti-social behaviour incidents and noise complaint issues.
- We work working in partnership to prevent incidents and reoccurrence of ASB in our communities, acting immediately with legal action where we, the Council or the Police consider there is a significant risk of harm, or a serious criminal act has been, or is likely to be committed.
- Our officers prosecute ASB and noise cases and convene community meetings to listen to the views of our communities and residents and take appropriate action.
- We work with vulnerable customers, both victims and perpetrators, and partner agencies to provide a holistic and appropriate response to ASB.
- Inspiring confidence amongst residents to report ASB, domestic abuse and hate incidents and that these behaviours will be challenged by responding quickly and robustly to incidents of ASB, domestic abuse and hate crime and user feedback, ensuring complainants are kept informed of actions taken.
- We use all available legislation and other tools to assist us in developing an effective approach in the prevention and management of ASB while ensuring any action is reasonable, proportionate and necessary
- Additionally, Haringey works closely with the Victim Support Service, particularly through the ASB caseworker project.
- This project works with those involved in high risk ASB situations, as assessed via a Vulnerability and Risk Assessment Matrix to work with other agencies for a co-ordinated response to increase the victim's safety, increasing confidence in reporting and working to assess the victim's quality of life and assist in improving the victim's health and emotional well-being.

Schools Engagement

- Continued work around development of Safer Routes, linked to key risk areas and schools disproportionately impacted by youth crime.
- Resumption of schools' programme with a focus on knife crime awareness, CSE, gangs and healthy relationships.
- Ongoing work with further education establishments to address and reduce risk factors linked to youth crime.

Local Engagement

- Local police and partnership engagement with key community groups and stakeholders continues, with the aim of listening and responding to their concerns, on ward by ward basis.
- The annual Summer Programme ensures there are positive activities available for young people in our parks and open spaces, youth clubs and other facilities to act as a positive diversionary focus during the key summer months.
- The police have developed a local violence suppression plan, which will target resources to key identified hotspots areas in the borough and will work alongside partnership colleagues for a holistic approach to reducing harm and risk to young people.

HMP Pentonville Prison Link Worker

- The key components of this workstream focus on the continued custody to community transition. Young people who are serving custodial sentences or on remand at HMP Pentonville interface with this work and the work of the Haringey Integrated Gangs Unit and support the IOM approach to reducing re-offending.
- The Prison Link Worker role is embedded at HMP Pentonville and provides additionally to the IGU in terms of both custody interventions and pre-release support.
- The overall aim is to work alongside Probation/police, & voluntary sector partners/co-commissioned services to deliver enhanced "whole systems" approaches to male and female service users that focus on their criminogenic need and social re-integration.

'Through My Eyes' Programme

- As part of the work of the Integrated Gang Unit (IGU) and following rises in prison-based violence, we have established the 'Through My Eyes' Pentonville Prison Programme.
- The Programme is delivered directly to inmates either involved or at risk of involvement in gangs and serious youth violence who are often segregated from prisoners in local rival gangs.
- The main strength of the Programme is that it is co-produced with the inmates. The aims and objectives of the programme are primarily aimed at:
 - Reducing gang activity and violence both within the prison setting and the wide community
 - Reducing reoffending and contributing to the rehabilitation of offenders.
- The purpose of the group is to facilitate and create a positive and meaningful voice and outlet for inmates in order for them to create a better environment and understanding of their criminogenic issues.
- Sentenced prisoners are encouraged to take responsibility for their crimes, and actively engage in activities to prepare them for release.
- Our vision is to encourage Inmates who have participated in the programme to act as community ambassadors on release, especially in reducing tensions between rival groups and discouraging the exploitation and grooming of younger more vulnerable peers in their communities.

Project Future

- Project Future is a coproduced community partnership project between Barnet, Enfield and Haringey NHS Mental Health Trust, Haringey Local Authority and the mental health charity Mind in Haringey.
- The project specifically works with socially excluded young men in one of our most challenging wards, aged between 11 to 25 who have been involved in or impacted by serious youth violence and offending.
- Project Future works alongside young men to improve their psychological, emotional and physical well-being, increase their access to education, employment and training, and encourage life stability with the aim of such support reducing young people's need to get drawn into cycles of offending and violence.
- A primary focus of the work is to wrap therapeutic psychological support around all help and activities delivered in the project, attending to young people's emotional and developmental needs, as well as practical issues of self-care and safety.

Oasis Youth Support (OYS) at North Middlesex University Hospital Project

- Oasis Youth Support (OYS) based at North Middlesex University Hospital is a project run in partnership with North Middlesex Hospital, London Borough of Enfield, London Borough of Haringey and Mayor's Office for Policing and Crime.
- It was set up in 2014 to address the increasing need to support young people attending the Accident and Emergency Department through violent crime or youth on youth violence.
- The project offers young people between the ages of 10-24 the opportunity to engage in a 1:1 support programme with a Youth Worker. This work has proved to be transformative for young people who have been victims and/or perpetrators of crime.

For more information, please visit:

www.haringey.gov.uk/community/community-safety



Haringey
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Haringey Youth Justice Strategic Plan 2022-2023



Annual Youth Justice Plan

Service	Haringey Youth Justice Service
Date	19/05/22
Service Manager/ Lead	Sheri Jiwany-Burnett, Service Manager: Youth Justice
Chair of YJS Board	Ann Graham, Director of Children's Services

DRAFT

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1 INTRODUCTION, VISION AND STRATEGY

1.1 INTRODUCTION

Welcome to the 2022-23 Haringey Youth Justice Annual Strategic Plan.

The Youth Justice Service (YJS) Strategic Annual Plan gives an overview of the work of the Youth Justice Service in Haringey:

- The governance, leadership, and partnership arrangements
- Recovery from Covid 19 Pandemic
- The vision and priorities for 2022/2023

Haringey Youth Justice Service has striven to provide an effective service in the last year. This year has continued to be a very challenging and unprecedented year due to the ongoing pandemic and, despite this, achieved much. The achievements for children through a range of interventions and the service's widely recognised work on disproportionality and racial disparity, expansion of our community reparation projects including our recent partnership with the Food Bank at the Selby Centre, and our unprecedented attendance and positive outcomes from group programmes including a half termly stop and search workshop with the police.

This report highlights the progress over 2021 to 2022, which has been driven through our core strategic objectives of the youth justice system – to prevent and reduce youth crime, safeguard children and young people at risk of, or involved in, offending and protect the public from harm.

This work continues to be overseen by the Youth Justice Partnership Board (YJPB) whose strategic role is to work as part of a wider partnership system to prevent offending and re-offending by children and young people under the age of 18, to ensure

that custody is the last option and that children and young people are safe, secure with interventions that address the causes of offending behaviour. Haringey YJS remains part of the Children and Young People's Directorate located within the Early Help, Prevention and SEND Division.

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

- Reducing the numbers of children and young people who become first time entrants (FTE's) to the Youth Justice System
- Reducing the use of custody
- Reducing children and young people re-offending

This year has continued to be challenging due to the complexity of the children and young people's lives that we work with, the increase in serious youth violence and the ongoing pandemic in Haringey and across London. Competing demands and budgetary pressures have impacted on all partners, despite this, there is strong commitment from the Youth Justice Partnership Board to continue to ensure that the impact on front line services is kept to a minimum.

This report reflects the successes of our partnership activity and outcomes for our children and young people. It also sets out our vision as a partnership and ambition for sustainable improved outcomes for keeping children and young people at the heart of service planning and delivery.

On behalf of the Partnership Board, we would like to thank all colleagues and partners for their ongoing dedication and commitment to support children and young people to prevent and reduce offending.

Priorities for the coming year include building our partnership response in addressing issues of youth crime, serious youth violence and the delivery of essential services to the youth justice cohort. The Police, Children's Services, Education, Health Services, Probation, Community Safety, and voluntary sector providers will work together to ensure delivery of high quality and effective services to children, their families and the victims of offending.

In 2022-2023 our plans include:

- To embed Haringey's commitment to "child first, offender second" within our wider partnership.
- To continue to reduce levels of serious youth violence and knife crime
- To improve outcomes for our most vulnerable cohort of young people within the youth justice system (LAC/ SEND).
- To extend the management board's understanding of the children and young people that are in custody, on remand and serving custodial sentences to a greater depth to inform future commissioning, planning and delivery of services.
- Continued focus on reducing disproportionality amongst Black and Asian Minority Ethnic young people within the criminal justice system,
- Working with partners across the system to reduce the disparity on permanent school exclusions for children and young people within the YJS cohort.
- A focus on developing and sustaining parental support across the Early Help and Community Safety partnership, Community and Voluntary Sector.
- A focus across the partnership on early intervention and prevention to reduce offending and reoffending by children using a multi-agency whole family approach

- A focus on improving health outcomes for young people within the criminal justice system,
- To review the National Standards Audits to evidence, impact and demonstrate direction of travel, using findings to inform future planning,
- Embedding a living with covid recovery model that focuses on improving outcomes impacted by the pandemic.

**Child first,
offender second**

On behalf of the Management Board, I am pleased to present Haringey's Youth Justice Strategic Plan for 2022-23.

Ann Graham

Director of Children's Services – London Borough of Haringey

1.2 VISION AND STRATEGY

Haringey Youth Justice Service have proven that in the most trying of circumstances we were able to deliver a strong, flexible and responsive service to our young people.

1.2.1 THE VISION

- Reaffirms our commitment to Child First principle.
- Collaboration and partnership are at the heart of what we do to ensure our children will receive the support they need to succeed and improve outcomes.
- We will continue to listen to, empower and enable our children, young people and families to be a part of the solutions.
- We will continue to address, challenge, and understand how we as a partnership can effect change for our global majority young people who are disproportionately marginalised.

- We will continue to work to prevent offending and re-offending by children and young people, ensure custody is the last option for them, and that they are safe, secure and we are addressing the causes of their offending behaviour.
- We will strive as a partnership to be creative and innovative in our approach and practice in supporting our children in a holistic and constructive way.

1.2.2 THE STRATEGY – OUR PRIORITIES FOR 2022 - 2023

- To continue Haringey’s commitment to “child first, offender second” culture, which is managed through a trauma-informed, contextual safeguarding and whole family approach to assessment intervention and delivery.
- A continued commitment to reduce levels of serious youth violence and knife crime in the borough as a means of increasing community safety and reducing the safety and well-being concerns relating to young people.
- To improve outcomes for our most vulnerable cohort of young people (Looked After Children, those with SEND, subject to child protection plans in terms of engagement and attainment within Education, Employment or Training, health and improved health and wellbeing.
- To extend the management board’s understanding of our cohort of children and young people that are in custody, on remand and serving custodial sentences to a greater depth to inform future commissioning, planning and delivery of services.
- Underpinned by Haringey’s Early Help Strategy and Youth at Risk Strategy, to embed a prevention approach within the YJS. Using a team around the family approach to ensure wider issues within the family network are considered fully and addressed to improve outcomes for children and young people. Embedding a “whole family approach” to empower families to work alongside us and be the drivers for effective change in their children’s lives.
- To increase our preventative work with our Out of Court offer, specifically with the work we will do with children and young people who are issued with community resolutions, released under investigation and are the siblings and peers or those within the criminal justice system.
- A continued key focus on disproportionality and racial disparity. The wider partnership will consider the issue from their individual areas, being informed by their own agencies captured data, ensuring the issue is being addressed at all levels both strategically and operationally with shared ownership and accountability.
- Increase the focus on disproportionality within exclusions, raise aspirations and continue to increase the numbers of children and young people in education, training, and employment.
- Increase the focus of disproportionality within the context of remands into custody, with a focus on the cohort of isolated families with limited networks who are at risk of youth detention.
- To gain a better understanding of the levels of Stop and Search for young people in Haringey and address the impact in terms of disproportionality and racial disparity as well as the impact of the lived experience on our young people.
- To embed a robust wellbeing offer within the YJS. This will include CAMHS, Liaison and Diversion,

- SALT, Physical Health and Substance misuse support.
- To focus on restorative justice throughout the service and the partnership, increasing the number of victims engaged and promote the value to the restorative process.
 - A concentrated emphasis on constructive resettlement, with the support of our partners in the prison service, social care, health, education and housing. To also continue this emphasis beyond the scope of resettling children from custody, but to include intensive YJS work, lengthy community orders and young people transferring to adult services.
 - Increase and strengthen the participation and voices of children, young people and their families.
 - The YJS will continue to focus on the living with covid 19 recovery model to ensure that children, young people, and their families are receiving the support required YJS are continuing to develop a flexible and responsive service (virtually and in person). Making best use of local hubs to meet children and young people within their communities to avoid unnecessary travel and increase engagement is critical.

(Refer to Appendices for Partnership Plan, YJS Operational – Improvement plan)

2 LOCAL CONTEXT

2.1 LOCAL CONTEXT

Haringey is an exceptionally diverse, young, and fast changing borough. One in five residents are under 18 years of age. There are 56,718 children in Haringey aged 0 -17 representing 21% of the borough population. 67.1% of Haringey's population are from global majority – ethnic background, compared to 60.7% in London. The total population of Haringey is 282,904 which continues to increase annually. 55% of Haringey residents aged between 10 and 17 are from global majority ethnic back grounds

- There are over 180 languages spoken by Haringey residents and for 30% of our residents English is not their first or main language
- Haringey is the 5th most ethnically diverse Borough in the country
- Haringey is the 6th most deprived borough in London, this is particularly prevalent in the North-East of the Borough
- The number of individuals claiming Universal Credit increased 138% between March and August 2021. The rise has been driven by 25–34-year-olds and women
- The wards in Haringey with the largest increases in claims are Tottenham Green, Tottenham Hale, Seven Sisters, St Ann's, Bounds Green, Woodside, Northumberland Park, and Noel Park
- 696 additional households (553 children) have been affected by the benefit cap, an increase of 150.3%

2.2 OVERARCHING PLANS AND STRATEGIES

A wide range of Haringey strategies and other initiatives outlined below, which have been informed by local residents, communities and partners are pertinent to this strategy and have informed the development of our priorities within our Youth Justice Strategic Plan:

- The Borough Plan 2019-2023
- Haringey Early Help Strategy 2021-2023
- Haringey Young People at Risk Strategy 2019 – 2023
- Alternative Provision in Haringey: A Model for Change 2020-2023
- Haringey's Health and Wellbeing Strategy 2020-2024
- Haringey Edge of Care Strategy – In consultation

Haringey's Borough Plan 2019-2023 is made up of five priorities with this strategy underpinned by the 'People' Priority.

This priority recognises the importance of providing help at an early stage, before problems become entrenched, which means us all working together alongside our communities, responding to early warning signs that individuals or families may need help wherever people encounter us. This priority also brings different areas together where we are tackling problems which cut across different parts of the public and voluntary sectors. It encompasses our work to achieve the following outcomes for our residents and communities and therefore contains our strategic outcomes for all children and young people living in Haringey, these are:

- Best start in life: the first few years of every child's life will give them the long-term foundations to thrive.
- Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks, and communities.
- Every young person, whatever their background, has a pathway to success for the future.
- All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities.
- Strong communities where people look out for and care for one.

Haringey's Early Help strategy brings together our partnership response to support children, young people and their families using a 'team around the child and family' approach. This strategy has been informed by what our children, young people and families tell us, what our performance data tells us and our quality assurance activity.

Our vision is of a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential. We do things the 'Haringey way', which means:

- our behaviours reflect our values
- we have a strength-based approach
- relationships are the intervention

3 CHILD FIRST, OFFENDER SECOND APPROACH

Haringey Youth Justice Service continued commitment to the principle of Child First is at the heart of all our work.

We see children as children: It is our priority to have the best interests of children at the forefront of our work. We continue to champion and recognise difference by ensuring our assessments, plans and interventions are pitched to always recognise needs, abilities, strengths, and potential. All work is child-focused, and we are working towards ensuring that it is also fully developmentally informed. Our pre-sentence report template continues a child first focus and is receiving excellent feedback from District Judges and Bench staff at Highbury Corner Youth Court. By strengthening our partnership with the Youth Service, we will have a greater focus on evidenced based youth work interventions in 2022/23. Participation is a key priority of our work going forward with four specific participation and engagement events planned in 2022/23 to ensure that children's and young people's lived experience are heard and impactful influencing service delivery.

We support children and young people to develop pro-social identities for positive outcomes: Haringey Youth Justice service operates a strengths-based approach to our work with young people and their families this means understanding our young people as whole systems who have strengths that we can build on to create robust plans of intervention. In doing so we promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance from offending and problematic behaviour. We aim to ensure that our work is constructive thoughtful and built on supportive relationships that empower children to fulfil their potential and make positive contributions to society. Key examples of this is our work with 'Wipers' and the 'Ether' Project, our focus on youth participation and understanding that traditional "offender behaviour" style interventions is not a one size fits all. We hold many Court Orders where the work is specialist, therapeutic and creative, we understand that children need a tailor-made approach to develop good relationships and create positive outcomes collaboratively.

We always collaborate with children and young people: Haringey YJS encourage children's active participation in engagement. Our work focuses on meaningful collaboration with children and their parent/ carers. A key message of our strategy for 2022 will be to support parents and carers to be in the driving seat for their children's positive change, empowering young people, and their families to work with us to co create solutions. This will be implemented by creating a multi-agency "team around the family" approach to planning interventions.

We ALWAYS promote diversion: Promoting a childhood diverted from the criminal justice system approach, is essential to the child first principle. We ALWAYS use pre-emptive prevention and diversion (OOC), where possible and appropriate. We have a strong focus on our most vulnerable cohort of children in care advocating strongly that work with them minimises criminogenic stigma from contact with the criminal justice system.

The voice and lived experiences of children and young people are paramount in our work. As a partnership management board, we have explored options to create that critical golden thread between our children/ young people and the board. We will hold quarterly participation sessions with young people using the round table discussion model, to hear experiences, gain views and ideas on how they would like to see services operate and influence operational and strategic decision making.

As a Children Services directorate we are committed to

- Listen to and value the thoughts, feelings and wishes of all children, young people and families who use our services. We ensure that we consider these views when making decisions and explain why decisions are made.
- Involve children, young people and families in the planning, development, improvement, and delivery of our services.
- Use simple and creative ways for all people to be involved.
- Be open-minded and ambitious about what can be achieved. We will be clear from the start and throughout about what we can do allowing time, resources, and the law. We will be clear why things are happening.
- Communicating clearly in a way that is suitable for the people we are working with.
- Learning from compliments, complaints, and comments to improve our services and providing feedback.

The YJS capture children and young people's feedback in many ways including:

- Participation sessions
- Survey Monkey feedback forms
- Communication relevant to the Children & Young People individual needs
- Direct Work Tools
- Maintaining curiosity and always checking in and asking including exit interviews
- Ensuring plans are signed off and agreed to by young people
- Completing regular "over to you" questionnaires
- Child or Young Person led meetings
- Including children and young people in our recruitment processes
- Exit interviews
- Advocacy and Complaints procedure
- Our social media presence is in its infancy and young people's participation will be integral to growing this area of the YJS

The Youth Justice Partnership Board will have a regular space where young people's feedback and views are compiled into a quarterly report/presentation along with tangible ways in which that feedback can be implemented into service delivery.

For example, in 2021 the YJS asked young people to take part in the recruitment process for the Head of Service. Not only did the young people directly contribute to the recruitment decision but they also used that opportunity to share their views on the YJS. This information resulted in a clear focus on creating more youth work-based activities for young people in our cohort. Having a focus

on young people gaining joyful experiences and positive activities, is a great way to break down barriers, but also be incredibly trauma informed. Over 60% of our cohort are rated high risk for safety and wellbeing, this is largely due to many long-term pressures and adverse childhood experiences. We also have a large cohort of children and young people from the Afro Caribbean diaspora, and “adulthood” bias is something that this cohort sadly experience regularly. As a YJS we are committed to always challenging this when we see it. As part of our training plan, in house workshops will be delivered to continue to work with staff to strengthen our skills further to recognise, advocate and challenge when they see it. Creating opportunities for our young people to connect to fun youth-based activities therefore is also critical to our work and relationship-based practice. As such part of the operational YJ plan for 2022/23 ensures a regular space for joyful positive activities and to continue to build a stronger partnership with our colleagues in the youth service.

Our young people said, “We’d like to do more fun stuff”. As a result, YJS in partnership with Wipers planned a go karting trip which was organised as a reward for completing an 8-week programme.

4.1 FEEDBACK ABOUT YJS STAFF



Feedback about Participation Event

- “Why do the meetings have to be so long”?
- “duration of appointments is drag”!
- “We have to come what can change that”
- “I didn't know there was a choice” (when asked about interventions)
- “it's calm to do activities but not like repetitive”
- “We liked the go karting”!
- “Yeah, YOTS good in that way it stops you from going jail and that, obviously YOT workers come court and they will talk for you, they are good at that”

Feedback about Boxing at Selby

“I’m enjoying in terms of the benefits...feeling fitter and learning how to focus myself”?

IMPACT:

One young person has had issues with experiencing feelings of sickness which overwhelmed them, and this has had an impact on his school attendance. He has been making an effort not to let this stop him going to the Boxing sessions and this has helped him realise that he can put the same effort into going to school and his school attendance has improved markedly in the last few weeks.

Another young person told us the benefits of working with the Boxing coaches so much has been that he has started to attend the club on other nights of the week, not just because of his YJS appointment but because he

Feedback from Exit Questionnaires

“I felt the group work programmes were helpful and i felt welcomed as my point of view were heard”?

“Supported me to attend football trials”

“I can’t think of what stands out the most everything was helpful”

“Getting help to don’t still and to put more focus on my baby and future”

“I enjoyed the Ether Project as it teaches us stuff you don't learn at school as it is aimed black people”

“I think I was supported by a variety of different programmes and interventions which is good”

“Be less on the road and focus on goals plans and ambition” on what would make them stop offending”

“Helped me to think more about how my emotions can affect my behaviour”

Feedback regarding stop and search with the Police

“The police take your stuff I’m still waiting to get my stuff back”

“I have not met a kind police officer, quiet ones but not kind”

“The vest and big boots give them power”

“I don’t like it, but it is what it is”

4.1.1 MANAGEMENT RESPONSE TO FEEDBACK

Comment	Response
Length of sessions	Ensuring we are clear with young people how long they need to spend with us per session. We are also mindful to learning style and neurodiverse needs to ensure that we do not overwhelm young people's ability to concentrate and absorb the sessions
"we have to come what can change that"?	Having a greater focus on building on strengths, the future; seeking out what young people enjoy as well as working closer with our colleagues in the Youth Service to ensure that young people feel that they are getting the most out of their experience with us.
"I didn't know there was a choice"	Putting young people in the driving seat of their plans ensuring their participation by developing family lead Planning Meetings
"it's calm to do activities but not like repetitive"	Gathering feedback at all stages of a young person journey will help the YJS ensure that we are getting fresh feedback about activities for young people. We will also work closely with our colleagues in the youth service to create a more inclusive offer for a young people and diversify our offer to them
the police take your stuff I'm still waiting to get my stuff back	This was a unanimous piece of feedback we are gathering on all cases and advocating for our children – this information is also being shared at Board level as from June 2022 participation feedback will be a standing agenda item so that senior custody police officers can effect change based on the feedback collected
Relationship with Police	We plan to work with our police colleagues to develop a community relationship group work specifically for our cohort
Stop and Search generally	We continue to deliver half termly Stop and Search workshops co delivered by YJS and the Met Police working with young people around this critical issue, building understanding and relationships

5 GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

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 performance against both National and Local Indicators receiving for scrutiny, comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Ensure that the YJS are delivered within the allocated budget and complies with the YJB grant conditions.
- Oversees the implementation of the Annual Strategic Youth Justice Plan.
- Ensures key agencies representation at an appropriate level on the Partnership board.
- Investigates areas where performance is poor to ensure its analysis informs partnership developments.
- Ensures that the YJS is fully integrated and able to influence strategic developments with which partners are engaged. Specifically, Haringey Young People's Strategy, Haringey's Corporate Strategy, The Young People at Risk Strategy and the Early Help Strategy
- Safety for all, a place where everyone feels safe in their homes and communities,
- Opportunities for all, a successful place for everyone

As a partnership board we ensure that we achieve our Annual Youth Justice Plan strategies and priorities as set out in our Partnership plan and are mindful that individual Board members should:

- (For Statutory Partners) be of sufficient seniority and decision-making authority as to enable necessary partnership developments
- be advocates for the Haringey Youth Justice services and their parent organisations and networks
- take steps to actively understand and support practice and strategy development in Haringey youth justice services
- Steering the cause of victim safety for the young people of Haringey
- To continue to challenge, address and support the elimination of disproportionality for children and young people in Haringey

See Appendix for Board Membership and updated Terms of Reference.

5.1 PARTNERSHIP ARRANGEMENTS

Safeguarding

There is a joint protocol between Children's Social Care and the YJS. In addition, there is membership from Youth Justice Service senior management on the Safeguarding Children board.

Looked After Children

YJS report to the Corporate Parenting Advisory Group (CPAG) and operationally the YJS staff attend LAC meetings as necessary both in the community and custody settings.

MACE

YJS representation at the MACE meetings to contribute to information sharing about victims and potential perpetrators of child exploitation. Whilst also having a focus on key locations that need to be targeted.

PREVENT

There is an operational representative from the YJS that works directly with those delivering the Prevent agenda and ensuring that the agenda is embedded into the service delivery.

MARAC

The YJS also now attend MARAC operational meetings when Children and parents known to the service.

MAPPA

YJS management representation at MAPPA level 2 meetings where Children from the YJS are being discussed. All level 1 screenings/threshold forms are shared with the MAPPA administrator.

Supporting Families

There is representation within the Early Help Partnership Board which oversee the work of the Supporting Families programme.

Gangs Programme

YJS representatives sits on Gangs Action Group panel and the Exploitation panel so that there is a link between these panels and the serious youth violence.

CAMHS & Substance Misuse

There is strategic partnership between CAMHS and substance misuse services where regular meetings take place to review service delivery. The YJS partnership management board have a good representative from the public health and health commissioning partners.

Community Safety & Early Help

Strategic leaders from the YJS sit on the Community Safety Partnership board and Haringey Early Help Strategic Partnership Board and contribute to the delivery of the Young People at Risk Strategy and Haringey's Early Help Strategy.

6 RESOURCES AND SERVICES

6.1 2022/23 BUDGET

Agency	Payment in Kind	Other delegated funds	Total
Police and Crime Commissioner	£190,750		£190,750
Probation	£35,208		£35,208
Health (Clinical Commissioning Group)	£55,000	£18,000	£73,000
Local Authority		£1,102,274	£1,102,274
YJB		£545,652*	£545,652*
Other (NHS England L&D post)	£56,000		£56,000
Public Health School Nurse Substance misuse	Series of commissioned contracts		
Total	£336,958	£1,665,926	£2,002,884

**The YJB have not yet confirmed what our grant will be for 2022/23 however have written in April 2022 to agree that we should plan our finances based on the exact amount we received in the previous financial year*

The Youth Justice Service is exploring a remodelling of services which will invest in resources, increasing capacity to deliver early intervention and prevention approaches, underpinned by a systemic whole family approach.

The current structure does not fully allow for us to explore and address the growing need for specific youth crime prevention work, work with children on the periphery of youth crime/ serious youth violence and or in proximity, such as young people who receive a community resolution or siblings of our main cohort. The current structure is a more “traditional YOT” which focuses on young people and does not have the defined space to explore the vital work that needs to be done preventatively with families. The proposed remodel seeks to redirect existing resources but refocus the work on a more preventative and whole family approach.

The remodel will give Haringey the opportunity to have a bespoke prevention arm to the Youth Justice Service, being able to utilise existing specialised skills and knowledge to address a clear need for youth crime prevention work within the borough, aligned with the Young People at Risk Strategy, Supporting Families Programme and the Early Help Strategy.

The shift in caseload size is another key element to the rationale for this remodel. Our case load numbers have been declining and not returned to pre pandemic levels. Although the global pandemic played a significant role in this, we are also learning that the decrease in detection rates as a result of limited policing resources have also played a role. Along with this we are seeing a growing cohort of younger people (under 16 years) coming to the attention of the YJS for the first time, however for very serious offences. It is evident that here is a clear need for specific youth crime prevention work, which will complement the existing Early Help offer. The scope of specific youth crime prevention work has the potential to be significant and will in the long term support the reduction of young people becoming entrenched in offending, being at risk of exploitation, which will in turn feed into the wider ongoing work on reducing disproportionality in Haringey.

The current investment in the Youth Justice Service is captured in above which includes our partnership financial contributions.

In 2022/23 we will also be developing better understanding of youth justice inputs and social and financial return on investment for respective partnerships.

We will be reviewing the impact on Youth Justice and local authority budgets and service delivery of remand beds and continue to work to reduce the numbers of young people remanded and delays from charge to sentence/ outcome particularly in serious cases, which contributes to lengthy and expensive remands.

The YJB Grant specifically supports and ensures our court ordered interventions, and our preventative and restorative interventions.

There remains a commitment to ensure the YJS has appropriate and relevant interventions and a robust group work programme that meets their needs. Much of the YJB grant is used to fund such activities, events, and interventions.

There is a joint protocol between Children's Social Care and the YJS. In addition, there is membership from Youth Justice Service senior management on the Safeguarding Children board.

The YJS are also match funding the CCG contribution to recruit a full time CAMHS post to both undertake direct work and support the workforce to support children and young people to improve their mental health and wellbeing outcomes.

7 PROGRESS ON PREVIOUS PLAN

Haringey YJS created a diverse and strong partnership plan for 2021/22, amid the country still experiencing the devastating effects of the global pandemic. Despite this, the partnership was able to complete the vast majority of the plan. Below is a list of achievements and progress that has been made in 2021/22

- Haringey YJS has maintained consistent strong performance over the past 2 years, with over 80% compliance on timely assessments, plans, statutory contacts and meeting National Standards
- Over 70% of young people supported by the YJS are in Education Training and Employment and 80% of young people receiving accreditations for the work they complete with us.
- The YJS continues to place a key focus on disproportionality and racial disparity using the feedback gained from the thematic inspection and the good practice guidance. We continue to provide identity-based work and provision for our young people and keep staff trained to address these urgent issues. Haringey YJS remain a key advocate for these issues across the local authority.
- We continue to offer substance misuse support, general health nurse and 1.3 FTE days of CAMHS support. Going forward, we have commissioned a full time CAMHS role to respond to the growing need for emotional wellbeing with the service and have consultation slots for staff delivered by CAMHS and Gateway. We are also undertaking systemic training for all front facing staff to ensure all staff will have a deeper understanding and clinical lens to our work
- We continue our commitment to Child First Offender Second, 2021 saw a stronger focus on well-being and clinical work as well as the start of a more youth work focus to interventions. We have also commissioned a YJ based CAMHS practitioner to gain a deeper focus on emotional wellbeing of our cohort as well as offer consultation to staff and tools to parents to support their children better.
- The YJS lead parenting seminars that were held across the partnership these were well received and will be the start of ongoing work to engage with parents and carers in a more robust and direct interface
- The YJS held their first participation event with a group of young people at varying points in their work with us. These will be quarterly events with the hope to expand to parent participation and eventually family participation
- The launch of the new QA tool in Jan 2022 – this has placed us more in line with colleagues from social care and is measuring or practice qualitatively using HMIP inspection framework thus giving us tangible inspection-based results to inform our improvement plan going forward
- Focused work with fathers – we completed a temperature check, in house workshops and now we are developing our own YJS father group to engage closer with fathers and to empower fathers to support their children and each other
- Haringey YJS office is open five days a week to young people, in the office, the community, in homes and in custody. We have proven during the global pandemic that we were able to be flexible to the needs of our young people and their families. Staff work two days a week

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on borough as a minimum ensuring maximum visibility on borough working well under the new hybrid model that we are seeing across sectors.

What could not be achieved in last year's plan has been prioritised and included in the plan for 2022/23.

Partner Agency	Action	Update
Youth Justice	Whole family EHA – refer to YJS Strategic Plan – embed a culture focused on using team, around the family	Discussions with colleagues in EH have occurred, the implementation of Systemic training is under way which will help the roll out of the approach. The Service remodel with a plan for a prevention arm will feed into this and is present in our 2022/23 Vision and Strategy
	Focus on top 10 -20 young people that are at risk of re-offending	A custody report will be collated to look at our most persistent young people who offend – work is already underway to progress the previous report and feed into the new piece of work for 2022/23
Metropolitan Police	To develop a 'Remand Strategy' considering and explore options for targeted recruitment for accommodation (PACE) bed for young people who have been arrested as an alternative to detention prior to appearance in court	This has been included in the new Plan for 2022/23 and includes and added action to address the needed PACE protocol document
Public Health and NHS	Ensure SLA is signed off with CAMH's General Health protocol to outline pathway, role/responsibilities and expectations when working in YJS	Re SLA – agreed position is memorandum of understanding is required for all health partners. The agreement should contain the roles and responsibilities of individual health service areas including clinical care pathway/s / sharing information agreement etc to ensure there is clarity in line with partnership working and good coordination of health provision. A lead has been identified

Haringey Youth Justice Strategic Plan 22/23

The rate of serious youth violence offences reduced by 29% (2021 compared to 2020). Knife crime has decreased by 24% (21/22 compared to 20/21)

We continue our commitment to **Child First Offender Second**, 2021 saw a stronger focus on well-being and clinical work as well as the start of a more youth work focus to interventions. We have also commissioned a YJ based CAMHS practitioner to gain a deeper focus on emotional wellbeing of our cohort as well as offer consultation to staff and tools to parents to support their children better.

Work has been done to understand the children and **young people in custody**, the local picture continues to change therefore this will be an ongoing priority for 2022/23

The YJS lead **parenting seminars** that were held across the partnership these were well received and will be the start of ongoing work to engage with parents and carers in a more robust and direct interface

The initiation of the development of the YJS **Prevention** arm to the service, which will have a deeper focus on youth crime prevention. We aim to do this using a whole family approach

The YJS continues to place a key focus on **disproportionality** and **racial disparity** using the feedback gained from the thematic inspection and the good practice guidance. We continue to provide identity-based work and provision for our young people and keep staff trained to address these urgent issues. Haringey YJS remain a key advocate for these issues across the LA

We continue to offer **substance misuse support, general health nurse** and 1.3 days of **CAMHS support**, going forward we have commissioned a full time CAMHS role to respond to the growing need for emotional wellbeing with the service, we have consultation slots for staff delivered by CAMHS and Gateway. We are also undertaking systemic training for all front facing staff to ensure all staff will have a deeper understanding and clinical lens to our work

The YJS contribute to an exclusion working group to ensure we as a LA are having a joined-up approach to tackle **disproportionality** in terms of exclusion rates in Haringey. The group is co creating a pledge that we are seeking all Haringey schools to sign up to with the aim at **reducing exclusion rates** specifically from young people from global majority communities

Haringey YJS office is open five days a week to young people, in the office, the community, in homes and in custody. We have proven during the **global pandemic** that we were able to be **flexible** to the needs of our young people and their families. Staff work two days a week on borough as a minimum ensuring maximum visibility on borough working well under the new hybrid model that we are seeing across sectors.

The average % of young people attending **full time education** was 74% across the year. 80% of NEET young people were post school age.

40 BAME young people received AQA accreditation during 21/22. This relates to 29% of our BAME population. The target for the year was 24%

Expansion of our **community reparation** projects including recent partnership with the Food Bank at the Selby Centre.

Focus on fathers' workshops, as part of our improvement plan following the thematic inspection we completed a workshop for all staff with fathers being a key focus. This will continue in our future 2022/23 plan

We undertake monthly performance reports which analyse the key process recording for each case manager. The latest outturn was 92% overall. ASSET+ completed within timescale 82%, Plans completed within timescale 92% and home visits undertaken every two months 85%

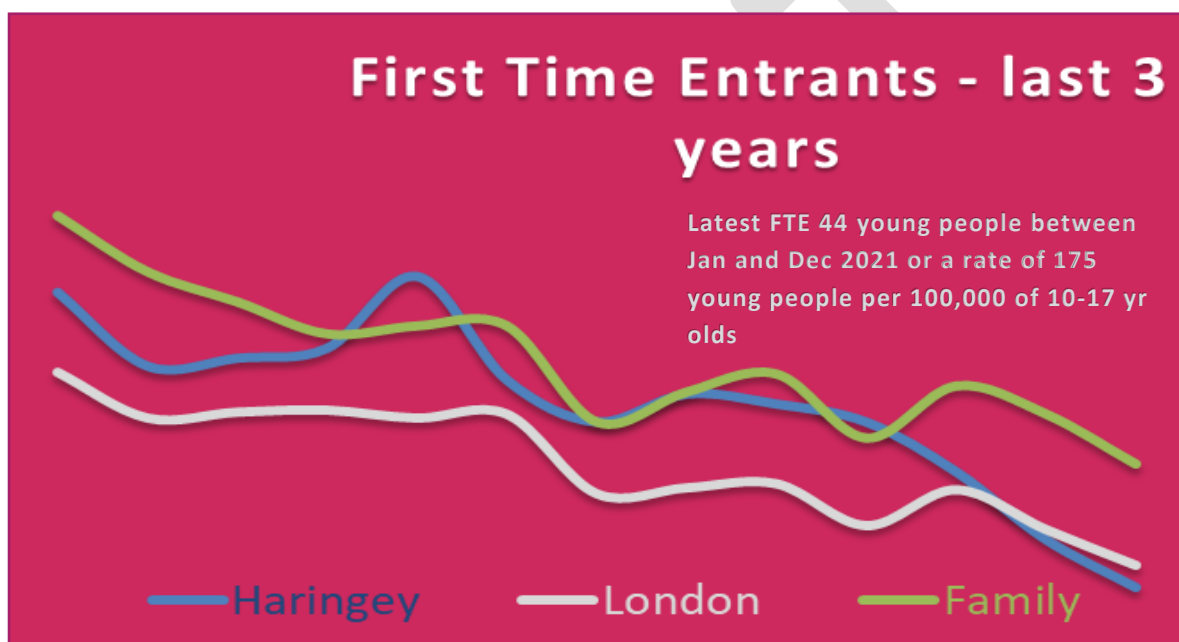
8 PERFORMANCE AND PRIORITIES

Haringey Youth Justice Service are measured by three national indicators. National Indicator data is available at a base level, is not always available in a timely fashion and can also vary from local data, therefore we undertake more thorough and meaningful analysis for our stakeholders at a local level to complement the data provision. This analysis is also provided in this chapter.

8.1 FIRST TIME ENTRANTS

8.1.1 NATIONAL INDICATOR

Haringey has seen a reduction in first time entrants to the formal youth justice system. This is largely attributable to the high level of contact and innovative practice of the service and partners working collaboratively with children and their families to respond to needs without recourse to the courts.

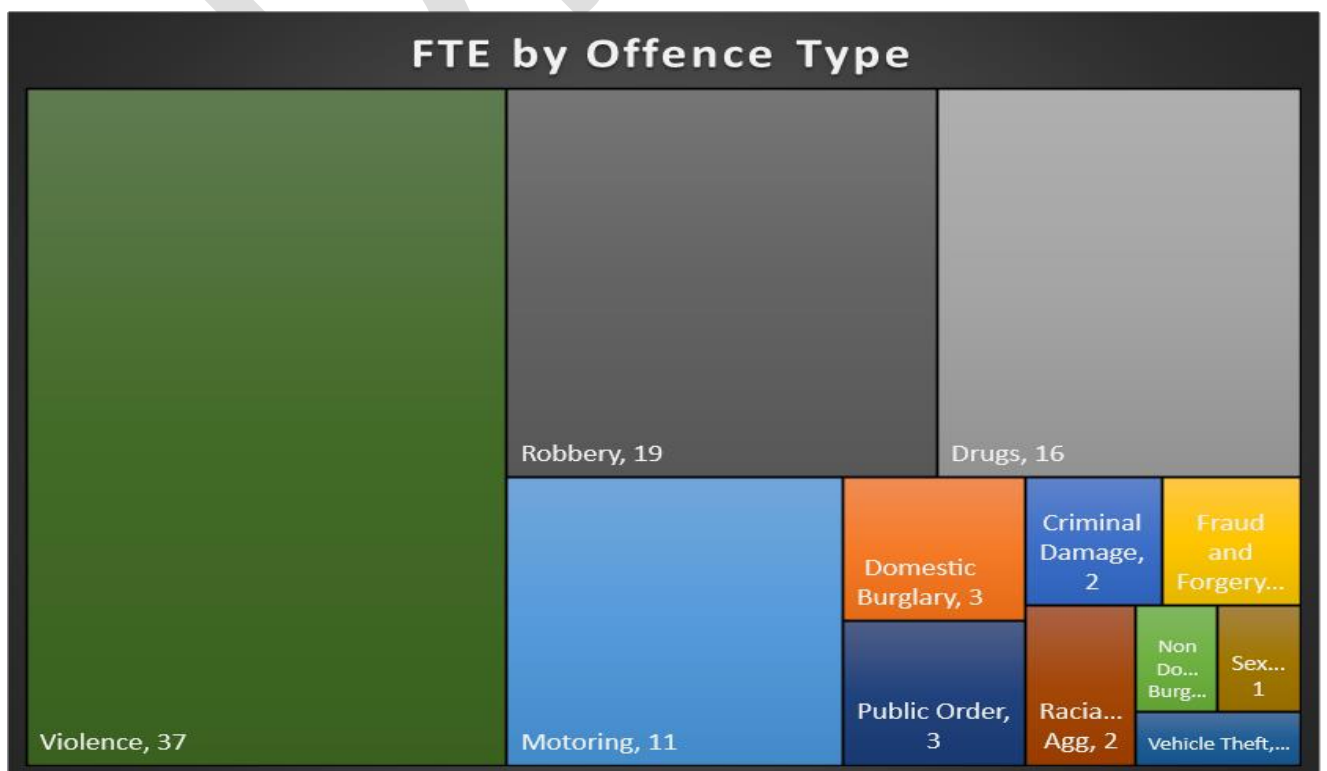
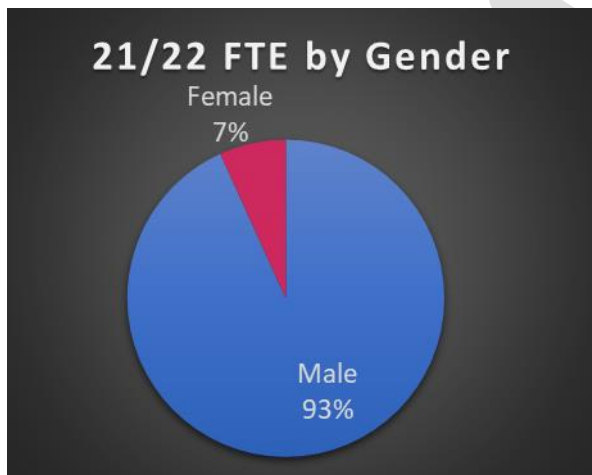
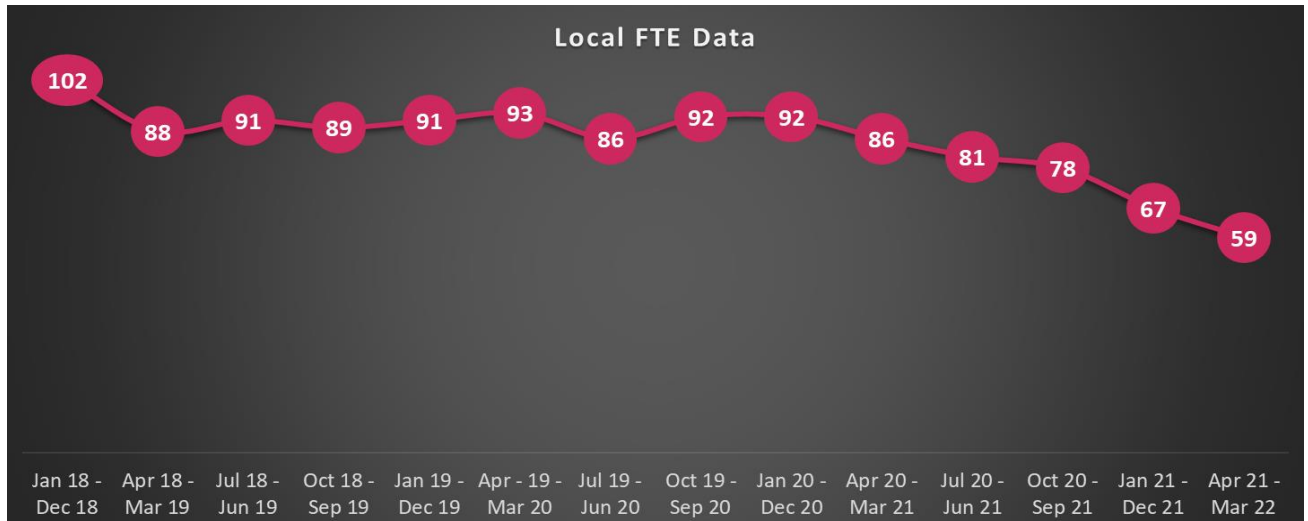


The latest data period, January to December 2021, indicates that 44 young people entered the youth justice system for the first time. This is a reduction of 33% compared to the previous year and a reduction of 58% compared to three years ago. The current figure is the lowest number of first-time entrants since the KPI commenced. Haringey has the second lowest rate of FTE in our family of YOTs. The Haringey rate is lower than the Family and London averages. This would indicate that the rate is reducing at a faster rate in Haringey than elsewhere.

Current FTE rate is the lowest ever in Haringey

8.1.2 LOCAL ANALYSIS

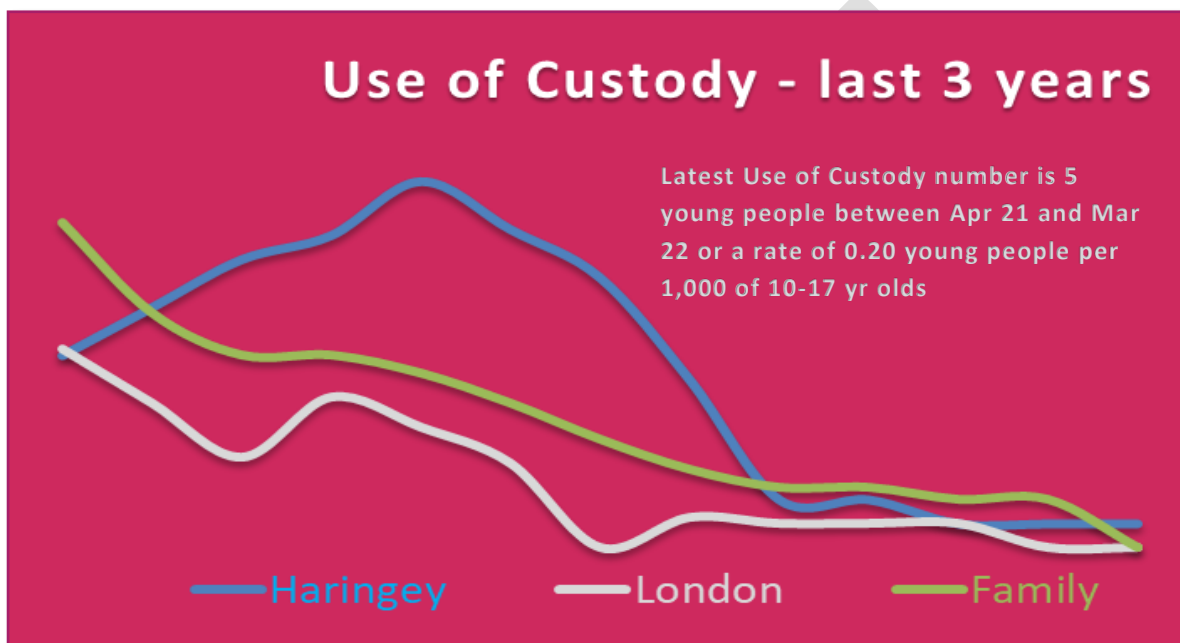
There has always been a disparity of approximately 10% between Police and YOT data/ Police have not been able to provide the raw data in order for Yots to cross check for discrepancies.



8.2 USE OF CUSTODY

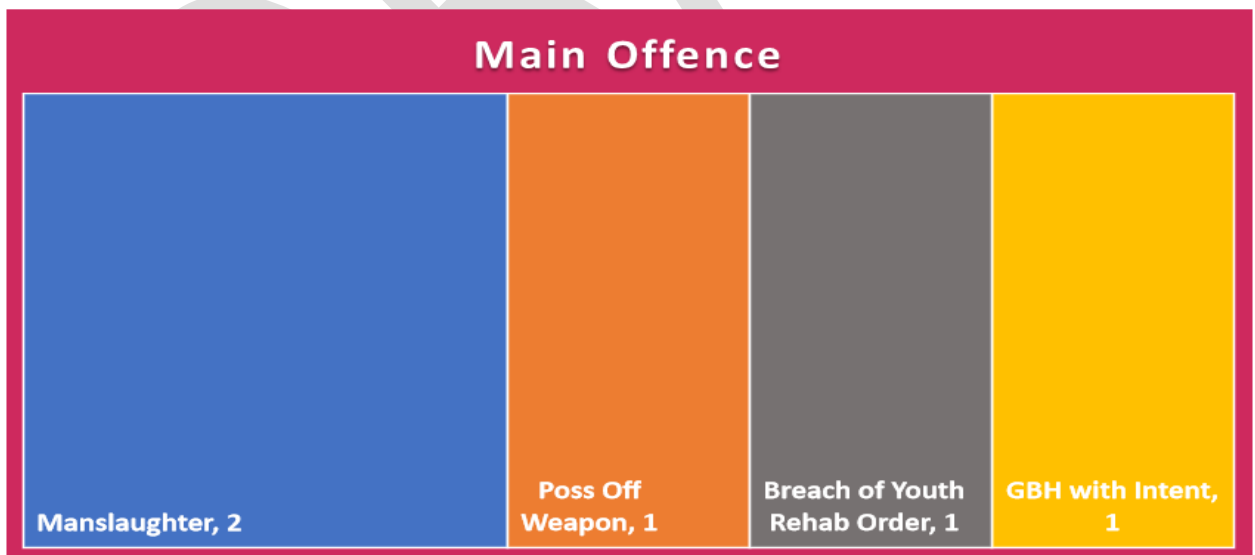
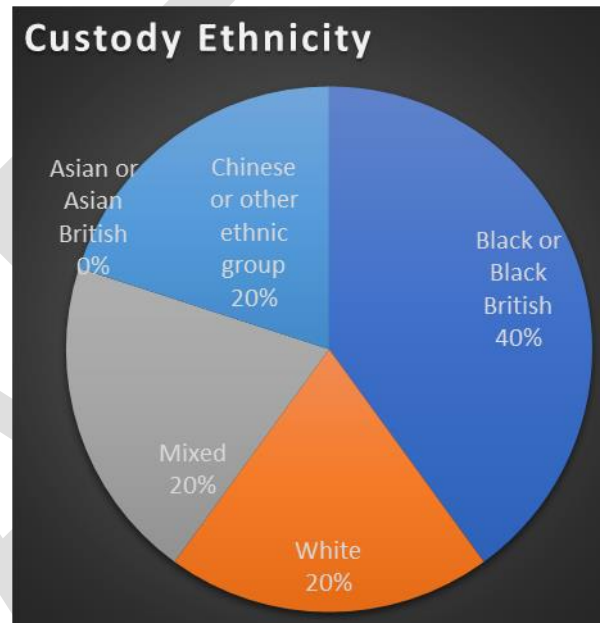
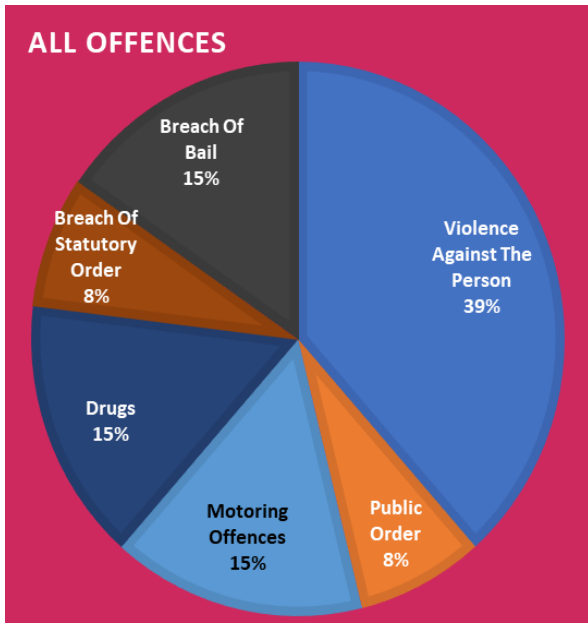
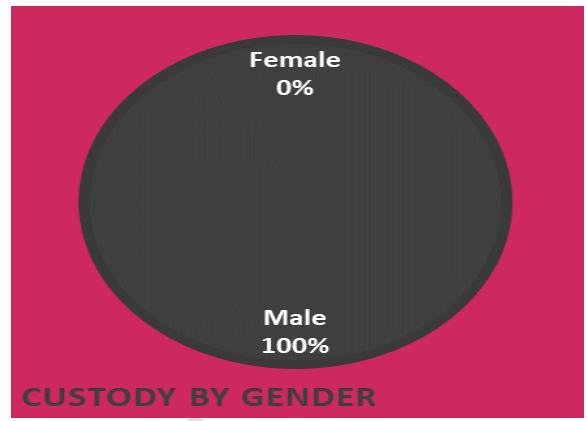
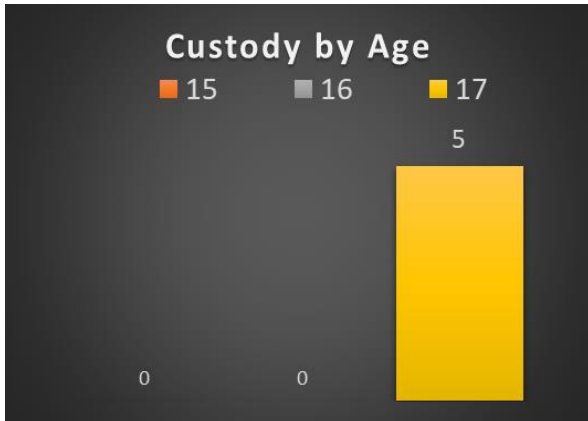
8.2.1 NATIONAL INDICATOR

The number of young people sentenced to custody continues to reduce annually. Five young people were sentenced to custody between Apr 21 and March 22. This is a reduction of 17% since the previous year and 58% since three years ago. The current figure is the lowest number custodial sentences since the KPI commenced. Haringey has the sixth lowest rate of FTE in our family of YOTs. The Haringey rate is in line with the Family and London averages.



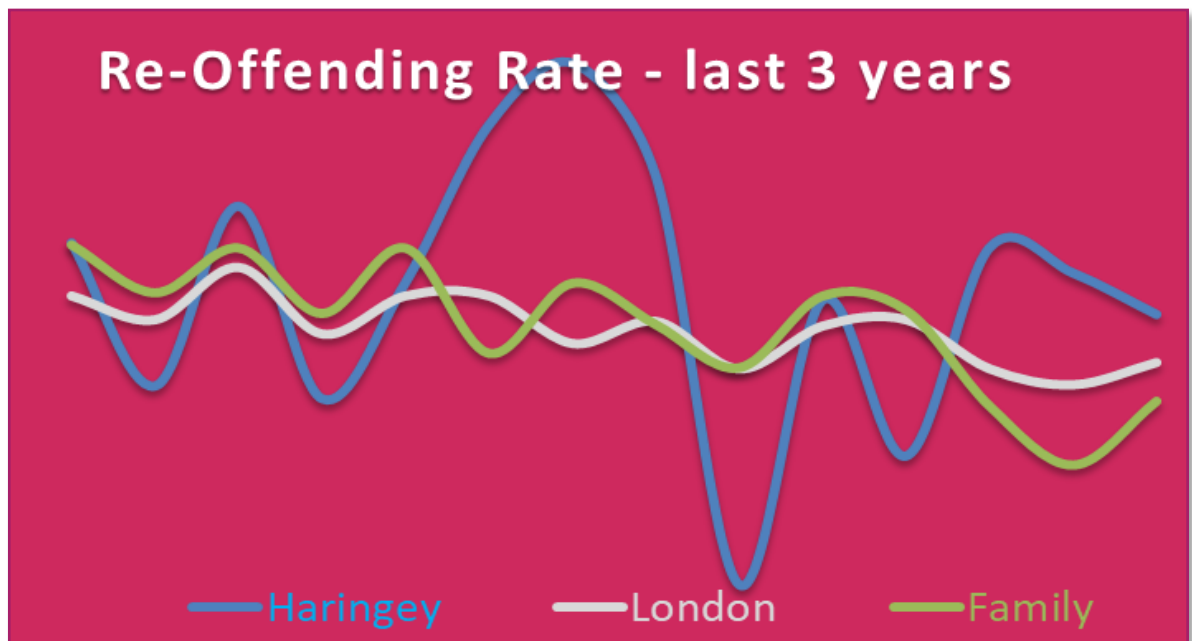
8.2.2 FURTHER ANALYSIS

The five young people were all 17-year-old males at point of sentence. Two young people were “black/black UK” ethnicity, one was “White”, “Mixed” and “other” ethnicity. The numbers are too small to draw any meaningful conclusions. The sentencing was deemed appropriate for the seriousness of offending in all five cases.



8.3 RE-OFFENDING RATE

Reducing the number of young people re-offending is a national issue. For Haringey we can see the benefits of increased contact and availability of the YJS for this group of children and young people



The latest return for the annual re-offending rate was 41.3% re-offending. This relates to 50 young people re-offending from a cohort of 121 committing 140 re-offences. This compares to 43.9% re-offending for the previous year and 44.6% 3 years ago. Haringey continues to experience a small cohort of complex cases wherein the yp carry out a significant percentage of the offending/re-offending. We expect the re-offending rate to drop significantly in the next year due to the findings of the live tracker analysis

8.3.1 RE-OFFENDING LIVE TRACKER

We employ the use of the live tracker tool to maintain a current depiction of the re-offending profile and identify trends and patterns much earlier than in the KPI.

Main Findings

Headline

The cohort used for this analysis is those young people that have offended between 1/4/20 and 31/3/21. The young people are then tracked for one year from the date of their offence to obtain a re-offending rate. This is the final analysis of this cohort

This includes all those that enter the youth justice system therefore all discharges, fines and YC & YCCs but NOT Triages

137 young people are in the cohort

30 (22%) young people re-offended. 35% last year.

The 30 re-offenders have committed 61 re-offences, 86% of re-offenders committed a Violent, Robbery or Drugs offence.

Of the original top 10 identified as most at risk of re-offending, 3 re-offended and one is on custodial remand

Age - Those aged 16 have the highest re-offending (30%), relating to 14 from 46 young people, the lowest re-offending age group is 17+ (15%) relating to 8 from 55 young people re-offending

Gender - Male re-offending rate is 23% (27 from 118 young people re-offended), female is 5% (1 from 20) have re-offended

Ethnicity - Mixed re-offending binary rate is 35% (6 from 17 young people re-offended), Other 29% (2 from 7), Asian 25% (1 from 4), Black 22% (15 from 67) and White 9% (4 from 43)

Ethnicity - Asian re-offending frequency is highest (3.00 offences per re-offender), followed by Mixed (2.50), Black (1.93), White (1.50) and Mixed (1.00)

Location - Harringay ward has the highest re-offending rate 67% (2/3), followed by Seven Sisters 60% (3/5), Woodside 50% (4/8).

Legal Status - Currently LAC 22% (7 from 32), Previously LAC 17% (1 from 6), Never LAC 20% (20 from 100)

Intervention Tier - Custody 0% (0 from 5), Community 35% (8 from 23), First Tier 20% (13 from 55), Pre Court 6% (1 from 18), No intervention 14% (5 from 36). Concerning that Community is 35%. No young people released from custody have re-offended thus far

Intervention Tier - Those without an intervention had the highest number of re-offences (2.20) when a young people re-offends. Community re-offence rate was 2.00 and first tier 1.92

Original Offence – Drug-related offences have the highest re-offending rate 32% followed by Criminal Damage and Robbery both 29%

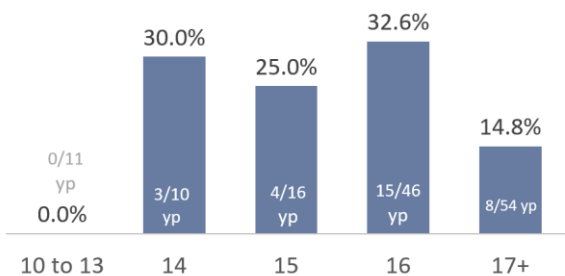
Time to First Offence – The earlier the young person re-offends, the more likely they are to commit further offences throughout the year

YOGRS - The re-offending rate increases with the YOGRS score as expected. Only 1 high YOGRS score in cohort (score 77 and above)

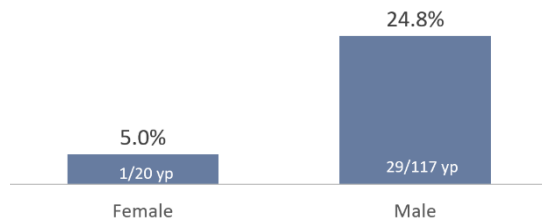
Seriousness - 25% re-offended at a more serious level. 32% re-offended at a less serious level

Haringey Youth Justice Strategic Plan 22/23

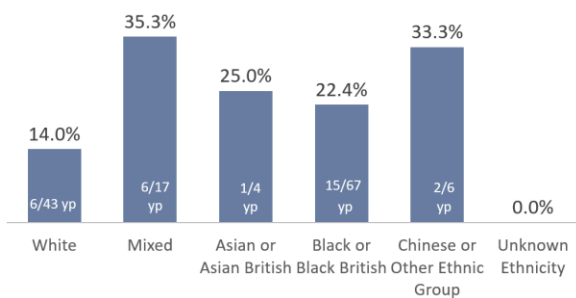
Binary reoffending rate by age



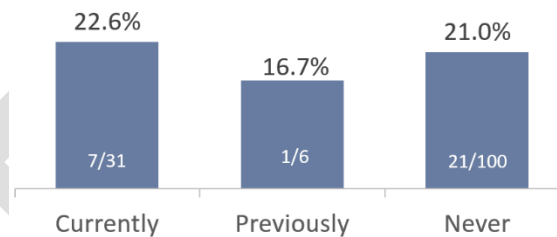
Binary reoffending rate by gender



Binary reoffending rate by ethnicity



Reoffending Binary Rate by Legal Status



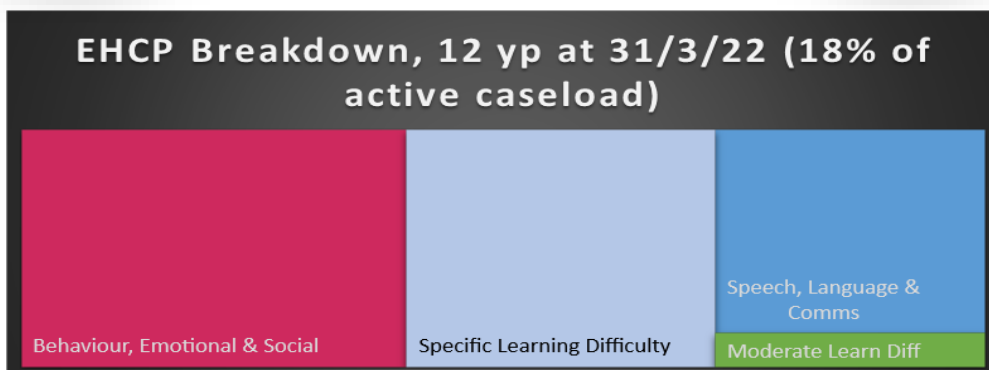
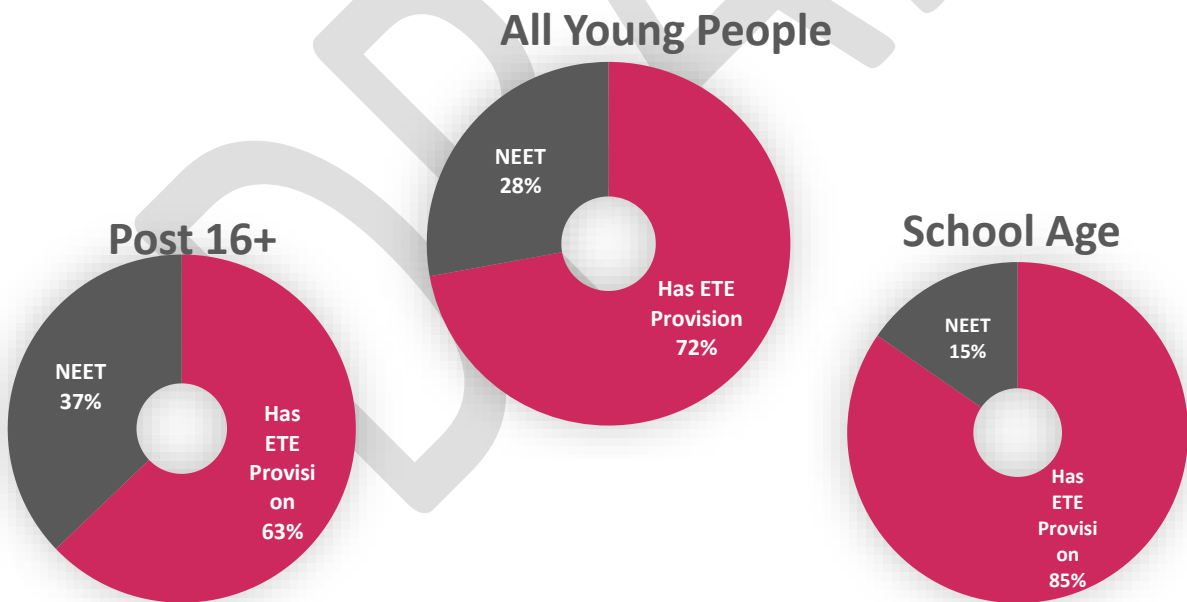
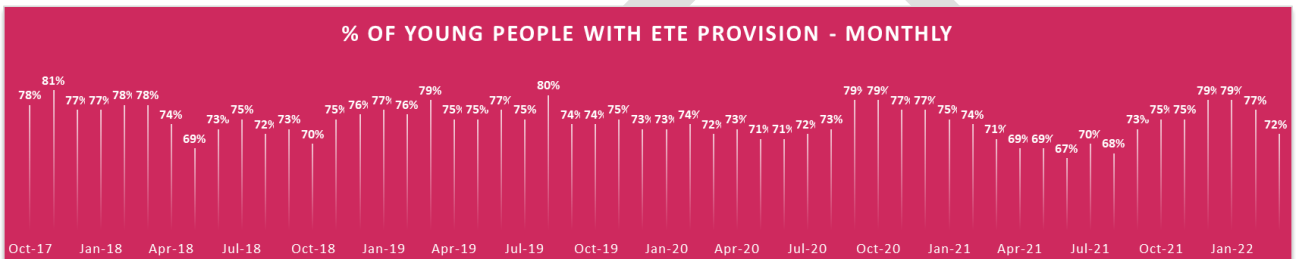
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8.4 EDUCATION

Our average for the 2021/22 was 74% of our young people in full time ETE. This significant and successful outcome is especially significant as we only account out full time attendees of 25+ hours of ETE. We track our NEET caseload and the reasons for 26% NEET for our young people include: -

- in transition between placements usually due to recent exclusions,
- not attending their placements,
- missing from home,
- in part-time ETE,
- placed out of the borough (occasionally in Scotland)

As expected, the post 16 cohort ETE rate (63%) is lower than those of school age (85%) mostly due to the lack of available provision.



8.5 DISPROPORTIONALITY

8.5.1 ETHNIC DISPARITY TOOL

This data pertains to the latest data available from the YJB, the 20/21 ethnic disparity tool.

23,783

Number of children aged 10-17 in Haringey (2011 census)

131

Number of children cautioned or sentenced

31%

Proportion of children of White background

Black children

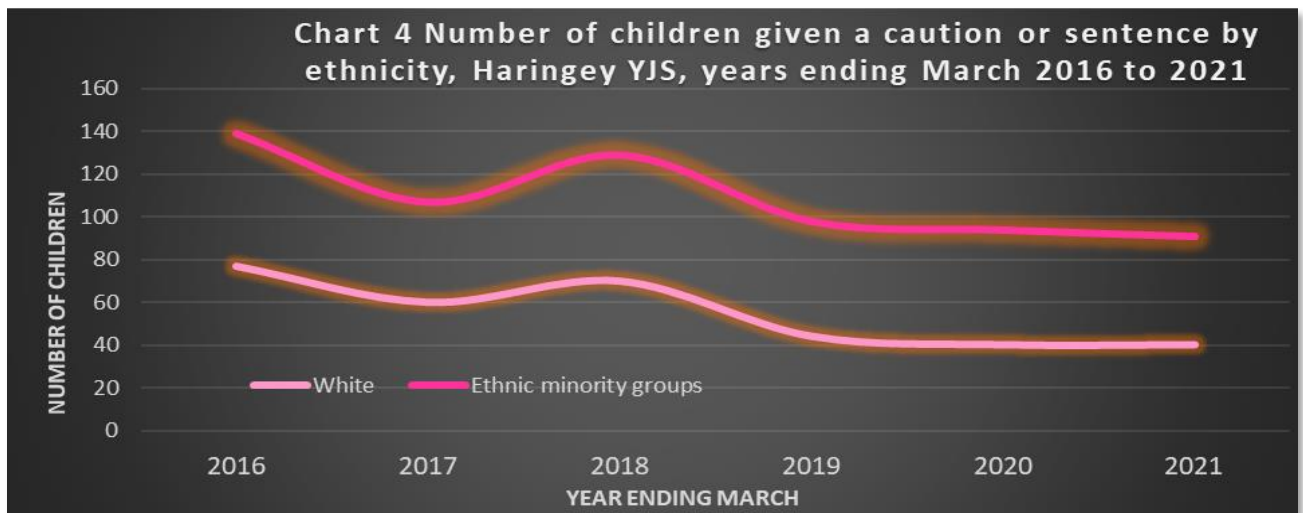
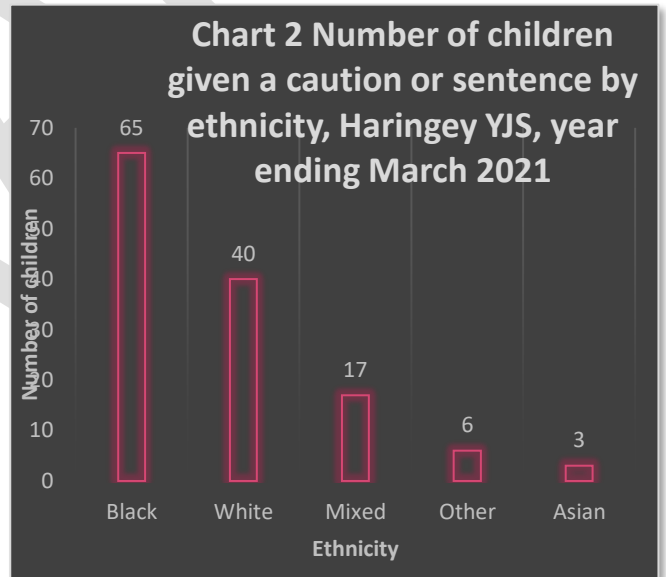
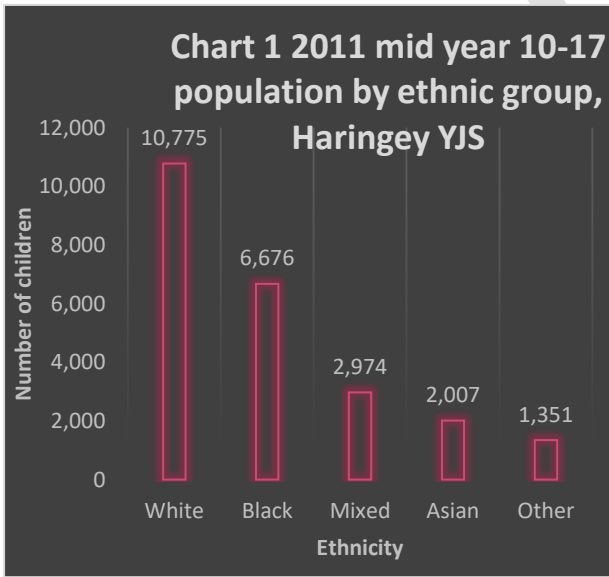
Ethnicity group with highest relative rate index

Black children

Ethnicity group most likely to be charged for a serious offence

Mixed Heritage

Children most likely to be sentenced at court rather than receive an OOC



8.5.2 THEMATIC INSPECTION

Her Majesty's Inspectorate of Probation (HMIP) chose "The experiences of black and mixed heritage boys in the youth justice system" as the subject of their thematic inspection in April – June 2021. Haringey 17 – 21 May.

Haringey Youth Justice Service alongside 8 other youth offending services from across the country (two others from London) were selected to take part in this inspection.

Of the 173 cases inspected 15 cases were from Haringey. User Voice' to obtain the views of 38 boys who had been supervised by the different youth justice services.

The final report was published in October 2021, the outcome of the national picture was bleak, which overall found significant deficits in the experience of young black and mixed heritage boys within the Youth Justice System the themes that came out of the findings were

- ACE – Multiple adverse childhood experiences and high levels of trauma
- Special education needs and mental health difficulties
- Education - high rates of exclusion, poor attainment and evidence of SEN not being fully addressed
- Exploitation - almost a third had been victims of child criminal exploitation.
- Evidence (recorded and verbal disclosure in interview) that the child had experienced racial discrimination.
- Social Care - a third of the boys had been subject to Child in Need or Child Protection plans.
- In over a quarter of cases, the child had a disability
- Economic depravity - boys had grown up in the poorest areas of their towns and cities and had often been exposed to the violence and family breakdown associated with poverty.

Haringey are committed to be a leading voice in the reduction of disproportionality, within our service delivery and how we challenge this urgent issue with our partner agencies.

Progress

Progress to date within our action plan to address disproportionality includes:

- a) We are working on an in-depth partnership plan which will expect our partners to use their own data to help inform our work and better understand how we can make individual improvements to address disproportionality.
- b) A new quality assurance tool has been developed; therefore, managers are actively analysing this when auditing a case and can support staff to highlight and triangulate information to provide more robust assessments with a diversity lens.
- c) A temperature check was conducted with all staff to explore how many case managers were in touch with and or actively seeking out the voice of the fathers. This exercise highlighted to staff the need for more curious practice. This was followed by a practice development workshop on working with fathers and absent fathers.

- d) Where young people have been stopped and searched by the Police, this is now being added to the assessment as a “significant life event”. Open discussion with young people about their experience with police/in custody or their arrest/ of court are now fully expected as part of early engagement, to ensure we are capturing these lived experiences.
- e) To improve the offer for young people who receive an out of court disposal, the service has developed bespoke informal education sessions on identity, culture, lived experience and stop and search.
- f) Haringey YJS has commissioned identity-based intervention for our young black and mixed heritage boys for the third year whilst also developing our own interventions around culture and identity and family cohesion.
- g) Haringey YJS engages in quarterly participation sessions where a senior manager gains direct feedback on a number of issues including the lived experience of our young black and mix heritage young men.

Haringey YJS has a great deal to be proud of, when we look at the national picture, we know that we have already made significant changes to our practice to ensure that we are addressing racial disparity and disproportionality. We are using an identity lens in the interventions that we offer and there is a strong focus on service and practice development.

We use our privilege to champion the needs of our young people and openly challenge disparity. We will use the feedback to continue to improve and place a new focus on youth and family participation to ensure the voices of both the young people and their families continue to inform the delivery of our service.

8.6 RESTORATIVE JUSTICE, REPARATION AND VICTIMS

Haringey Youth Justice Service are committed to delivering a high-quality service for victim(s) and young people who have harmed via delivery and implementation of restorative approaches. This includes the recruitment and retention of our community panel members and the delivery of procurement and ongoing development of community reparation projects within the London Borough of Haringey.

Restorative approach/practice provides the victim (or those harmed) an opportunity to meet or communicate with those that have created the harm. Restorative practice can take different forms from mediation, shuttle mediation to a restorative meeting or an apology letter, one size does not fit all.

It is fundamental that children working with us are supported to consider the impact on others of their actions and behaviour, and where appropriate start repairing some of the harm caused. However, that can only take place once the child is safe from harm, otherwise there are risks of harm to both the child and their victims.

Restorative approaches cascade throughout work delivered by the Youth Justice Service. Restorative Practice within the Youth Justice Service has three connected and vital components. Volunteers (specifically community panel members), Victims work and Reparation projects in the community (that serve and include the wider community). These interventions in combination seek to redress and contribute to the repairing of harm and reducing and challenging disproportionality within the Youth Justice System.

Haringey Youth Justice Service is committed to and proud of our volunteers. Our volunteers are drawn from and representative of the local community and bring their passion, knowledge and experience to their work with young people. Volunteers within our service have opportunities that extend beyond the role of a panel member. Our volunteers are actively encouraged to attend reparation and assist youth justice colleagues with group attendance and facilitation (for example accompanying young people to the Old Bailey for the No Knives Programme).

Restorative approaches are at the centre of interventions with young people working with Haringey Youth Justice Service and reparation is a vital component of this. Reparation assists young people in taking responsibility for their behaviour whilst promoting reintegration into the community.

Reparation to individual victims should, as far as possible, be determined by the wishes of the victim, whilst having regard to proportionality (and issues of disproportionality). Reparation may include an explanation, an apology (verbal or written), direct repair of damage to property, a gift, and practical recompense, including financial compensation, for the harm that has been caused.

Haringey Youth Justice Service has one Victim Worker also known as Victim Support Officer (VSO's). The VSO engages victims and offenders in the Restorative Justice process and supports them through it. They provide information, advice and guidance and signpost to specialist services such as Victim Support. The VSO liaise's closely with Case Managers within the YJS and supports them in their work with young people. The VSO develops and delivers victim focussed group work and additional victim focused and restorative resources for use by practitioners.

All victim and restorative work with Haringey Youth Justice Service must adhere to the VCOP and the RJ Handbook. The VSO must ensure that they:

- Explain their role and why they are contacting victim.
- Allow the victim to make informed choices throughout.
- Advise that the victim's involvement is voluntary and for their benefit, not that of the young person who offended.
- Update the victim about the progress and outcome of the case (if requested by the victim).
- Ensure that they are aware that they can opt in or out of services at any time.
- Ensure that written consent is obtained for any direct RJ.

Moving forward we are consolidating and expanding the restorative offer within the service utilising knowledge and approaches drawn from systemic and trauma informed disciplines. We are designing the delivery of facilitating a 'rolling' group programme focussing victim work. Furthermore, we are embedding and applying restorative approaches in addressing serious youth violence and offering young people in conflict and at risk of its methods to repair harm and mediate safely.

Haringey Youth Justice Service reparation projects since April 2020 have been outdoors as the result of the Covid 19 pandemic. The Youth Justice Service is very thankful to all our partners in the

community who have supported us to continue delivering high quality Reparation projects in the Borough of Haringey. Thanks are extended to Haringey Parks Services who have provided storage facilities for equipment at various locations.

8.6.1 REPARATION

Over the past year, our young people have continued their amazing work, giving back to our community by completing reparations with the Haringey Parks Service. Their hard work has helped the Parks Service maintain its Green Flag award for yet another year. Our young people trimmed flower heads promoting growth of new buds bringing a rainbow of colours to the park. Amongst other tasks young people have maintained the grass area by clearing fallen leaves in the autumn/winter and young people were approached by park service staff who praised their work. Our young people have also taken part in various art projects brighten up the YJS office with a mural and getting creative at Christmas with cards and ornaments to sell for charity.

Most recently our young people have been working hard on our newest reparation project – the Food Bank at Selby Centre. The young people are picking, packing and as well as some lifting of products to help the smooth running of this fantastic organisation. As ever we ensure that as well as making amends and giving back to the community, we take the opportunity to ensure accreditation where possible, reparation has been an intervention that had provided a significant amount of AQA accreditation thus helping us meet our planned target. Our young people are making a fantastic impact to their community we are truly proud of their achievements.

8.6.1.1 REPARATION PROJECTS



Projects this year included: -

- Creation of a podcast studio at Wood Green Library,
- Chapmans Green
- Painting the YJS Office walls
- St Ann's Library
- Wood Green Crown Court Flower beds
- George Meehan House



8.7 PREVENTION AND DIVERSION

Haringey YJS track the O OCD cohort on a quarterly basis. The key findings of the latest analysis were: -

- There were 81 O OCDs during 2020/21 and 71 in 21/22 which represents a 12% decrease since the previous year. The trend is that numbers of O OCDs continues to reduce year-upon-year since its peak in 2015/16. This constitutes a 65% reduction since its peak and 37% since three years ago
- Reasons for the reduction in O OCD numbers are varied but include a reduction in police detections rates, resources, and the impact from the coronavirus pandemic alongside a reduction in offending.
- The breakdown for 21/22 is 27 Community Resolutions (37% of all O OCDs), 27 Triages (37%), 7 Youth Cautions (10%) and 11 Youth Conditional Cautions (15%)
- The O OCD population is younger than the general population, average age is 16 years 2 months
- 79% were male, less than the general YJS cohort (94%)
- White young people are more likely to receive a O OCD than young black people when comparing against the general offending population. White young people constitute 55% of O OCDs yet only 27% of those have community and custodial orders
- Drugs (41%) is the most prominent offence committed by young people on O OCDs. This relates to 29 offences. Followed by Violence (21%), then Theft and Handling (11%) and Criminal Damage (11%)
- 3% were LAC, 3% were on CP Plan and 3% were on a CIN Plan
No young people who received a Community Resolutions took up the option of added intervention
- Only 15% of young people agreed to engaged with their Triage intervention beyond the police meeting, compared to 74% two years ago. We recognise that the pandemic played a significant role in this therefore our plan for 2022/23 will be to place a bigger focus on our approach to engaging families in the Triage process.
- YCCs also observed an increase in young people's compliance, from 80% to 90%.
- The re-offending rate is 22% (19/20 cohort tracked for 1 year). This is as reduction of 2% from the previous year.
- Young people are most likely to re-offend following a Youth Caution (31%), followed by a YCC (25%) then Triage (15%)
- Young people are more likely to re-offend if they fail to comply with their intervention. Those that comply have a re-offending rate of 18%, those that do not comply have a 44% re-offending rate.
- Part of our plans for 2022/23 will be to improve our voluntary engagement with young people and families

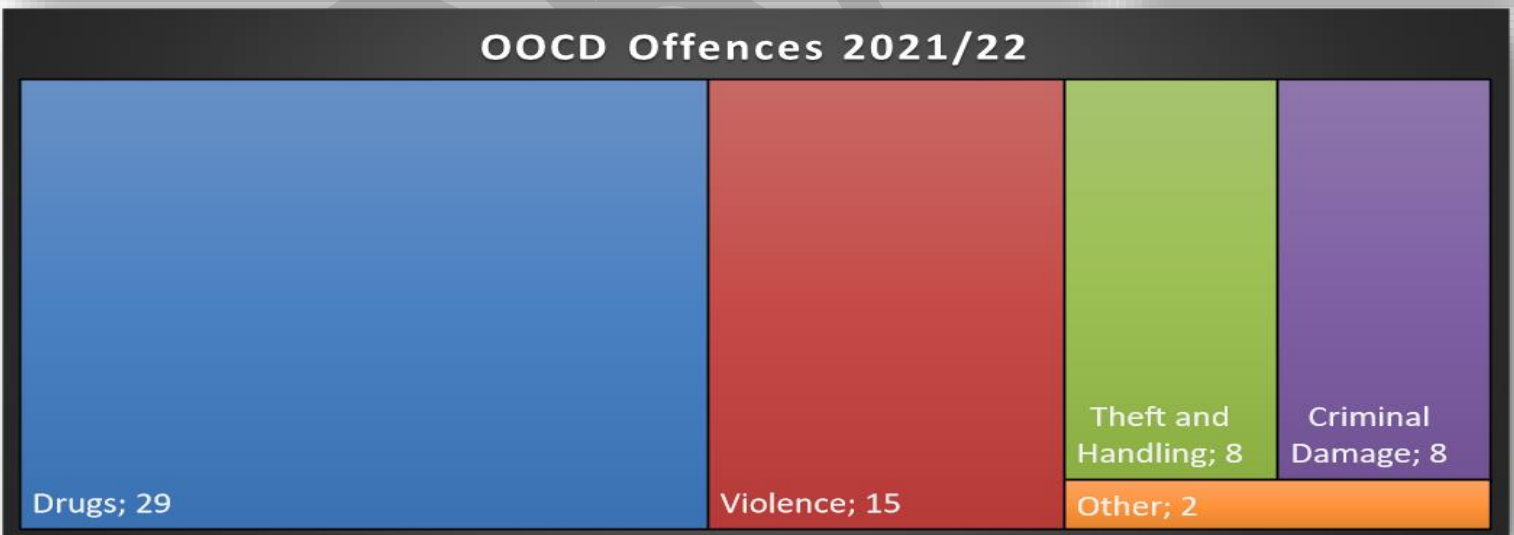
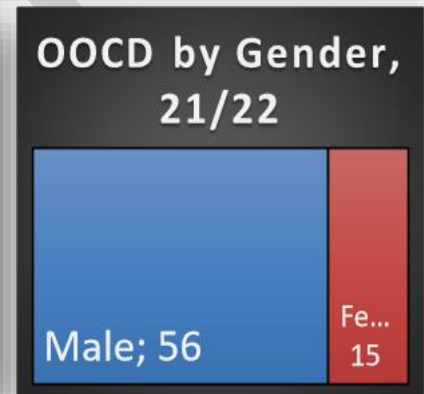
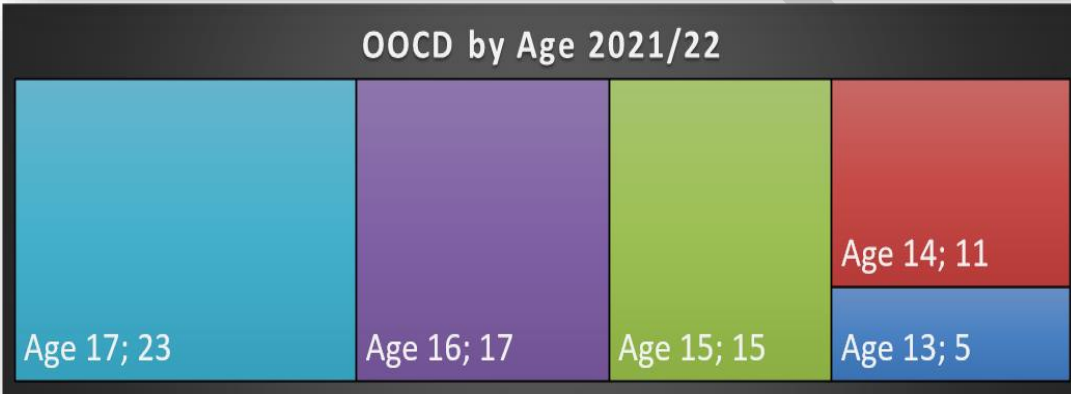
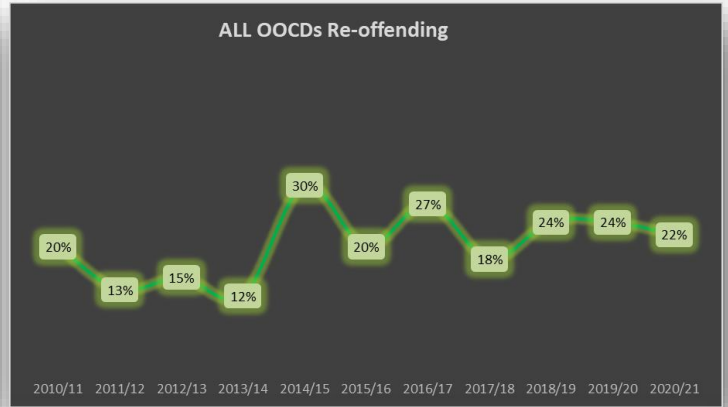
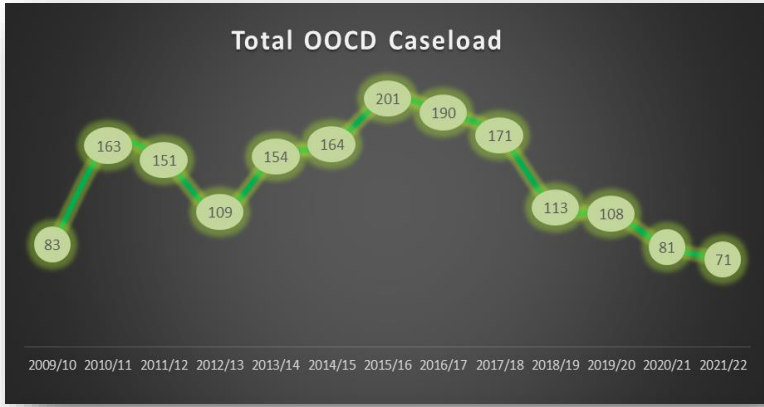
Out of Court Disposals (O OCD)

The O OCD panel co-chaired on a weekly basis by the police and YJS. There is a wide range of partners who attend including representatives from Haringey Gangs Unit, Haringey Community Gold, CAMHS, Youth Service, Early Help Family Support and Health. These meetings have continued using the hybrid model of both virtual and in person.

Out of Court Disposals Scrutiny Panels

The panel meets twice per year and provides an independent view on the appropriateness and rationale of the decision making of children who have been referred for an Out of Court disposal. The multi-agency panel consists of representatives from the Crown Prosecution Service, Youth Justice Board, The Metropolitan Police and Haringey Children's Services and Early Help. Six cases are blind selected and scored during the panel on the appropriateness of the disposal given. Scrutiny panels have been completed virtually during the pandemic in October 2021 and April 2022 with a total of 12 cases reviewed which represented all the disposal options. Panel members agreed with the decision reached in all of the cases.

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8.8 SERIOUS YOUTH VIOLENCE AND EXPLOITATION

Serious youth violence and exploitation is an urgent issue, Haringey is not unique in how it is impacted as a large inner-city London Borough. Therefore, it is a critical priority of Haringey YJS and vital that that we not only address it withing our own Risk Management Panel but that we feed into and contribute to this urgent issues withing the existing borough mechanisms and networks.

8.8.1 VIOLENCE, VULNERABILITY AND EXPLOITATION NETWORK

The Violence Vulnerability and Exploitation service (VVE) lead by social care, aims to deliver direct and timely recommendations on live contacts and open cases by sharing intelligence from a multi-agency perspective in order to develop a clear pathway of intervention. This will be achieved by all members - including the YJS - undertaking information checks with their relevant agencies prior to and or during this meeting. The intent is to develop a live, fluid reactive response to risk in the community by mobilising all key agency and providing a clear overview of all actions and recommendations with the aim to reduce response time and avoid drift and delay in decision making around our most vulnerable children.

The approach is to be driven by strategic analysis at an operational level and based on information sharing between agencies by ensuring co-ordinated and targeted use of the multi-agency network.

The approach has driven forward improvement in the effectiveness of the VOLT document (Victim/offender/Location/Theme) and to activate measures to (DIP) Disrupt, Prevent and Intervene.

Disrupt – utilise the multi-agency – for example - police powers of disruption to those individuals exploiting vulnerable children and adults.

Prevent – utilise social care intervention and Early help intervention to offer support and advice.

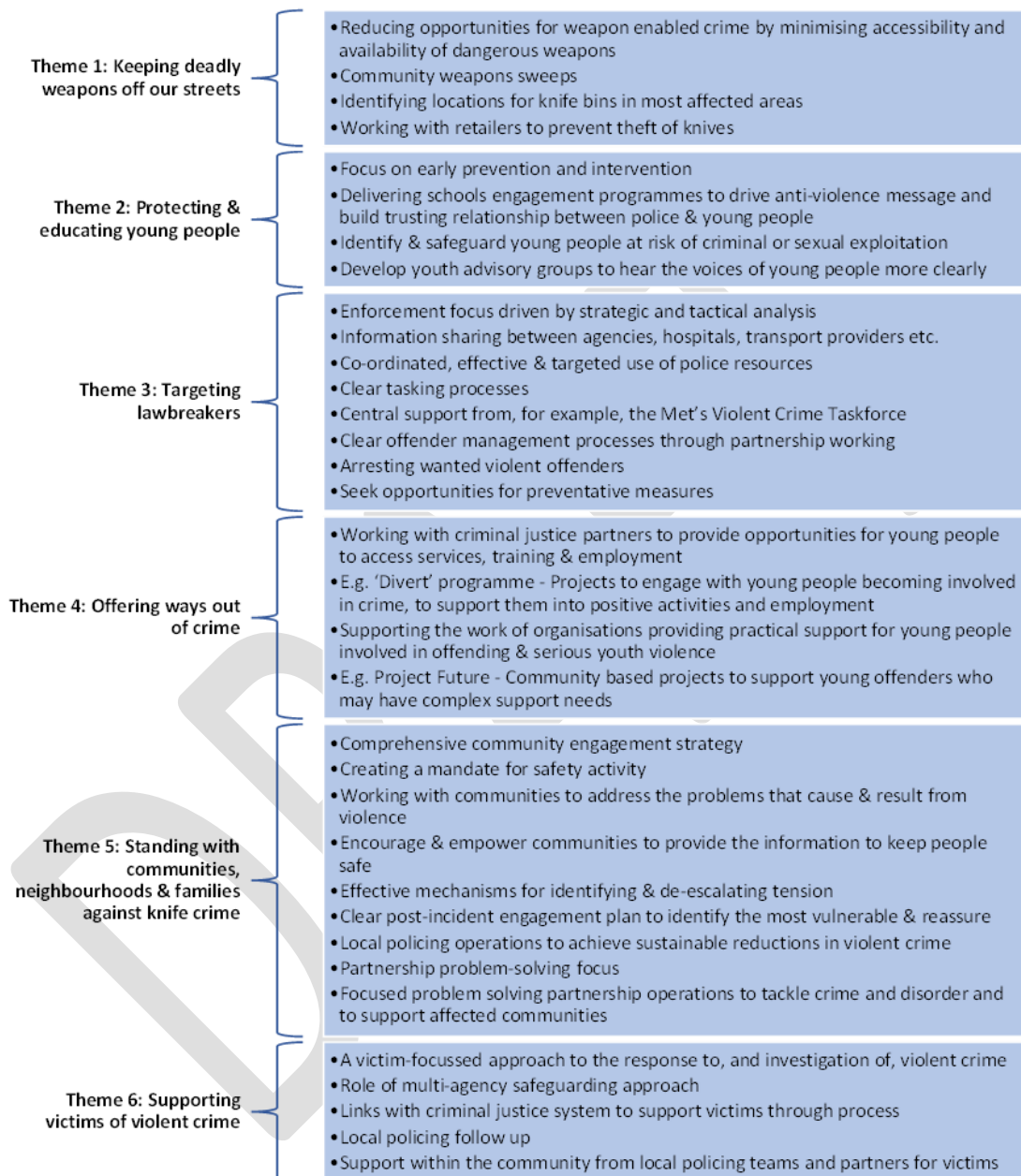
Intervene - utilise through CIN /CP plans in the most extreme cases to offer support and advice from a multi-agency perspective to safeguard.

8.8.2 NORTH AREA VIOLENCE REDUCTION GROUP

The North Area Violence Reduction Group (NAVRG) leads on the development, coordination, and delivery of an agreed action plan to reduce non-domestic violent crime, especially knife crime and serious youth violence, across the Police Basic Command Unit (BCU), covering Enfield and Haringey Boroughs.

- Single, joint consistent action plan for Enfield and Haringey:
- The NAVRG takes a cross-border Public Health approach in line with new police boundaries, focussing on integrated partnership working.
- A locally developed plan for Enfield and Haringey:
 - The Violence Reduction Plan is built around current and future activities that deliver against our strategic plans and will be delivery focussed and driven by a solid analytical base. There is dedicated co-ordination from both borough and the NAVRG will be proactively seeking opportunities to collaborative use of resources.

North Area Violence Reduction Group - Six themes to achieve a genuinely collaborative approach:

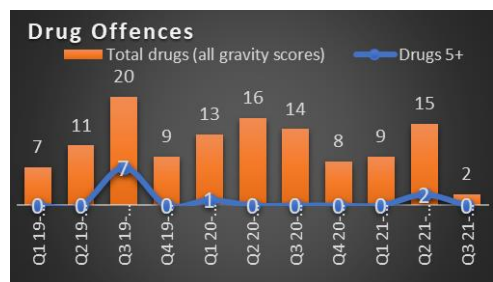
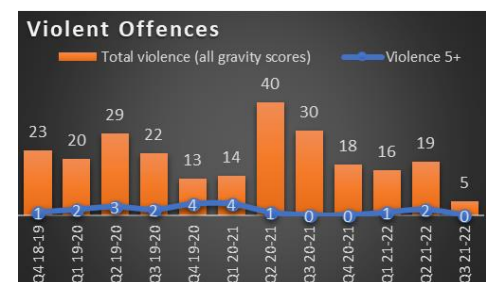
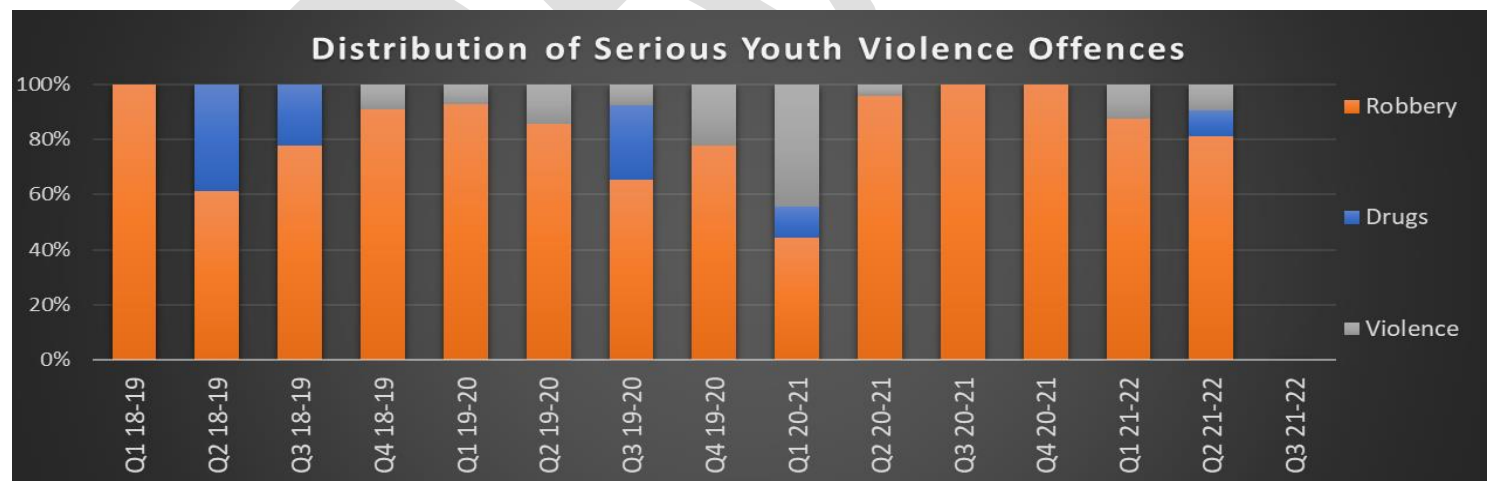
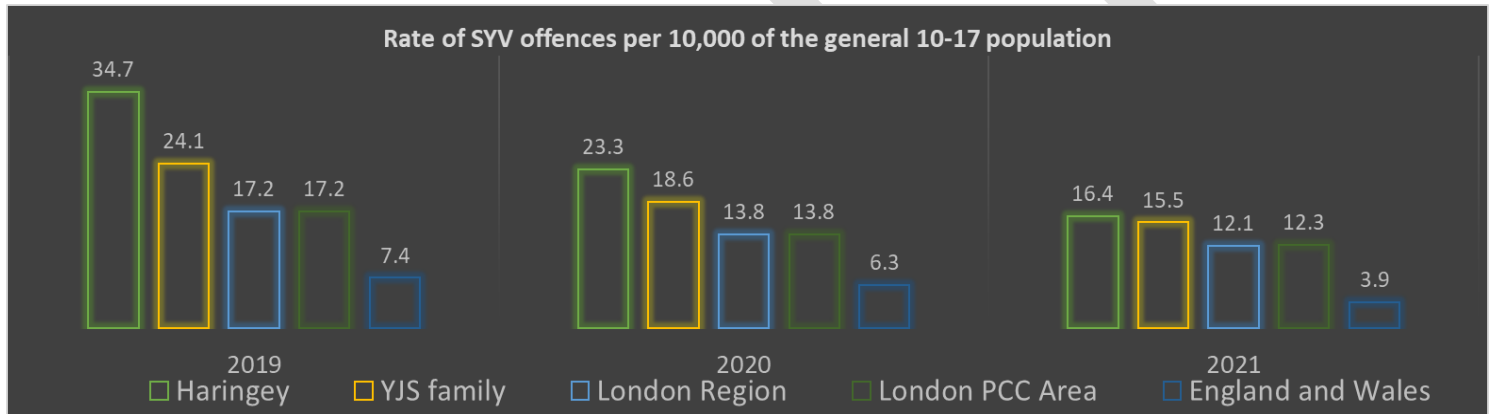
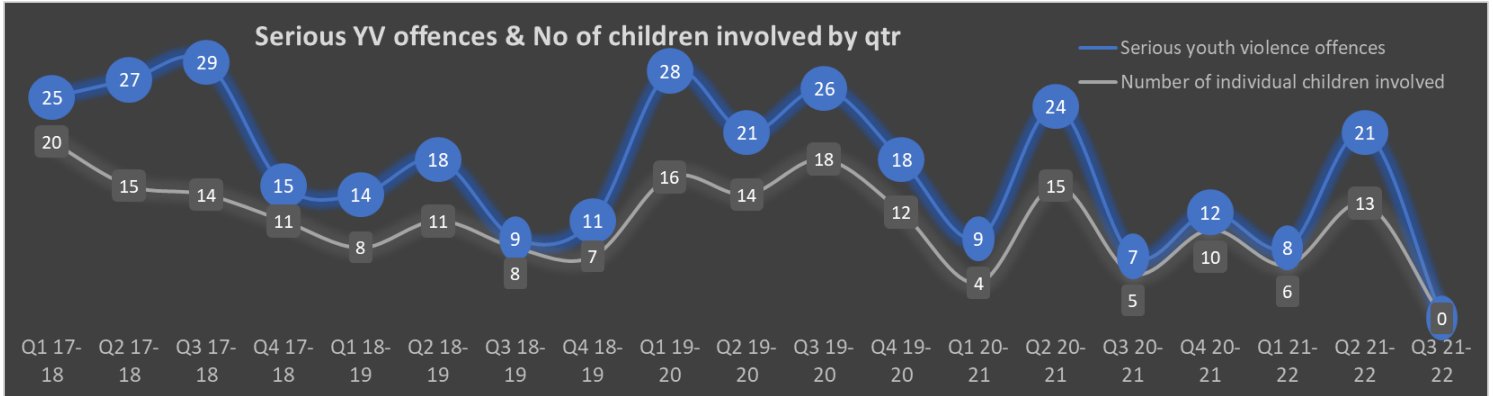


8.8.3 SERIOUS YOUTH VIOLENCE DATA

Haringey employs the use of the Serious Youth violence toolkit. This toolkit shows that SYV has reduced by 52%, or 45 offences, since 2019. SYV decreased by 37% within our family and by 28% across London over the same period. This indicates that the rate is reducing quicker in Haringey than elsewhere. Despite this, our rate of offences remains marginally higher than the family and

Haringey Youth Justice Strategic Plan 22/23

London averages. Latest data (Q2 21/22) shows that Robbery constitutes 81% of our serious youth violence cohort (only includes gravity 5+ offences). It should be noted that all Robbery offences are regarded as SYV whereas a smaller proportion of violent and drug offences meet the criteria.



8.9 CONSTRUCTIVE RESETTLEMENT AND THE USE OF CUSTODY

When we talk about ‘resettlement’ in youth justice, we generally mean the support that a child receives as they re-enter the community from custody. The Resettlement of children from custody is a statutory responsibility of local authorities, in partnership with the Police, National Probation Service, Health and HMPPS Youth Custody Service (YCS). However, being released from custody is not the only difficult transition that children in contact with the youth justice system might need help to navigate. For instance, children might need help to ‘resettle’ when entering and leaving care, or when moving in, around, and out of the criminal justice system.

In Haringey our profile of young people that experience remand and serve custodial sentences in the last 2 years do not generally experience custody for short periods, thus resettlement in Haringey is not a task regularly completed. In the last 12 months we have resettled one young person where their licence period was 8 weeks, this young person returned to their family home.

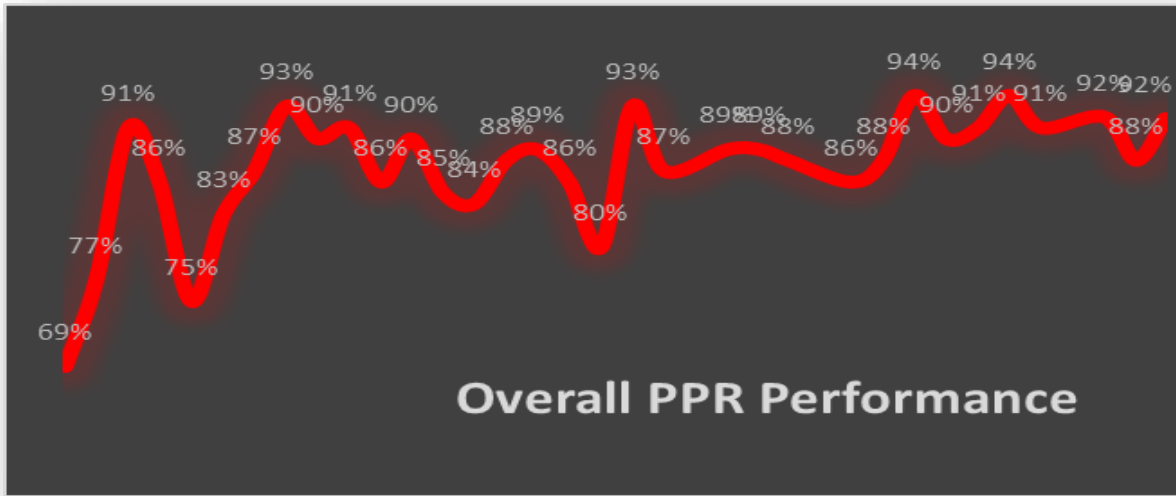
Despite this, we have a policy and guidance document to address the need for constructive resettlement – however part of our ongoing development of the service in this area, will be to explore how we can support our young people to constructively resettle after intensive community work/contact with our service. Exploring the notion that resettlement extends further than transition from custody to community but in the transition from intensive support to the exit from services as well as the transition to adult services. The YJS will be addressing this in the Operational Improvement plan – see Appendices

8.10 PERSONAL PERFORMANCE REPORTS

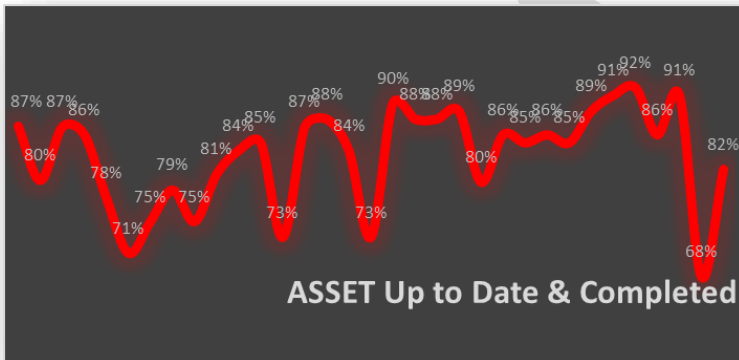
The service undertakes monthly analysis of key process recording on our case management system with a view to improve practice and perform effective management oversight. This is presented to staff and their managers with an expectation that we reach a target of 80% accuracy in all areas of data recording processes. Performance audits with Team Managers occur where this target is not achieved by each case manager.

We commenced this method of performance monitoring in April 2019. We started with an overall performance score of 69% however the performance reports had an immediate impact and we increased to 91% within 2 months. We now consistently score above 90%.

Monthly Performance since April 2019



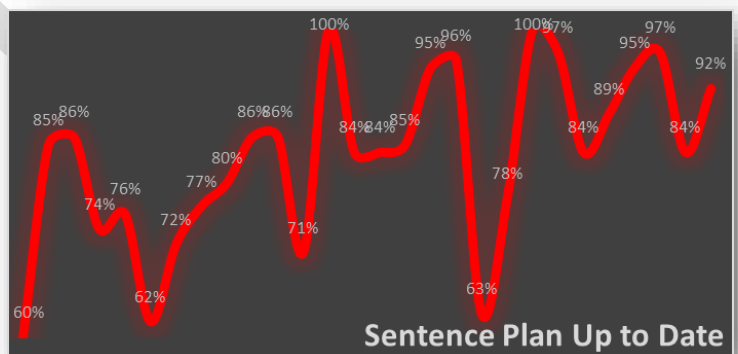
Overall PPR Performance



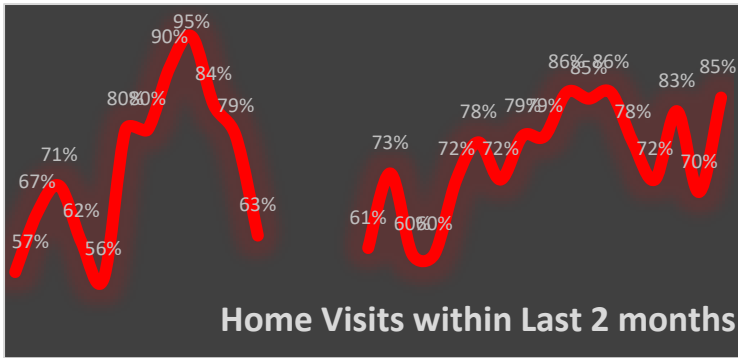
ASSET Up to Date & Completed

Despite having mechanisms to track ASSET completion prior to April 19, the results fluctuated wildly. We have since consistently scored between 80 and 95% with a blip in Jan 22.

This analysis identifies those with a Young Person's plan on our case management system and whether it was completed within prescribed timescale. This has slowly improved over the last two years but most recently the output was 92%.

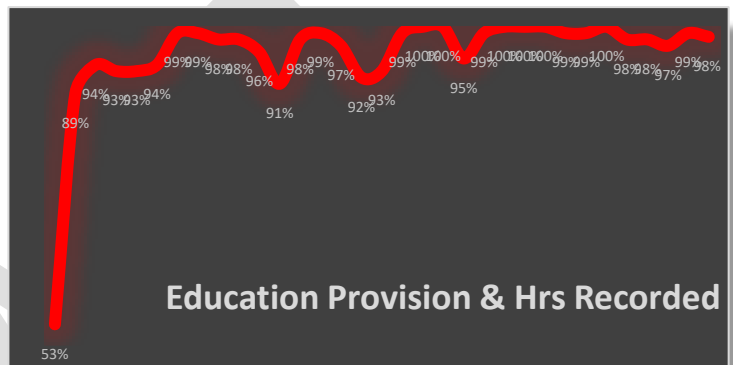


Sentence Plan Up to Date

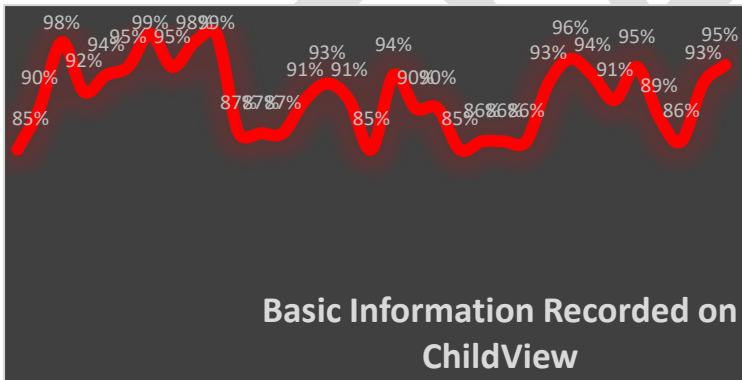


This measure identifies those that have had a Home Visit in the last two months to ensure we maintained contact with young person in the family environment particularly during the lockdown. There was a period between May and August 2020 where we were unable to undertake home visits due to the national regulations. We usually score between 70% and 86%.

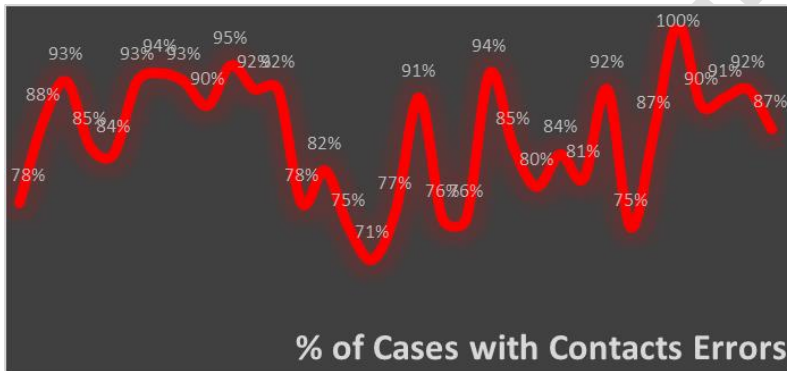
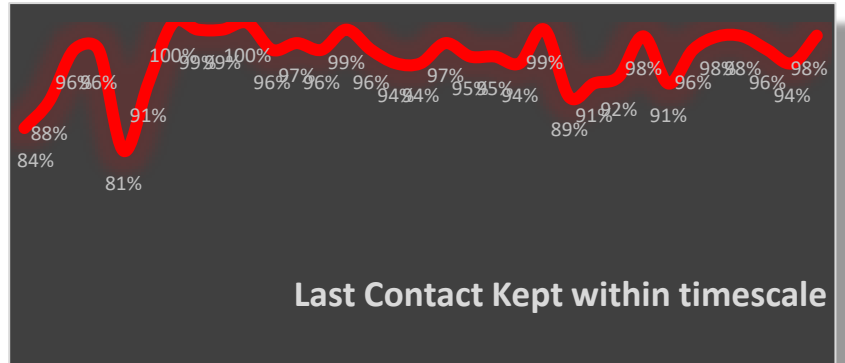
This analysis tracks whether the educational provision and hours have been recorded correctly. There was an immediate improvement from 53% to 89% when we started tracking and we now consistently score in the high 90's.



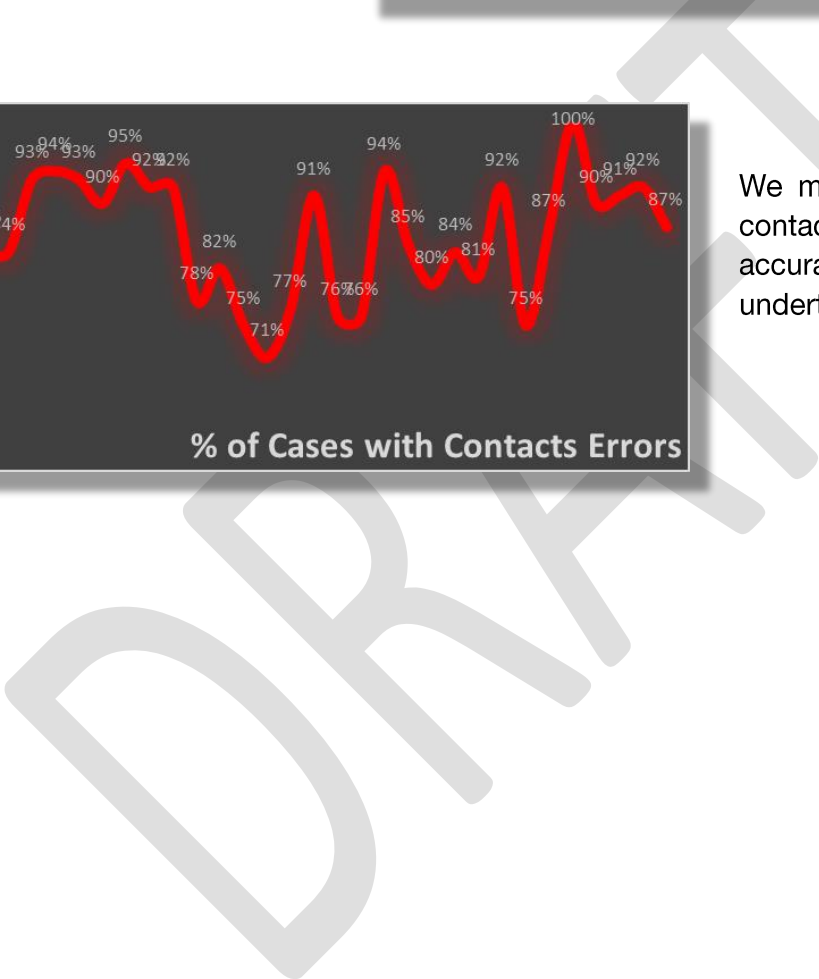
Basic information pertains to Ethnicity, religion, nationality, address, language, accommodation suitability and living arrangement for young people. We consistently score in the mid-90s accurately recorded on our system.



We track statutory contacts to ensure we are meeting national standards. Our average was 95% for 2021/22.



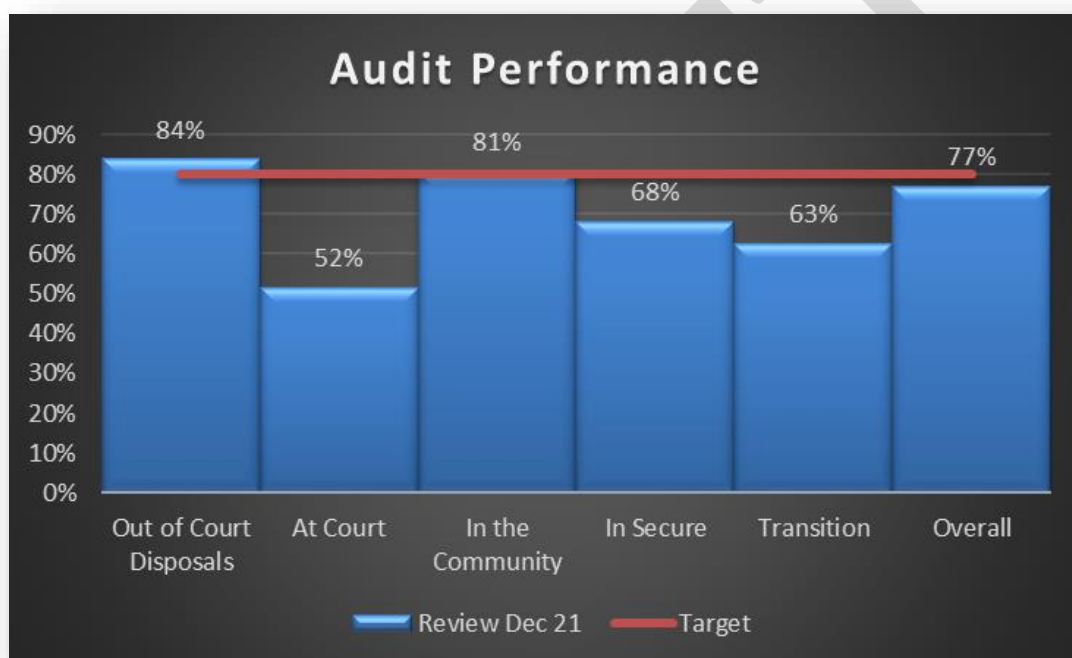
We monitor errors with recording contacts to ensure we have an accurate portrayal of the work undertaken during the intervention.



9 NATIONAL STANDARDS

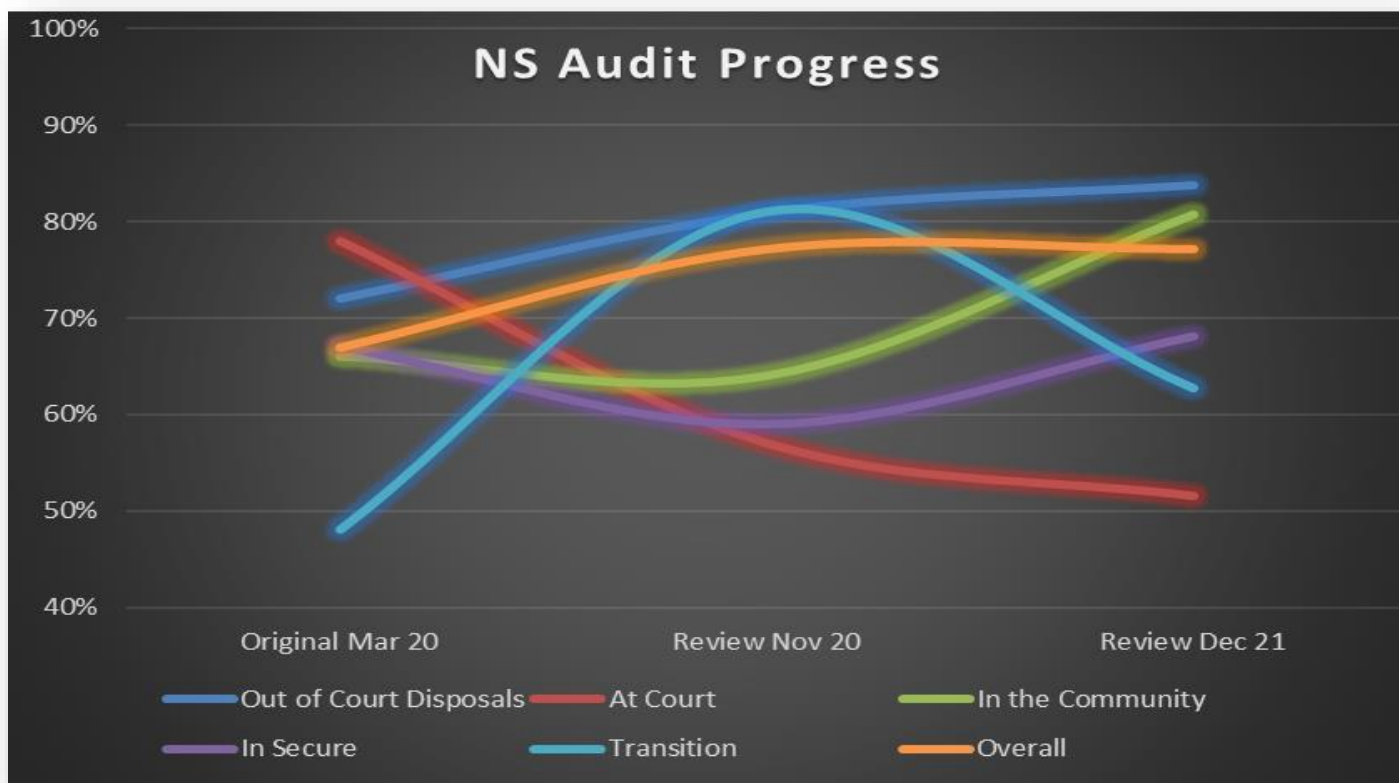
The National Standards Audit was undertaken over 3 months between August and December 2021. We audited and analysed 50 cases over this time across OOCs, Court, Community, Secure and Transition & Resettlement. We set ourselves a target of meeting standards in 80% of cases. Overall, we scored 77% equivalent to a rating of Good. This was the same score as the previous analysis in Dec 20 and 10% higher than the first analysis in March 20.

We are continuing to self-audit against the National standards alongside our local QA procedure. Our plan includes a full self-assessment in July 2022 and then again in early 2023 to measure distance travelled.



We also achieved the target for OOCs (84%) and Community orders (81%)

The decrease in performance with “At Court” (52%) was due to staff not clearly evidencing that they were explaining the order/outcome to the young person and parents/carers. This has now been addressed through a change in processes at court.



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10 CHALLENGES, RISKS AND ISSUES

The Haringey Youth Justice Management Board have developed a risk register where we keep abreast of any risk to service and delivery. It allows members to respond and support effective change, tasks on the register can be delegated to the operational board which sits underneath the management board.

At present our most significant risk is the decreasing of our caseloads. Although we are aware that numbers are decreasing nationally the rate in which young people are Released Under Investigation (RUI) to resulting in substantive outcome has significantly decreased. We are locally maintaining our own RUI data however the overarching picture is not fully clear. In 2021 we know that there are at least 100 children RUI that have not come through the court system yet. This presents several risks in terms of capacity; however, it also presents challenge in terms of the impact of the children and young people – especially those that have desisted from offending since their initial arrest.

Data suggests a drop in detection rates and with the government plan to increase policing number in the near future we young people these that this will increase detection rates thus increasing the number of children subject to substantive outcomes.

With our plans to develop a prevention arm which is responding to a very clear need within the borough, should the numbers increase significantly this could be a risk to service delivery. We have on case manager vacancy that we are holding onto, so that we have some level of solution.

SALT provision is a critical issue for the YJS cohort. Haringey does not currently have a YJS Specific commissioned SALT service; however, this has been placed as a key priority for the YJS Strategic and Partnership plan including access to universal services.

10.1 COVID-19

COVID-19 has a profound impact on our children and young people. It has not only disrupted their education but also the social contact and development that is so important from early years through to childhood and into adulthood. These impacts are not evenly distributed, but instead disproportionately affect those already experiencing disadvantage and inequality.

The impact of COVID-19 is significant and continuing, particularly around the Social Emotional and Mental Health (SEMH) needs for children and young people due to lockdowns.

During this time, children and young people were having to adjust to online learning at home and were unable to see their friends and teachers in person. Parents supporting them at home were also identifying new and sometimes increased needs. Returning to school for some children and young people following extended breaks has also led to difficulties, especially as they are having learn to readjust to reintegrating back into a school experience that is different from before.

For the YJS the most significant challenges were: -

- Delays in courts, leaving young people on bail for significant periods
- Decrease in caseloads

- Engaging young people virtually, some young people and staff struggled with the virtual interface
- Reducing anxiety about face-to-face work with both young people parents and staff

How we met these challenges: -

- We were able to (safely) increase our intensive work with young people in need – due to lower caseloads we had more capacity for intensive work
- We were able to safely develop and deliver groupwork throughout 2021
- Referral Order Panels worked better for families and volunteers now that they were virtual – our success rate for timely panels increased
- Due to careful risk assessments and excellent teamwork the YJS was back in the office from June 2020 by March 2021 YJS were back 5 days a week by June 2021 staff were coming in twice a week.
- Contact did not falter during the pandemic – it maintained throughout due to a successful hybrid model that put the safety of staff and children and young people first

11 SERVICE IMPROVEMENT PLAN

Haringey YJS is committed to dynamic improvement within its service delivery and practice delivery development. Since 2020 the YJS were taking part in local management oversight style audits, these where a more quantitative checklist opposed to a more qualitative approach. Therefore, towards the end of 2021 the YJS developed a new tool and moved their quality assurance procedure to more in line with children services.

The YJS has their own QA system consisting of each manager quality assuring 2 cases each per month, using an internal audit tool. The QA form takes us through various areas which helps identify good practice and highlights areas for improvement. We also take part in a twice-yearly National Standards Audit where we self-evaluate how we are meeting the Youth Justice Board National Standards of Practice. We have recently completed the National Standards Audit for Oct 21 – Jan 22 and are currently evaluating the results and creating responsive ways to address areas for improvement. The evaluation will be shared at the Youth Justice Partnership Board. Now this has been completed we were able to finally launch our new QA tool in January 2022. The tool is far more in-depth and is aligned to our inspection framework as set out by HMIP. This tool allows us to measure impact and implement improvement and a far more robust manner than previously. The Head of Service moderates a complete audit monthly.

The YJS Operational Improvement plan is informed by the results from the national standards audit and our monthly thematic QA audits. The YJS Work force Training and Development Plan responds to any gaps in practice but also support the academic direction that we are taking the service. Please see appendix for both plans.

12 EVIDENCE-BASED PRACTICE AND INNOVATION

Systemic Training

YJS has secured 6-day introduction into systemic practice for all front facing staff. This training will be giving Haringey YJS a school of thought and a theory to underpin their practice.

Your Choice CBT Training

Haringey YJS have 3 representatives taking part in the Your choice CBT Training with a key focus on reducing serious youth violence via therapeutic skills and sessions

Development of a prevention arm to the YJS

See section on [Looking Forward](#)

Family work “Whole Family approach”

- Empowering parents and carers
- Ensuring YJS practitioners are placing significant emphasis on the need of the whole family
- Created family goals alongside individual goals for the young person
- Support parents and empower them to use universal services and seek out relevant tools to achieve goals
- Team around the family approach to planning – bringing agencies together around the family to co create plans and interventions.
- Review, rewrite (if necessary) and succeed

Youth and Family Participation**Constructive Resettlement for all**

Resettling children and young people from long term and intensive community work

Development of In-house Intervention**Team Space**

Peer led practice development space using evidence-based techniques to support staff with innovative practice.

13 LOOKING FORWARD

13.1 YOUTH CRIME PREVENTION AND A WHOLE FAMILY APPROACH

Haringey Youth Justice Service is keen to develop and remodel our own prevention arm to the existing YJS. With caseloads decreasing it has become increasingly apparent that there is a clear need for specific youth crime prevention work, specifically with those on the periphery of offending and the peers and siblings on young people who offend. The YJS believe that using a whole family approach to youth crime prevention we will:

- Improve overall outcomes for young people and their families
- Improve service to service users by reducing the number of professionals they deal with/social workers they have.
- Improve consistency of practice.
- Ensure prevention – both youth crime, edge of care and social care involvement
- Embed family first approach and systemic practice
- Improve line management arrangements and ensure better management oversight
- Increase the offer of the YJS and utilise existing skills to meet the growing prevention need
- Create a youth crime prevention arm to the YJS
- Increase/Broaden the skill, knowledge, and experience of all staff/improve the learning career development opportunities for staff.
- Improve efficiency, effect and economy of service and improve stability in the workforce
- Improve overall performance

13.1.1 EXISTING FAMILY PROVISION WITHIN THE YJS

- Thinking space for parents – is a safe space for parents to gain therapeutic and peer support from and ongoing cohort.
- Access to Early Help and Family Support – these are targeted support services that exist outside of the YJS Multi agency Seminars/ workshops for parents and carers – thematic workshop was delivered weekly in 2021 with our parents in social care and Early help
- Parent carer coffee morning – a participation space with clear indicator from parents wishing for more family-based work and a clear need for parenting support around renegotiating relationships with adolescents and teenagers
- Added focus in Quality Assurance about the involvement and collaboration with parents and carers

13.1.2 PLANNING FOR IMPLEMENTATION

- Training – Systemic training delivered by the Institute of Family Therapy
- Developing a greater focus on prevention – refocusing an existing interventions role into a parenting/family role
- Having a small group within the team that are “Whole Family Champions” to aid and keep the momentum of implementation – they will be tasked with the in-house practice development.
- The creation of separate planning meetings – using the team around the child/ family model to create a robust collaborative YJS plan. Ensure all plans include all members of the family – who wish to participate.
- Development – use the Practice Development workshops and Team Space to keep the model at the forefront and giving space for any teething issues.
- Partnerships – utilise our colleagues in CAMHS and Insight to support staff with “reflective teams” and maintaining the clinical lens in case discussion and strategy for working with the family. Working closely with our colleagues in Early help and the Youth Service to strengthen whole family plans and also look at the power of Family Network Meetings for supporting the most isolated of families.
- Youth Crime Prevention – Increased focus on prevention, family work, work with fathers and absent fathers. Placing family and community at the heart of our work.

13.1.3 MEASURING IMPACT

- Through youth and family participations – continue with coffee mornings and participation events, round table discussions
- Create a Family focus group – to gain whole family feedback
- Create a scaling questionnaire to complete with families after each session
- Ensure that feedback is gained at planning and review stages
- Gain both qualitative and quantitative feedback
- Monitor engagement, behaviour, coming to police notice, reoffending, educational attainment and use of custody.
- Measure how many families did not escalate to social care involvement
- Quality Assurance – at all points, assessing, planning, intervention delivery, review, and closure

14 SIGN-OFF, SUBMISSION AND APPROVAL

Chair of YJS Board	Ann Graham
Signature	
Date	

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15 APPENDIX 1 - BOARD MEMBERSHIP

Haringey Youth Justice Management Board meets Quarterly through the year on the following dates: -

Q1	16th March 2022
Extraordinary	27th April 2022
Q2	15th June 2022
Q3	21st Sept 2022
Q4	21st Dec 2022

15.1 YOUTH JUSTICE MANAGEMENT BOARD MEMBERSHIP

Name	Service
Ann Graham/Chair)	Director of Children's Services
Jackie Difolco	Assistant Director for Early Help, Prevention and SEND
Emma Cummergen	Head of Service Young Adults Service and Youth Justice Service & Haslemere
Sheri Jiwany- Burnett	Service Manager – Youth Justice Service
Steve Milne	Performance Information Manager
Patsy Wollaston	NPS Head – Interim Head of Service HRWF Cluster
Carole Preston	Haringey Safeguarding Childrens Partnership Board Manager
Vivienne Okoh	Joint Commissioner for Vulnerable Children
Kayleigh Broughton	Magistrates
Marco Bardetti / Helen Strong	Metropolitan Police
Rubina Mazher	Head of Children in Need of Support & Protection Safeguarding & Social Care
Cllr Dogan	London Borough Haringey – Community Safety and Youth Justice

Haringey Youth Justice Strategic Plan 22/23

Beverley Hendricks	Assistant Director Safeguarding and Social Care
Eubert Malcolm	Assistant Director Stronger Communities
Susan Oti	LBH Public Health Assistant Director
Jeanne Faulet-Ekpitini	CAMHS Service Manager
Simone Common	Head of Service – Early Help and Prevention
Linda Edwards	LBH Senior Commissioner Public Health
Sarah Hart (SH)	LBH Senior Commissioner Public Health
Vanessa Cooke	Head of Whittington Health Trust
Tracy Downie	Interim Executive Director of Operations
Eveleen Riordan	Assistant Director Schools and Learning Service
Joe Benmore	LBH Interim Head of Community Safety

15.2 TERMS OF REFERENCE

Terms of Reference: How We Work

For Board March 2022

To review January 2023

A) Introduction

The Haringey Youth Justice Service (YJS) is established under Section 37 of the Crime and Disorder Act (1998) with the principal aim of preventing offending by children and young people and promoting safer communities.

The Haringey Youth Justice Partnership Board (YJPB) is required to manage the performance of the youth justice services in LB Haringey and ensure the delivery of the statutory principal aims.

- reducing the number of children and young people who enter the Youth Justice System
- reducing the likelihood of reoffending by children and young people and the risk of harm that they can cause to other people and themselves
- reducing the number of children and young people receiving custodial disposals

The Chief Executive of the local authority is required to take the lead in ensuring that adequate and suitable governance arrangements are in place to ensure that all the statutory partner agencies are fully participative and contributing to the YJ Partnership Board as required.

Statutory partners are:

- Local Authority services, notably Community Safety, Children's Social Care, Education and Public Health
- National Probation Service
- Police
- Health - NHS

The Board also includes key strategic partners including from the Highbury Corner Court.

Haringey, through the Director of Children's Services, will choose to secure additional management Board membership as will assist in meeting the strategic goals.

B) Statutory Requirements of a Youth Justice Partnership Board

In paragraph 40 of the Inter-departmental Circular on Establishing Youth Offending Teams (1998), the statutory role of the YOT Management Board is defined as:

1. Determining how the YOT(s) is to be composed and funded, how it is to operate and what functions it is to carry out.
2. Determining how appropriate youth justice services are to be provided and funded.
3. Overseeing the formulation each year of a Youth Justice plan.
4. Overseeing the appointment or designation of a YOT manager.
5. As part of the Youth Justice Plan, agreeing measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.

Haringey YJPB Governance: The Strategic Board

The Youth Justice Partnership Board is accountable to the Chief Executive through the Director of Children's Services. The YJMB works within the policy and performance framework set by the Ministry of Justice through the Youth Justice Board for England and Wales. The YJPB processes are supported by the LA administrative team.

YJMB exercises accountability on behalf of Haringey LA for the three national Key Performance Indicators set by the Youth Justice Board:

- Reducing first time entrants
- Reducing reoffending
- Reducing use of custody

Within Haringey, service performance is accountable through the DCS to the Community Safety Partnership (CSP), with oversight by the Local Safeguarding Children's Board (LSCB) and Health and Wellbeing board (HWB).

D) The role of board members:

Individual Board members should:

- a. (For Statutory Partners) be of sufficient seniority and decision-making authority as to enable necessary partnership developments
- b. be advocates for the Haringey Youth Justice services and their parent organisations and networks
- c. take steps to actively understand and support practice and strategy development in Haringey youth justice services
- d. Steering the cause of victim safety for the young people of Haringey
- e. To continue to challenge, address and support the elimination of disproportionality for children and young people in Haringey

c) Attendance at Meetings:

Attendance at meetings of the YJPB by strategic leaders who can make decisions on behalf of their organisation is an essential requirement for effective governance and strong partnership working.

- All standing members of the YJPB are expected to attend meetings and actively contribute to discussions and decisions. As a partnership body, members are collectively responsible for service governance.
- Where members are unable to attend, they must notify the meeting organisers and send a substitute of appropriate seniority. Substitutions should happen rarely, with members prioritising Board meetings as far as possible.
- Attendance will be monitored by agency, rather than individual. Where there are repeated problems with attendance, the Chair will contact the partner agency and take actions to resolve the issue

Board Member attendance will be monitored.

Chair will secure engagement with members where consistent attendance becomes an issue and as need be stand them down from membership and seek alternatives.

D) Board Forward Plan:

The Board Annual Forward workplan and agendas are developed by the chair with Senior LA officers the Head of Service and Service Manager in consultation with the Board so that the Board:

- i) Has oversight of the strategic Youth Justice Plan
- ii) Holds partners to account for partnership performance and contribution
- iii) Can engage with and respond to changes in local, regional, and national patterns, practice and policy
- iv) Can undertake self-evaluation and learn from other areas
- v) Assures itself of process development to meet National Standards

E) Meeting Quorum:

Quorum is established as when at least the following are present

- Chair or the designated substitute
- Head of Service and Service Manager
- At least one other LA service
- At least one non-LA partner service (statutory partner or not)

Should a meeting not be quorate ten minutes after the published start the Chair shall take the decision whether the meeting can continue or not.

G) Board Membership:

See 15.1

H) Agendas:

Chair, Head of Service and Service Manager meet midway between meetings to review actions agreed and plan the next agenda

- Board meetings agendas will routinely include:
- Standing items
- Chair overview
- Report from head of service/ Service Manager including
- Performance
- Staffing including workforce development
- Finances including any commissioned services
- Thematic discussions to address key areas of practice, partnership, or performance
- Evidence of the views of young people, families, and others on the effectiveness of services will be evident directly and indirectly

I) Frequency and Administration:

The Management Board will meet quarterly for approximately 2.5 hours. Members are expected to attend. If a delegated representative must attend on behalf of a member, they must have decision making authority. Papers will be sent out approximately 7 working days in advance of a Board meeting.

Minutes will usually be ready for circulation within seven working days for Officer sign off and then will be signed off by the Head of Service.

In between meetings, and in preparation for meetings, members may be required to contribute to specific pieces of work to drive the plan forward which will aim to improving the quality of services via the operational board.

Board may from time-to-time commission "Task and Finish" groups In order to address specific aspects of the youth justice provision, and fulfil the partnership plan in relation to partner services.

J) Board communications:

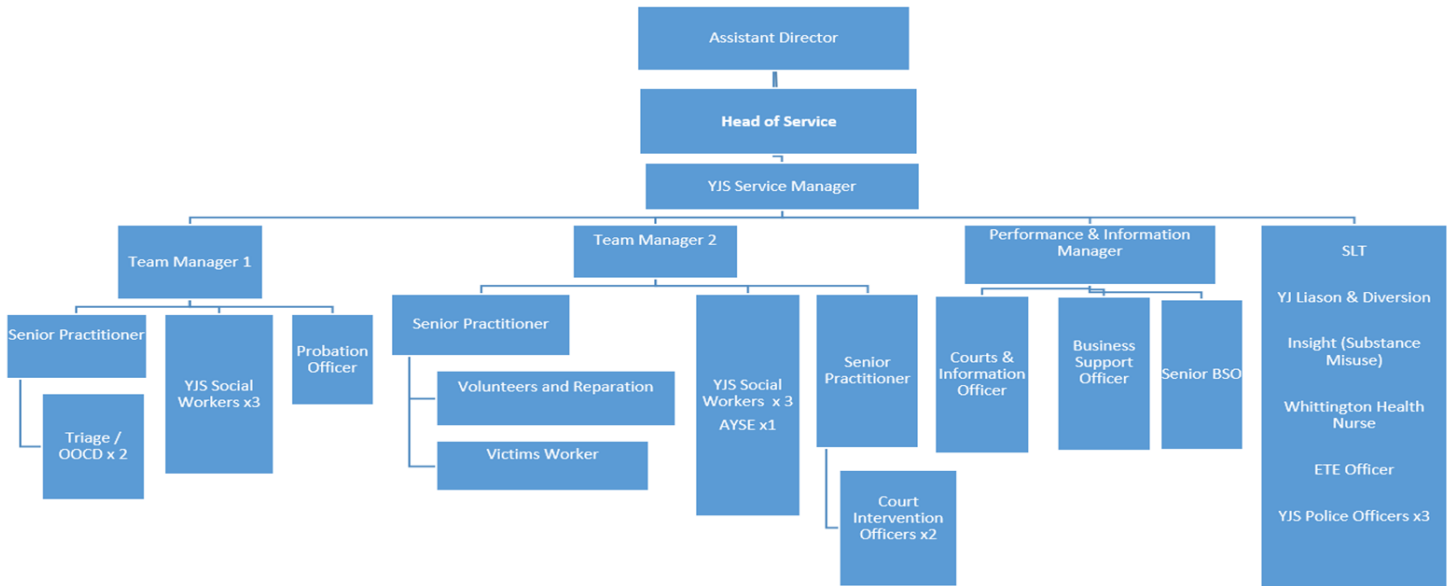
The Chair and head of service to maintain Quarterly briefings for Board members which updates them on current youth justice issues at Haringey, regional and national levels. These briefings are to be also shared with YJS staff.

The Chair and head of service includes an item in staff bulletin outlining priority actions and decisions at board meetings. The Chair to periodically attended Full-service meetings by invitation of the Service Manager? of the YJS to discuss key developments with staff.

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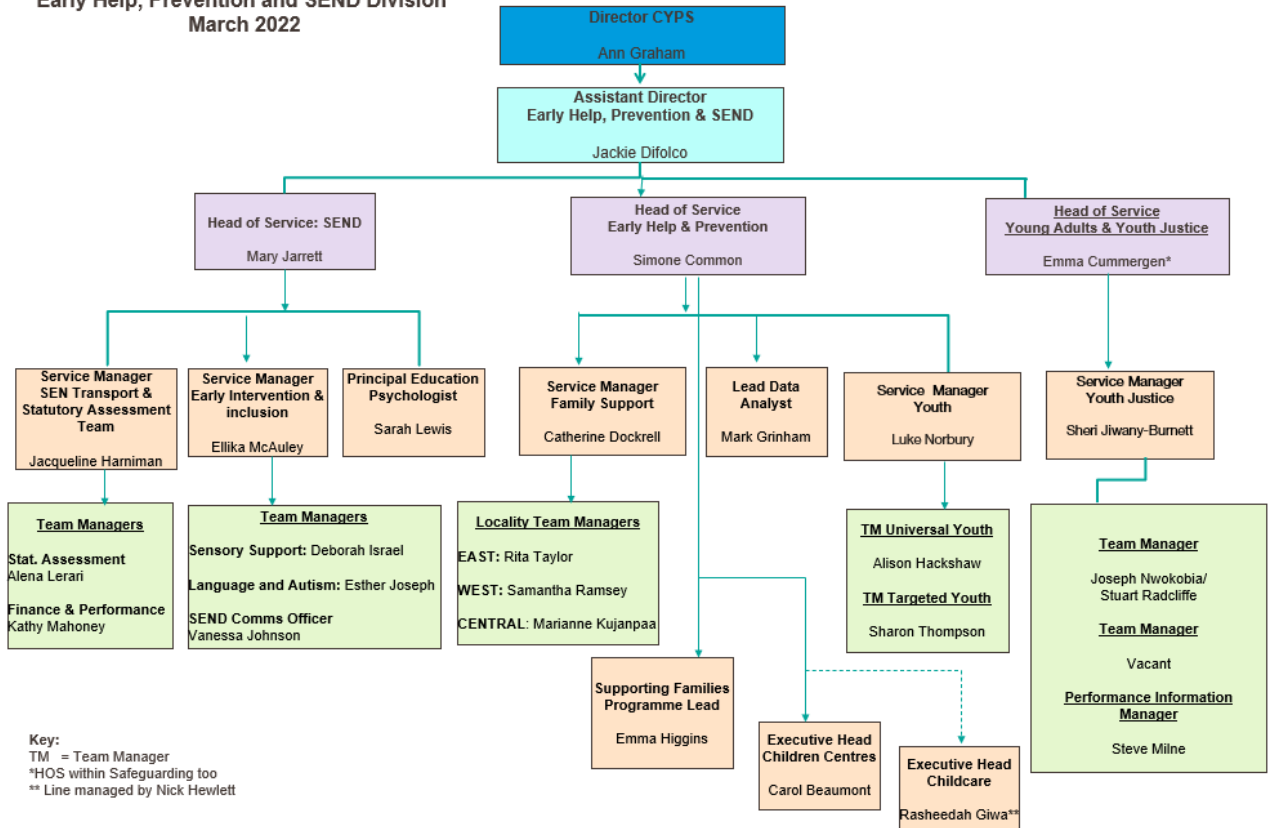
16 APPENDIX 2 - SERVICE STRUCTURE CHART & ETHNICITY

16.1 YOUTH JUSTICE STRUCTURE



16.2 CHILDREN AND YOUNG PEOPLE STRUCTURE

Early Help, Prevention and SEND Division
March 2022



16.3 STAFF ETHNICITY BREAKDOWN

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian														1			0	1
Black			1		3	3		2					2	9			6	14
Mixed		1				2								1			0	4
White			1	1	5	4	1						1	7			8	12
Any other ethnic group																	0	0
Not known																	0	0
Total	0	1	2	1	8	9	1	2	0	0	0	0	3	18	0	0	14	31

17 APPENDIX 3 OPERATIONAL IMPROVEMENT PLAN – INC NS

Team:	Youth Justice Service
Service Manager	Sheri Jiwany -Burnett
Head of Service:	Emma Cummergen
Assistant Director	Jackie Difolco
Date of completion of templates	10/05/2021
Date Updated	18/05/2022

PART A

What do we know about the quality and impact of our team's practice?	How do we know it?
Inspection Readiness:	<p>Her Majesty's Inspectorate of Probation (HMIP) chose "The experiences of Black and mixed heritage boys in the youth justice system" as the subject of their thematic inspection in April – June 2021. Haringey YJS took part on 17 – 21 May 2021. Since then, we have built on what we learned in that process, from the published report and the good practice guidance and continue with local fortnightly meetings to address preparation for HMIP inspection.</p> <p>Organisational delivery (domain one)</p> <p>We look at how the service is run and led, strategically. We look at workloads and staffing levels and whether there are arrangements for learning and development. Inspectors will look at any partnerships and services there may be and whether the right information is available, and facilities are in place to support staff.</p> <p>YJS dashboard and Dashboard highlights support the board with understanding the YJS cohort in more detail and a focus on performance against the three national indicators.</p> <p>Court disposals (domain two)</p> <p>Inspectors look at the assessment, planning, implementation and delivery and the reviewing processes being delivered to children and young people.</p> <p>Young Persons Plan is being re developed to support with the intervention planning aspect of the assessment ensuring that the document creates clear space for addressing diversity and the voice of the child and participation from parents and carers</p> <p>A range of interventions have been commissioned or developed to support with implantation of delivery.</p> <p>Out-of-court disposals (domain three)</p> <p>As in domain two, inspectors look at the assessment, planning, implementation and delivery and the reviewing processes being delivered to children and young people. The YJS has a weekly OOC panel which encourages joint decision making with the police and partners. The YJS also developed an OOC scrutiny panel alongside the police to ensure that proportionate decision making is taking place.</p>

What do we know about the quality and impact of our team's practice?	How do we know it?
	<p>The YJS has reviewed the OOCd working practices again in 2021 and has recently developed a partnership with Haringey Youth Service to support with the delivery of the OOCd and exit planning. We have also taken feedback from the 2021 thematic inspection and developed more identity-based interventions to complement the offence-based work that is already established in delivery</p> <p>Our plan for 2022/23 will be to have a greater focus on engaging with young people and their families at the voluntary Community Resolution/ Triage stage, to ensure maximum impact in reducing first time entrants into the youth justice system, reducing offending and disproportionality.</p> <p>Service Level Agreements and Process/Procedures</p> <p>The current service level agreements YJS processes/procedures are currently being developing or reviewed theses are being monitored through our inspection readiness log.</p> <p>Audits and Quality Assurance:</p> <p>In March 2020, the YJS submitted its first National Standards self-assessment. We continued to use this model in 2021. However, towards the end of 2021 a new tool was developed to provide a more qualitative insight into case management.</p> <p>The YJS has their own QA system consisting of each manager quality assuring two cases each per month, using an internal audit tool. The QA form takes us through various areas which helps identify good practice and highlights areas for improvement. We also take part in a twice-yearly National Standards Audit where we self-evaluate how we are meeting the Youth Justice Board National Standards of Practice. We have recently completed the National Standards Audit for Oct 21 – Jan 22 and are currently evaluating the results and creating responsive ways to address areas for improvement. The evaluation will be shared at the Youth Justice Partnership Board. Now this has been completed we were able to finally launch our new QA tool in January 2022. The tool is far more in-depth and is aligned to our inspection framework as set out by HMIP. This tool allows us to measure impact and implement improvement in a far more robust manner than previously</p>
<p>YJS Interventions and Programmes</p>	<p>The YJS has reviewed the programmes of interventions that are available to staff to address various subjects. The findings found that there were limited resources available for staff to use and often no evidenced based programmes used.</p> <p>There was a need for a focus on outcomes for young people with specific targeted work being covered and evidenced on the case management system. There also needs to be a difference of interventions/programmes offered for young people that have a journey through the criminal justice service when made subject to different disposal and court orders.</p> <p>The YJS purchased various intervention workbooks to support with the one to one and group work delivery. In addition to this the YJS are also now a registered AQA licensed center and distribute certificates for young people participation in our group work and reparation projects.</p> <p>Ether programme: Commissioned for two further programs in 2021/22.</p> <p>Street Doctors: Commissioned from 2020 and we have around 26 workshops remaining which are being completed virtually at present.</p>

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What do we know about the quality and impact of our team's practice?	How do we know it?
	<p>Aspire Higher Programme: We have around two workshops remaining which will be completed in Summer / Autumn 2022</p> <p>Redsnapper: 80 individual logins for individual sessions are remaining and open for YJS to use in 2022/23</p> <p>Selby Boxing Programme: 30 individual sessions have been commissioned for 2022/23</p>
<p>Risk Management Panel:</p>	<p>In 2019 the YJS reviewed the Risk Management Panel and developed the YJS Risk Policy which incorporated the Risk Management Panel terms of reference. The Risk Management Panel frequency of the panels were changed from monthly to fortnightly, with a maximum of four young people being discussed from 10am-12pm. This ensured that all cases being reviewed in a timely manner and that as a multi-agency we will be confident in the panels purpose.</p> <p>A monthly risk register was developed in 2020 to ensure that the top 30 young people of the highest risk and needs within the service are being regularly reviewed by the management team.</p>
<p>Restorative Justice:</p>	<p>Restorative approaches cascade throughout work delivered by the Youth Justice Service. Restorative Practice within the Youth Justice Service has three connected and vital components. Volunteers (specifically community panel members), Victims work and Reparation projects in the community (that serve and include the wider community). These interventions in combination seek to redress and contribute to the repairing of harm and reducing and challenging disproportionality within the Youth Justice System.</p>
<p>Health provision:</p>	<p>The YJS has established working relationships with Whittington Health Trust and has a dedicated schools health nurse who is physically present once a week in the office. However, it has been identified that we need to mobilize the service offer to reach more young people in their local communities.</p> <p>The YJS has established working relationships with Insight Platform and has a dedicated substance misuse worker once a week who is physically in the office.</p>
<p>Court Work:</p>	<p>Court practice was deemed an area for NS improvement – since the performance manager has a robust system set up with his staff to safeguard against poor practice as well as spot checks throughout the year</p>
<p>Participation:</p>	<p>In August 2021, a review of youth and parent participation took place. From this review Parent coffee mornings were devised, Covid 19 put a pause on this space. This will be implemented into the plan for 2022/23 plan. In April 2022, the YJS held its first participation event for young people. The plan will be for these spaces to occur quarterly throughout the year. Increasing youth and parent participation is a key priority for 2022/23</p>

PART B**Haringey Youth Justice Service: Operational Delivery Plan**

No	Area for Development	Action Required	Outcomes to be achieved	Lead	When will we achieve it	RAG
1	Inspection Readiness	<ol style="list-style-type: none"> 1. Have regular Inspection meetings with HOS, SM TM and Performance Manager 2. YJS Strategic Plan for 2022/2023 to be completed 3. All relevant policies and procedures to be reviewed as part of “evidence in advance” preparation 4. YJMB Partnership Plan to be created and signed off 5. Resettlement policy to be created and signed off 	<ul style="list-style-type: none"> ➤ YJS have the relevant partnership agreements in place and recorded all in one place ➤ YJS to have a regular logistic plan for inspection readiness ➤ To ensure all partners have a strategic stake in effective and positive change of the Haringey YJS cohort 	SJB and EC	<ol style="list-style-type: none"> 1) In progress 2) In progress 3) In progress 4) In progress 5) Completed 	
2	Quality of Assessments and plans	<ol style="list-style-type: none"> 1) YJS to continue to complete Internal national standard audits of Asset Plus using the inspection framework 2) YJS Management team to continue completing Internal monthly QA audit 3) Quality Assurance Tools to be consistently used and saved on Child view (Case management system) 4) Young Peoples plan template to be reviewed with and increase focus on incorporating social graces workshops arranged to embed practice 5) Planning meeting to be developed – guidance produced and rolled out to service 6) Focus on improvement diversity within the Asset Plus 	<ul style="list-style-type: none"> ➤ Assessments will have more quality analysis ➤ Assessments will be more strengths based ➤ Assessments will have increased the voice of the child and families ➤ QA tools will ensure that there is standardisation across the management team around quality and set a standard of expectation. ➤ Young people’s plans are more inclusive 	YJS Mgmt Team	<ol style="list-style-type: none"> 1) Completed and ongoing 2) Completed and ongoing 3) Completed and ongoing 4) Ongoing 5) To be completed 6) Ongoing 7) Ongoing 8) Ongoing 	

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No	Area for Development	Action Required	Outcomes to be achieved	Lead	When will we achieve it	RAG
		<p>7) Focus improvement on how staff capture and evidence the child's lived experiences including about discrimination, impact of stop and search and any experiences of excessive force by the police?</p> <p>8) Improvements to be made in how we include and capture the voice of the fathers and specifically absent fathers – Workshop to be delivered</p>	<ul style="list-style-type: none"> ➤ Stronger Assessments leading to robust plans – meeting HMIP criteria for Diversity? ➤ Giving assessments more validity, ensuring the support network for the child is at its fullest and go further to work from a think family first approach ➤ Having the father and the male perspective will be invaluable to our overwhelmingly male cohort 			
3.	Out of Court Disposal	<p>1) O OCD Panel working practices reviewed 2022</p> <p>2) O OCD scrutiny panel to consistently reviewed at least twice a year</p> <p>3) Data analysis on families referred to Youth Service to be captured with clear focus on case studies and outcomes. Dashboard to be created so re-offending rates can be monitor</p> <p>4) Improvements needed on how we capture and evidence non-compliance of pre-screening process with families for O OCD panel.</p>	<ul style="list-style-type: none"> ➤ Partnership approach and culture to diversion will be created ➤ A partnership decision making culture will be imbedded ➤ Stronger partnership with EH and the youth service ➤ Transition and exit planning for young people will be improved ➤ Whole family work will be improved to support with diversion and prevention work 	SJB and KL	<p>1) Completed</p> <p>2) Completed</p> <p>3) To be done</p> <p>4) To be done</p>	

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No	Area for Development	Action Required	Outcomes to be achieved	Lead	When will we achieve it	RAG
			<ul style="list-style-type: none"> ➤ Strengthen Assessments therefore strengthening planning and delivery ➤ Reduce non compliance and further offending 			
4	Interventions and Programmes	1) Commission of new Interventions/ Programmes 2) Develop prevention arm of service and specify prevention interventions with think family approach	<ul style="list-style-type: none"> ➤ Increase better outcomes for young people that can be evidenced ➤ Support staff with tools to address complex issues with children and young people ➤ Increase partnership working and increase joint funding projects ➤ Targeted pieces of work that can be evidenced ➤ Increase engagement of children ➤ Achievement of certificates evidenced ➤ Support with the YJS NEET figures 	YJS Mgmt team	1) Completed and ongoing 2) Completed 3) Completed and ongoing 4) Completed and ongoing 5) Discussions Ongoing	
5	Risk Management Panel	1) YJS management team to continually review risk register to ensure the right young people attend the panel	<ul style="list-style-type: none"> ➤ The most complex and concerning children will be regularly monitored and reviewed with no waiting lists ➤ Emergency risk management panels can easily be requested ➤ Increase multi agency responses to risk concerns so risk management is shared 	YJS Mgmt Team	1) Completed and ongoing	
6	Health Provision	1) Health Partnership meetings to be arranged and sustained	<ul style="list-style-type: none"> ➤ Greater clarity on allocated resources and funds to YJS 	SJB and EC	1) Completed and ongoing 2) Ongoing	

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No	Area for Development	Action Required	Outcomes to be achieved	Lead	When will we achieve it	RAG
		2) Development of Open Door trauma informed work around SYV 3) Health and Justice funding and commissioning arrangements to be continually reviewed with health commissioner and CAMHS	<ul style="list-style-type: none"> ➤ Greater understanding about the health needs of the children within the service ➤ Increased in co-ordinated approach to YJS health needs ➤ Increase in screenings and interventions for young people 		3) Completed and ongoing 4) Ongoing	
7	Restorative Justice	1) RJ improvement plan to be reviewed 2) Develop a performance data reporting system for victims worker key areas of practice	<ul style="list-style-type: none"> ➤ Improve oversight of RJ work which can be monitored and reviewed ➤ Increase number of direct victim work with children ➤ Increase number of home visit for victims ➤ Increase RJ attendance at RO Panels ➤ Better evidence of RJ through assessments and reports ➤ Staff have increased confidence of RJ victim work within the service 	SJB and KC SM	1) To be completed 2) Completed and ongoing	
8	Court Work	1) PSR workshop to be delivered to court attending staff 2) Court Practice guidance to be reviewed 3) Improvement needed in Court outcome paperwork	<ul style="list-style-type: none"> ➤ Staff have clear working guidelines and expectations for court work ➤ Staff confidence will increase ➤ Child centred approach to reports <p>Improved outcomes in “in court” National Standard</p>	SR, AD SM	1) To be completed 2) Ongoing 3) Ongoing	
9	Young People voices	1) Re-establish young people exit survey so that this is reportable	<ul style="list-style-type: none"> ➤ Obtaining young people’s voices both virtually and in person is critically important to 	YJS Service Manager/ HOS	1) Ongoing 2) Ongoing 3) Ongoing 4) Ongoing	

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No	Area for Development	Action Required	Outcomes to be achieved	Lead	When will we achieve it	RAG
		2) Quarterly Participation event to be planned to ensure young peoples views shape the future development of the service. 3) Gather feedback from all group work sessions	how we need to shape the service delivery	YJS Performance Manager		
10	Parent Participation	1) Parents coffee morning with the SM to be reinstated 2) Family participation/feedback session to be developed	<ul style="list-style-type: none"> ➤ Think family first approach. Ensure parents are held as the expert position on their children. ➤ Parent participation will ensure better outcomes and success in plans and intervention 	➤ SJB	1) Ongoing 2) To be developed	
11	YJS Quality Assurance	1. SM to develop a new QA tool inline with HMIP inspection framework and in line with social care QA process 2. YJS Management team to continue monthly QA audits with analysis from SM to inform practice development 3. National Standard Audit – crib sheets to be created and provided for staff in conjunction with service area improvement plan 4. Team Space – practice-based team forum to share learning and best practice	<ul style="list-style-type: none"> ➤ Monthly tangible outcomes and regular monitoring of practice ➤ Certain areas have not shown improvement over the past 2 years and the crib sheet will create a comprehensive solution to ensure practice is also an individual responsibility as well as service wide 	➤ YJS Management Team	1) Completed 2) Completed/ongoing 3) Ongoing 4) Ongoing	

18 APPENDIX 4 YJS PARTNERSHIP PLAN

Glossary re: Key Leads –

SJB	Sheri Jiwany-Burnett	VO	Vivienne Okoh
JD	Jackie Difulco	SH	Sarah Hart
EC	Emma Cummergen	DS	Dennis Scotland
MB	Marco Bardetti	SM	Steve Milne
ER	Eveleen Riordan	MJ	Mary Jarret
NH	Nick Hewlitt	JB	Joe Benmore
JFE	Jeanne Faulet-Ekpitini	SC	Simone Common
LE	Linda Edward		

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Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
1) Disproportionality A continued key focus on disproportionality and racial disparity. The vision is that the Partnership will consider the issue from their individual areas, being informed by their own captured data, as recommended in thematic inspection feedback May 2021.	All Partners to consider the issue from their individual areas, being informed by their own captured data, as recommended in thematic inspection feedback May 2021.	All Statutory Partners Social Care, Mat Police, Health, Education, Community Safety and Early Help SJB to coordinate via Operational Board	Each agency will collate their data and present it to YJMB and or Operational Board. Data to be embedded into the YJ Quarterly Dashboard	SJB and SM will use operational board to coordinate. First op board is planned for July 2022		December 2022	To ensure Management board a deepened understanding of Disproportionality.	TBC
2) Disproportionality Increase the focus on disproportionality within exclusions, raise aspirations and continue to increase the numbers of children and young people in education, training, and employment.	YJS to contribute to the Exclusion focus group -	Education and YJS ER and NH to lead SJB to support	Exclusion focus group outcomes	SJB currently attends		Ongoing	Continue to reduce exclusions Raise ETE Reduce NEET	TBC
3) Disproportionality – Stop and Search To gain a better understanding of the levels of Stop and Search for young people in Haringey and address the impact in terms of disproportionality and racial disparity as well as the impact of the lived experience on our young people.	Stop and Search– For our colleagues in the Met to share up to date Stop and Search information – to influence the importance of this recorded data so that we can offer prevention support as well as address adverse lived experiences for our young people	Metropolitan Police to lead MB	Met to regularly share up to date Stop and Search information	Met is currently sharing Stop and Search data with AD CSC – more detail to follow		Ongoing	A clearer picture of the numbers of young people this is affecting Allow us to target wellbeing support and right and responsibilities education	TBC
4) Stop and Search	YJS and Met Police to continue joint Stop and Search group work with YJS cohort	YJS to Lead	This group work attendance and group work and facilitators feedback. YJS Dashboards	The group has been run twice and is planned every half term		Ongoing	Educating young people on stop and search Build community relationships with police and young people	

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Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
							Feedback forms will be analysed in October 2022 to measure 12 months of impact and next steps	
<p>5) Prevention</p> <p>Underpinned by Haringey's Early Help Strategy and Youth at Risk Strategy, to embed a prevention approach to the YJS. Using the principles of the Think Family agenda to ensure wider issues within the family network are considered fully to improve outcomes for children and young people. Embedding a "Whole Family Approach" to empower families to work alongside us and be the drivers for effective change in their children's lives.</p> <p>To continue Haringey's commitment to "child first, offender second" culture, managed through a trauma-informed, contextual safeguarding as well as ensuring a whole family approach to assessment intervention and delivery.</p>	<p>YJS to develop a prevention arm to the YJS thus responding to the vulnerable younger cohort at risk of offending.</p> <p>YJS to present delivery plan to YJMB</p>	YJS and EH SJB to lead	<p>Remodel Paper</p> <p>The start of consultation</p> <p>Delivery Plan</p> <p>The creation of Team around the family planning meetings</p> <p>YJS Team completing Introduction to Systemic practice training</p> <p>YJS involvement and inclusion in the EH Panel</p> <p>Embedded pathway between EH and YJS</p>	<p>April 2022- Remodel paper has been written proposal is sitting at AD level, outcome is pending.</p> <p>April 2022 – 6 day Introduction to systemic practice training started – will be completed by September 2022</p>		<p>Remodel Start by June 2022</p> <p>Systemic training – End of Sept 2022 ongoing</p>	<p>Increase targeted resource for youth crime prevention</p> <p>Underpin YJ Practice in clear evidence base theory creating an academic "school of thought" for YJS practice increasing consistency and relationship-based practice</p> <p>Diversifying the YJ offer</p> <p>Reduce first time entrants</p> <p>Impact on siblings and increase whole family support</p>	TBC
6) Prevention - RUI data	Met police to share up to date RUI data so that the YJS can offer prevention services to children and families awaiting the CJS process.	Met police and YJS SJB and MB	<p>Data shared and added to YJS Dashboard</p> <p>Data leading to referrals for upcoming prevention arm of service</p>	This is a new piece of work – it will be addressed at operational board where time scales and division of tasks will be agreed and updated on the plan		TBC	<p>YJS to have accurate figures that could impact YJS cohort case numbers and service delivery</p> <p>Target early and preventative intervention</p>	TBC

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Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
	A process to be developed so that families can consent to YJS prevention offering services and support							
7) Participation Increase and strengthen the participation and voices of our children and families in the YJS.	<p>Implement participation and consultation events with our children and families</p> <p>Include family and young people feedback into the YJS QA/Audit process</p> <p>Reinstate parent coffee mornings</p>	<p>YJS</p> <p>SJB to lead</p>	<p>Quarterly participation report/presentation</p> <p>The events are recorded - Evidence of feedback leading to outcomes</p> <p>QA process including feedback from families this will be captured monthly</p> <p>Survey monkey data</p> <p>Parent Think Space</p> <p>End of Order interviews</p> <p>Parent Coffee morning – feedback gathered</p>	<p>First event was successfully attended by 6 young people across the YJS cohort – data to be presented at June Board</p>		Ongoing	<p>Young people's voices to actively impact how we deliver our service.</p> <p>A golden thread that leads from the voices of young people to the board via feedback and presentation influencing service delivery and co-design</p>	
8) Reduce Serious Youth Violence A continued commitment to reduce levels of serious youth violence and knife crime in the borough as a means of increasing community safety and reducing the safety and well-being concerns relating to young people.	<p>Reduction of serious youth violence – to have a whole systems approach to addressing this urgent issue.</p> <p>To create regular mapping/ information sharing space thus</p>	<p>YJS, EH, Met and Community Safety to lead</p> <p>SJB, JB, SC, MB</p>	<p>This is a new piece of work that is not yet underway. The aim is that well-structured mapping will be an excellent prevention and disruption tool to addressing and tackling SYV</p>	<p>None yet it is a new piece of work and will be discussed at the operational board where time frames and division of work will be agreed</p> <p>This is a 2022/2023 MPS Priority and ongoing data will be shared</p>		To be operational by September 2022	<p>Structured mapping to support prevention and a disruption tool to address and tackle SYV</p> <p>Reduce serious youth violence</p>	TBC

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Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
	building a clear pathway of joined up work from Early Help, YJS, Community Safety and the Met Police - Early Help and YJS to joint lead		Met to regularly share data from corporate knife crime reduction initiatives (Operation SCEPTRE) Met to regularly share data and learning from its dedicated priority to reduce knife crime victims for persons under 25 (excluding domestic abuse)					
9) Restorative Justice and victim safety To focus on restorative justice throughout the service and the partnership, increasing the number of victims engaged and promote the value to the restorative process	RJ – For the YJS to undertake an overhaul of all RJ work within the service with a deeper focus on victim safety and creating safe spaces for our young victims – this reduces the risk of offending by this cohort – YJS to lead	YJS – SJB	YJS Dashboard Future presentation at board meeting to demonstrate progress	New perm VSO has been recruited and started in March 2022. Progress will be monitored and updated at Operational Board		Dec 2022	Strengthen a restorative and trauma informed approach to help young people have a more thoughtful approach to their actions thus reducing offending and problematic behaviours	TBC
10) At risk of Remand and Custody Focussing and understanding our young people who are most at risk of custody and remand. This priority will also feed into reducing serious youth violence	Young people who “Persistently Offend” (YOUNG PEOPLEPO incur 3 separate convictions in a 12-month period)– To undertake an analysis of all Haringey YOUNG PEOPLEPO, seek out trends, learning and create a new approach to intervention as well as inform the strategy to prevention work.	YJS Lead – SJB and SM	A report and analysis to be written and presented to board	None at present		Dec 2022	The analysis will reveal learning trends and provide learning to strengthen our prevention offer and target the partnership resources Reduce repeated and persistent offending	TBC
11) Use of Remand and Custody To deepen the management board’s understanding of the children and young people that are in custody, on remand and	YJS to undertake an analysis of all young people in custody, identify trends and key learning – YJS and	YJS - SJB	A report and analysis to be written and presented to board	An existing report from 2020 is currently being reviewed and a new update will be created to respond to the current needs. This report will be presented to Board once completed		Dec 2022	A report and analysis to be written and presented to board to deepen partnerships knowledge and assist in targeting /	

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Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
servicing custodial sentences. Understanding the trends and patterns of this cohort is imperative so that the YJS are clear in how best to prevent and support within a partnership approach	Social Care to jointly lead		Met to regularly share overnight data				realigning resources appropriately	
Use of Remand and Custody	Retrospectively review overnight custody at WG Custody suit – introduce a monthly meeting with Met Custody Lead	Met lead with YJS Support MB SJB and Met Detention	YJS Dashboard Ongoing with support from Met Detention	This is a new piece of work and will be managed at Operational Boards		Dec 2022	To build better partnership with our local custody lead. To understand how often TAAS is used. To have a pathway to our prevention arm	TBC
Use of Remand and Custody	From 21/22 Plan – To develop a remand strategy, including targeted recruitment for accommodation (PACE) beds for CYOUNG PEOPLE who have been arrested as alternative to detention prior to appearance in court To develop a PACE protocol	Met Police – MB, Social Care and Met to lead MB EC and DC	MB to present Remand strategy to board when completed PACE Protocol Document	TBC – MB to update May 2022 - The document has been written and reviewed by Police, YJS, CSC and brokerage. We are awaiting final sign off		TBC End of June 2022	To ensure robust remand strategy is in place Reduce the amount of children and time spent in police custody	TBC
Constructive Resettlement A concentrated emphasis on constructive resettlement, with the support of our partners in the prison service, social care, health, education, and housing. To also continue this emphasis beyond the scope of resettling children from custody, but to include intensive YJS work, lengthy community orders and young people transferring to adult services	YJS To create and embed a new Resettlement policy and procedure	YJS to Lead -SJB		Completed May 2022		May 2022	To ensure the Service has clear policy and guidance document to ensure the YJS is delivering effective constructive resettlement To ensure YJS children and young people are effectively resettled.	
Resettlement	LAC sufficiency – To undertake a review of LAC sufficiency in terms	Social Care to lead	TBC	TBC		Dec 2022	Reduce children going into custody.	TBC

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Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
Increase the focus of disproportionality within the context of remands into custody, with a focus on the cohort of isolated families with limited networks who are at risk of Youth Detention	of capacity with regard to RILAA and alternatives to remand and resettlement – this impacts our most isolated and vulnerable young people	DS					Reduce trauma for young people Reduces financial strain on the council Ensure constructive resettlement	
Transitions Ensuring positive transition for young people moving to adult services and establishments	The recruitment of the seconded PO to be completed and or a contingency plan to be created by NPS	NPS to lead	Key link for transition cases will be identified	2 ne PO have been recruited to local NPS however they are not to specifically manage the transition work		September 2022	To ensure young adults can transition to adult services in a timely manner and as appropriate	TBC
Improving outcomes for LAC/CP/CIN Cohort To Improve on poor outcomes for our most vulnerable cohort (LAC/ CP/CIN), in terms of Accommodation, NEET, exclusion, custody, remand, health and reoffending.	To undertake an analysis of all YJS young people open to social care – identify trends and learning to inform the YJS Improvement plan and contribute to social care Quality Assurance Review joint protocol between CYOUNG PEOPLES and YJS	Social Care to Lead with YJS support EC and SJB	QA process and monthly report Updated and signed off protocol	Task has been added to inspection prep with deadline sign off		July 2022	Improve outcomes for LAC/ CP and CIN YJS cohorts Clarify roles and responsibility for shared cases.	TBC
Health and Wellbeing All Health To embed a robust wellbeing offer within the YJS. This will include CAMHS, Liaison and Diversion, SALT, Physical Health and Substance misuse support. Review of health and commissioned resources to ensure that the YJS has a robust	Carried over from 21/22 - Implement a General Health protocol/ clinical care pathway/ sharing information agreement –	Health to lead LE	The protocol document	A lead has been recently identified		September 2022	Engenders clarity between the partnership and service Ensures robust health and wellbeing offer for our YJS cohort and improve outcomes for YJS children and families	TBC

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Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
"Wellbeing" offer that meets the needs of all young people including SALT provision								
Health and Wellbeing General Health Improve health outcomes for young people known to YJS –	<p>The Healthy Child Programme targeted offer will be carried out by a school nurse. Where health and well-being needs are identified, there will be interagency agreement of package of care for children, young people for improving care and health outcomes.</p> <p>The school nurse will respond to the inequalities experienced by children, young people and their families who are on the edge of, within or exiting the youth justice system.</p> <p>Supporting long term conditions and complex care.</p> <p>Supporting early identification of health needs.</p>	Health to Lead LE	<p>Number of health assessments screenings</p> <p>Signposting</p> <p>Number of referrals to school nurse</p> <p>YJS Dashboard</p>	The data is collected quarterly – however referral numbers are not where the YJS hoped - LE and SJB to build on this in Operational board		Ongoing	<p>Ensures delivery of healthy child offer to YJS cohort</p> <p>Improves health outcomes of YJS children and young people via early identification and targeted intervention</p>	TBC
Health and Wellbeing Social Prescribing	YJS to take part in Social Prescribing for Children and Young people in Haringey	Health to Lead YJS to support LE and SJB	Tbc – the pilot is in its early stages	<p>SJB has been invited to participate in working group</p> <p>This will be managed at the working group and in operational board .</p>		December 2022	Improve health and wellbeing of YJS children and young people and strengthen prevention offer	TBC
Health and Wellbeing Substance Misuse	<p>To have an increased focus on targeted "treatment" work with the YJS cohort</p> <p>To utilise the YJS parenting coffee</p>	Health – Insight SH to lead	<p>YJS Dashboard</p> <p>Partnership written agreement on the "treatment" –</p>	Initial meetings to begin the work have happened – this will be managed in operational board where times lines and division of work will be agreed		September 2022	<p>Reduce substance misuse</p> <p>Reduce offending</p>	TBC

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Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
	morning to launch "Audit C" To have a flexible outreach, systemic approach to work with the YJS Cohort		Feedback from Parents coffee morning				Support parents and strengthen families	
Health and Wellbeing SALT	To clarify the SALT resourcing FROM commissioning for YJS Ensure YJS staff are aware of universal offer and referring for SALT where identified need	Health and YJS EC to lead	Gaining YJD specific SALT provision and if this is not possible strengthening the knowledge of YJS staff to ensure access to universal services	Discussions have begun		Ongoing	Ensure access to SALT	TBC
Health and Wellbeing CAMHS	Recruit and embed full time CAMHS post and L&D Post	Health to lead VO and JFE SJB and EC to support	Successful recruitment to both post	L&D role has been successfully recruited to – CAMHS is role is still outstanding – advert has gone out		Ongoing	Ensure the psychological and emotional wellbeing of YJs children and young people and improve outcomes	TBC
Health and Wellbeing Early Help	Embed L&D L&D and Operation Alliance	EH and YJS SC to lead SJB to support	Recruitment of role Attendance at Op Alliance steering group	L&D role has been recruited to starting in July 2022 YJS and EH both attend Op Alliance meetings		Ongoing	Early help and intervention and referral for prevention targeting the right children / ensuring timely teachable moments and increasing positives outcomes and effectively reducing future offending	TBC
Partnership with SEND	YJS and SEND to review and sign a new partnership agreement	SEND and YJS to lead SJB and MJ	Partnership agreement document sign off	Previous existing document to be reviewed		July 2022	Ensures a strengthened robust response to our children and young people with SEND	TBC
Covid Recovery The YJS will continue to focus on the covid 19 recovery model to ensure that children, young people, and their families are receiving the support required. This means that YJS are continuing to develop a flexible and responsive service (virtually	YJS to continue Covid Delivery model. Office opens 5 days a week with staff working on borough a minimum of twice a week. The YJS	YJS to Lead SJB	Covid business continuity plan	YJS is maintain full operational service		Ongoing	Ensures responsive service for children, young people and families open to YJS	

Haringey Youth Justice Strategic Plan 22/23

Strategic Priority	Action/s	Agency and responsible	Evidence	Progress/ update	RAG Progress	Timescale	Impact	Rag Impact
and face to face). Using local hubs to visit children to avoid unnecessary travel and increase engagement is critical.	are operating a fully hybrid model. YJS to respond to any government changes							

19 APPENDIX 5 YJS TRAINING PLAN

The Haringey academy has a range of training available to the YJS, all staff are encouraged to book on and develop both their areas of need and interest to support ongoing professional development <https://haringeychildrensacademy.org.uk/events>

Below is the upcoming training that has been identified as needed within the service. This is a dynamic document and will be added to when needed informed by our quality assurance process and learning from practice audits.

Training Requirement	Learning Objective/Outcome	Target Audience	Group size	Timeframe	Specialist course Y/N	Training Provider
Introduction into systemic Practice	To gain the foundation into systemic practice so that we can underpin YYJ practice and family work with this theory and methodology	YJS front facing staff	24	May 2022 – September 2022 6 full days	Yes	https://ift.org.uk/

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Court Practice	Internal workshops to increase best practice at court Report writing	YJS case workers	8 - 10	On going	Yes	Internal YJS Workshops
Restorative Justice Practices	To understand the RJ principles and how to apply these to direct work with young people and victims	YJS Staff	Up to 25	Within the next 3 months	Yes	Internal YJS Workshops
TRAUMA AND ANTI RACIST PRACTICE	<p>Trauma informed practice will cover:</p> <ul style="list-style-type: none"> - What is 'racial trauma'? - How might different people experience it? - Recovering from Trauma - What might the science around Trauma begin to tell us? - What is Cultural Humility? <p>Becoming an Anti-Racist Practitioner will cover:</p> <ul style="list-style-type: none"> -Theoretical and research Informed knowledge in relation to race and racism and the notion of becoming anti-racist allies. -Anti-racist practice as a model based for achieving emotionally intelligent, critically reflective, curious conversations, in a safe space. 	YJS		<p>1/ Becoming an anti-racist practitioner (23/06/2022; 1/07/2022 & 7/07/2022)</p> <p>2/ Racial trauma (29/06/2022; 5/07/2022; 8/07/2022)</p>		<p>Haringey Academy</p> <p>Shantel Thomas and Professor David Shemmings.</p>

	<p>-introduce issues such as micro-aggression and language, whiteness and white privilege, structural inequality, and institutional racism, and anti-racism and allyship.</p> <p>Participants will be invited to consider their own individual identity and position in relation to power, white privilege, and black empowerment</p> <p>and develop their own personal mission statement for their learning during the session. The group will be invited into a shared space, with an ethos of collaborative learning, where we will co-create shared responsibility for our learning together about this important and often under-explored issue.</p>					
Trauma Informed Practice	<p>Explore trauma-informed and relationship-based practice</p> <p>Appreciate how the most recent research on ‘the art and science of relationships can help practitioners remain emotionally available when survivors ... and practitioners ... are likely to be experiencing significant levels of ‘dysregulation’</p> <p>See how to nurture the fragile shoots of psychosocial resilience</p>	YJS Front facing staff		October and November 20022	Yes	Haringey Academy

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	Directly apply contemporary ideas on how teams and individuals can support each other when undertaking such complex work.					
Chronologies Training	Facilitated by Bev Hendricks, Assistant Director Safeguarding & Social Care and Sarah Pike, Principal Child & Family Social Worker Safeguarding, Quality, Improvement & Practice	Social Workers and Managers	Virtual	July and August 2022	Yes	Haringey Workforce Development Programme
Child and Teenage Neglect Training (Level 3+)	What is neglect and why is it important that we understand and know how to recognise it? What does research tell us? What are some of the key causes of neglect? What are the key consequences of neglect? How can we help and support families? How can we safeguard children and young people, including teenagers (often a 'neglected' group)?	All Front facing staff	Virtual	July 2022 and November 2022	Yes	Haringey Workforce Development Programme
Practice development Training – Young People’s Plan	To discuss key elements of how we can introduce diversity, absent fathers to the plan and be more strengths based (use guidance available)	All case managers	Virtual	TBC	Yes	YJS Management Team

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Practice development Training – Absent Fathers	To discuss how we can engage absent fathers from Assessment, Plans and Interventions. Key aspects of Referral Order Panels and compliance meetings also need to be discussed.	All Case managers	Virtual	TBC	YES	YJS Service manager
YJB Inset training	<ol style="list-style-type: none"> 1. Working with young people who display Sexually Harmful Behaviour (Aims 3 Training) 2. Disproportionality and Youth Justice 3. Effective risk practice to promote the safety of young people and others 4. Effective practice to support children and young people’s desistance 5. Improving Court Skills & Confidence 6. Challenging Behaviour: working with young people in distress 7. Social media and Young People- Risks, Safeguarding and Challenges 8. Effective Transitions for children & young people in youth justice 9. AssetPlus Quality Assurance, Fast & Effective QA of AssetPlus Stages, For Managers or Senior Practitioners 10. AIM3 for Supervisors 11. Unconscious Bias 12. Coaching for Managers 13. Children and young people using violence and abuse in close relationships. 14. Trauma Informed Practice - an introduction 15. Contextual Safeguarding for Youth Justice Practitioners 	All YJS Staff and managers		Various		Youth Justice Board Inset Training programme.

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Unconscious Bias – Social Graces	Support staff to gain a systemic lens to unconscious bias – support them with clear evidence-based strategies to implement this tool in assessment and intervention. Support them to learn about the young person’s live4d experience whilst looking at their own and understanding how their ”Graces” will impact the young people we work with	All YJS Staff and managers	Virtual	TBC	Yes	TBC – possibly Haringey WFD
Reflective Practice and Decision Making	Support staff to utilise reflective practice – with a focus on assessment decision making and supervision	All YJS Staff and managers	Virtual	Possible one group for managers one for case managers TBC	Yes	Haringey WFD or YJS Service Manager TBC
Youth Mental Health First Aid	Accredited course to support staff to increase their knowledge and skills around emotional wellbeing and mental health of young people	Social Workers and Senior Pracs	Virtual	10 staff	Yes	Public Health – London Mayor

20 GLOSSARY

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)

HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

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Haringey Annual Youth Justice Plan 2022-2023

Community Safety Partnership 4 July 2022

Jackie Difolco
Assistant Director: Early Help, Prevention and SEND



TOTAL POLICING



Key Achievements 2021-2022

- The rate of serious youth violence offences reduced by 25%, or 17 offences (2020 compared to 2021 – 41 compared to 58 offences). Knife crime has decreased by 12%, or 5 offences (2020 compared to 2021 – 36 compared to 41)
- Stronger focus on well-being and clinical work as well as the start of a more youth work focus to interventions. We have also commissioned a YJ based CAMHS practitioner to gain a deeper focus on emotional wellbeing of our cohort as well as offer consultation to staff and tools to parents to support their children better.
- YJS have co-delivered parenting seminars that were held across the partnership these were well received and will be the start of ongoing work to engage with parents and carers in a more robust and direct interface
- The YJS continues to place a key focus on disproportionality and racial disparity using the feedback gained from the thematic inspection and the good practice guidance. We continue to provide identity-based work and provision for our young people and keep staff trained to address these urgent issues. Haringey YJS remain a key advocate for these issues across the LA

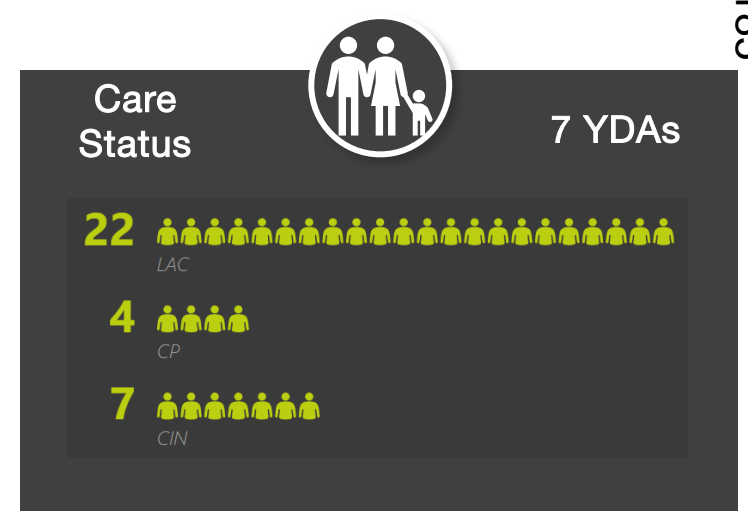
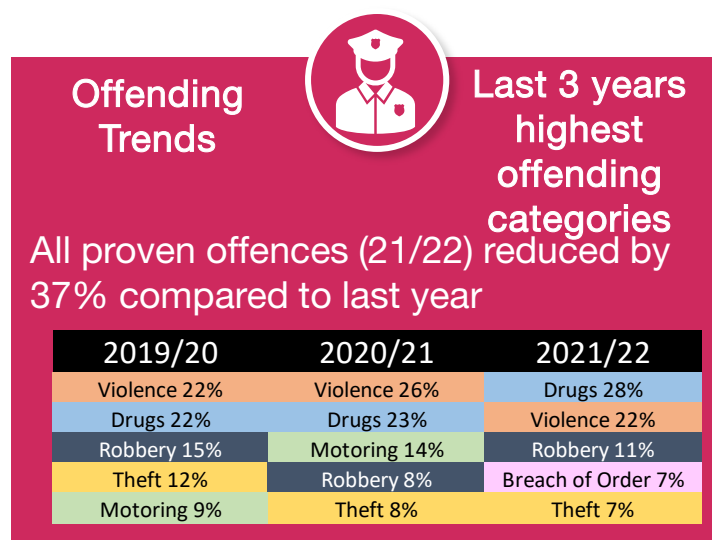
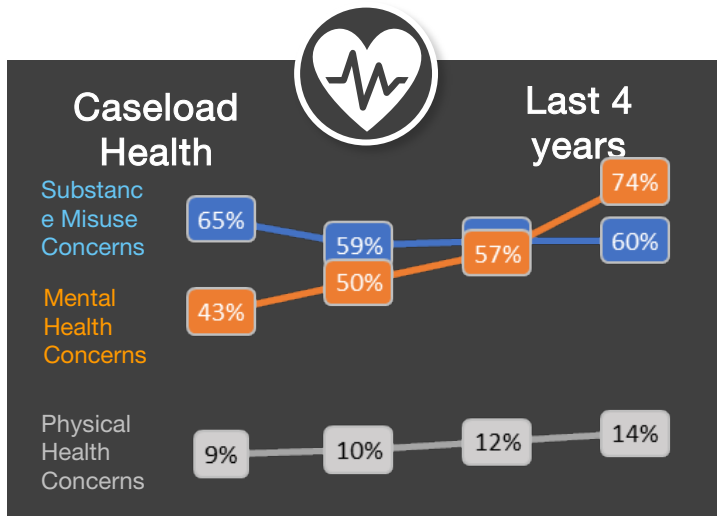
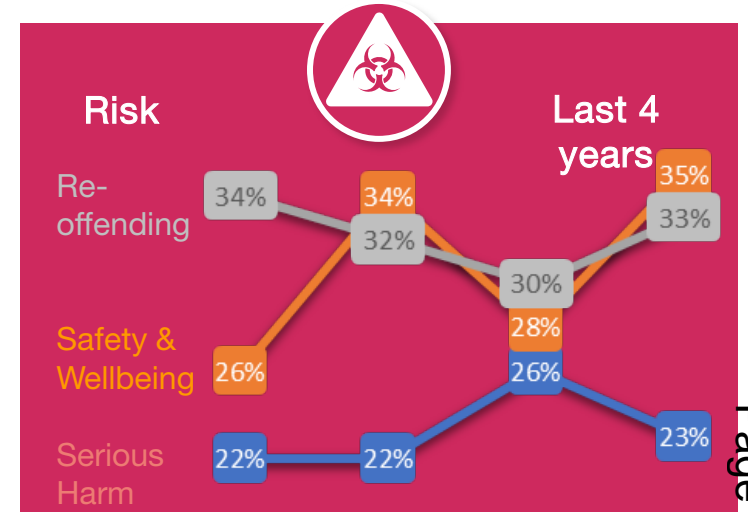
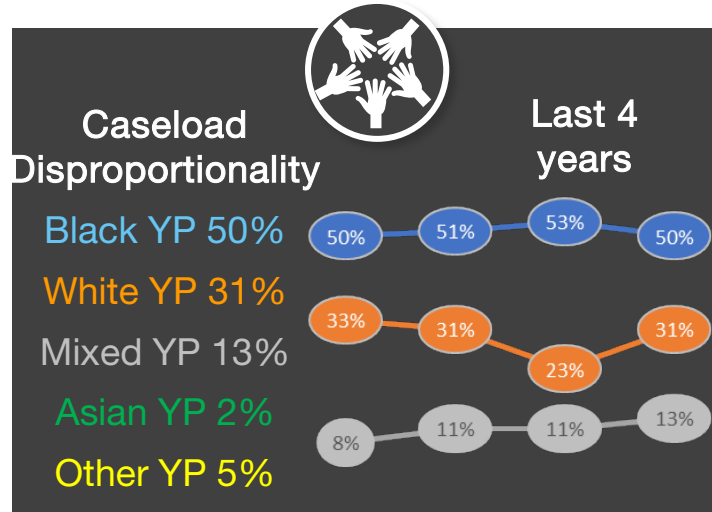
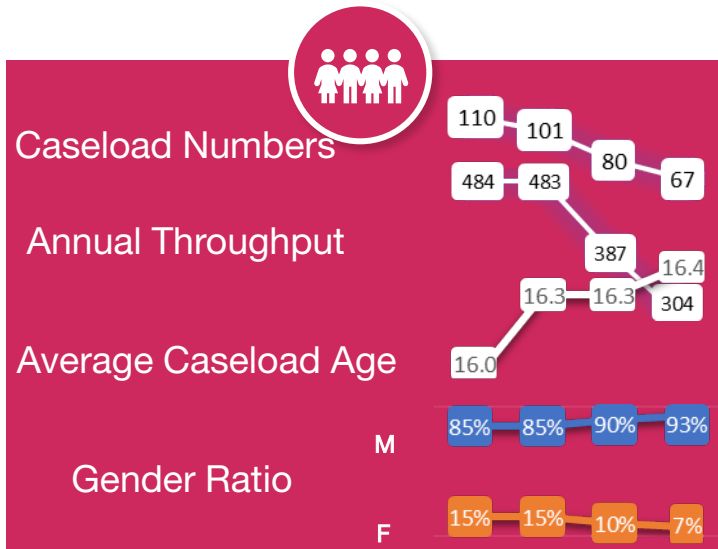
Key Achievements 2021-2022

- We continue to offer substance misuse support, general health nurse and 1.3 days of CAMHS support, which include consultation for staff . We are also undertaking systemic training for all front facing staff to ensure all staff will have a deeper understating and clinical lens to our work
- The YJS contribute to an exclusion working group to ensure we as a LA are having a joined-up approach to tackle disproportionality in terms of exclusion rates in Haringey. The group is co creating a pledge that we are seeking all Haringey schools to sign up to with the aim at reducing exclusion rates specifically from young people from global majority communities.
- Haringey YJS office is open five days a week to young people, in the office, the community, in homes and in custody. We have proven during the global pandemic that we were able to be flexible to the needs of our young people and their families
- 71% of young people were in full time education (36 out of 51 young people)

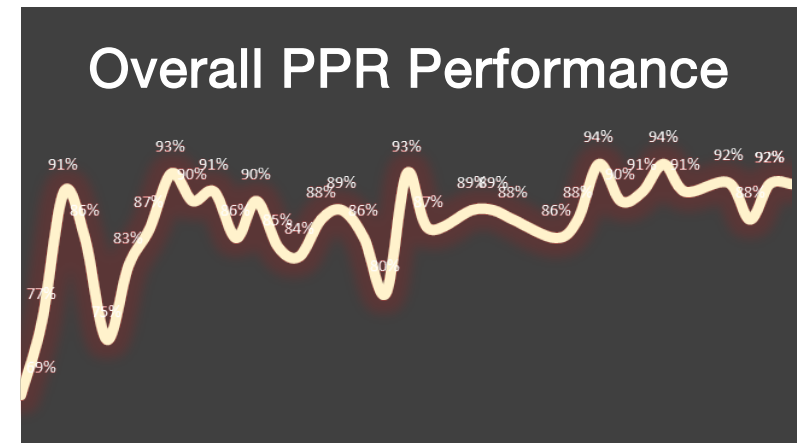
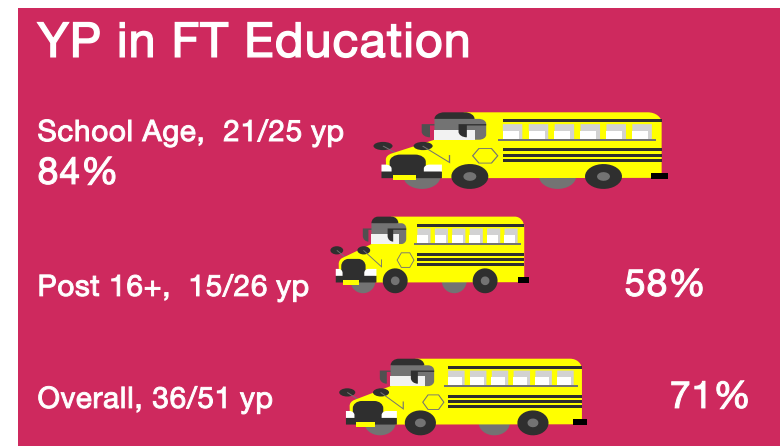
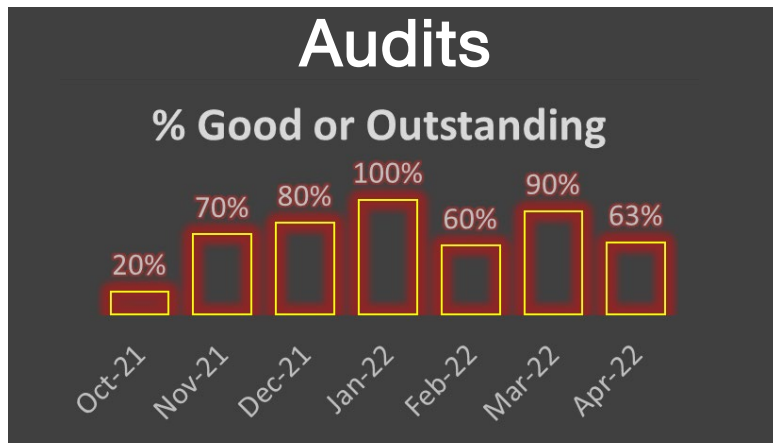
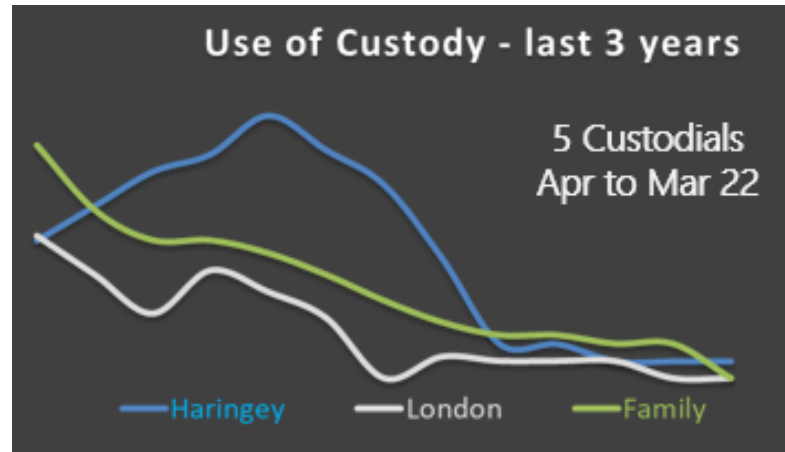
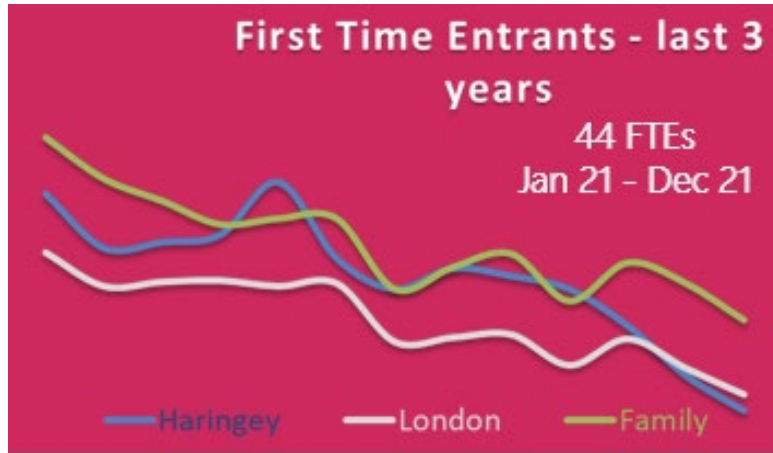
Key Achievements 2021-2022

- 40 Global Majority young people received AQA accreditation during 21/22. This relates to 29% of our GM population (137 yp) in 21/22. The target for the year was 24% (36 yp)
- Expansion of our community reparation projects including recent partnership with the Food Bank at the Selby Centre.
- Focus on fathers' workshops, as part of our improvement plan following the thematic inspection we completed a workshop for all staff with fathers being a key focus. This will continue in our future 2022/23 plan
- We undertake monthly performance reports which analyse the key process recording for each case manager. The latest outturn was 92% overall. ASSET+ completed within timescale 82%, Plans completed within timescale 92% and home visits undertaken 85%

Youth Justice Cohort 2021-2022



Overall Performance



Evidenced based interventions

- Systemic Training - YJS has secured 6-day introduction into systemic practice for all front facing staff. This training will be giving Haringey YJS a school of thought and a theory to underpin their practice.
- Your Choice CBT Training - Haringey YJS have 3 representatives taking part in the Your choice CBT Training with a key focus on reducing serious youth violence via therapeutic skills and sessions
- Think Space - Regular youth and family participation space
- Team Space - Peer led practice development space using evidence-based techniques to support staff with innovative practice.

Young people's evaluation and influencing decision making (YJS Staff)

" I've met some amazing people since working with the YJS"

" they always helped, like with opportunities"

" Yeah they were always kind and listened"

he was like on it all the time, did what he said he was gonna do

My case worker helped understand my feelings – I don't get angry so quick anymore, I try and think first"

my worker helped me with my problems, always listened and help me make better decisions"

" I hardly smoke weed anymore – my case worker – helped me get the help I needed to cut down, I reckon I will quit like completely soon"

" they didn't judge me, she just listened"

Young people's evaluation and influencing decision making (Interventions)

“ why do the meetings have to be so long”

“ duration of appointments is drag”

“ I didn't know there was a choice” – when asked about interventions

we have to come what can change that”

it's calm to do activities but not like repetitive”

We liked the go karting”

Yeah, YOTS good in that way it stops you from going jail and that, obviously YOT workers come court and they will talk for you, they are good at that”

How we used the feedback to inform improvements.....

Comment	Response
Length of sessions	Ensuring we are clear with young people how long they need to spend with us per session. We are also mindful to learning style and neurodiverse needs to ensure that we do not overwhelm young people's ability to concentrate and absorb the sessions
"we have to come what can change that"?	Having a greater focus on building on strengths, the future; seeking out what young people enjoy as well as working closer with our colleagues in the Youth Service to ensure that young people feel that they are getting the most out of their experience with us.
"I didn't know there was a choice"	Putting young people in the driving seat of their plans ensuring their participation by developing family lead Planning Meetings
"it's calm to do activities but not like repetitive"	Gathering feedback at all stages of a young person journey will help the YJS ensure that we are getting fresh feedback about activities for young people. We will also work closely with our colleagues in the youth service to create a more inclusive offer for a young people and diversify our offer to them
the police take your stuff I'm still waiting to get my stuff back	This was a unanimous piece of feedback we are gathering on all cases and advocating for our children – this information is being shared at Board level so that senior police officers can support us to effect change based on the feedback collected
Relationship with Police	We are planning a piece of to work with our police colleagues to develop a community relationship group work specifically for our cohort
Stop and Search generally	We continue to deliver half termly Stop and Search workshops co delivered by YJS and the Met Police working with young people around this critical issue, building understanding and relationships

Key Priorities 2022-2023

- Child first, offender second principle and whole family approach
- Strengthened shared partnership and joint ownership response
- Active youth voice and participation
- Disproportionality
- Embed a robust Wellbeing Offer
- Bespoke Prevention arm

Key Priorities 2022-2023

- Reducing poor outcomes
- Reducing serious youth violence
- Continued focus on stop and search
- Resettlement
- Statutory KPIs:
 - Reduction of first time entrants
 - Reduction of reoffending
 - Prevention of custody