

## NOTICE OF MEETING

# COMMUNITY SAFETY PARTNERSHIP

**Wednesday, 18th January, 2017, 2.00 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Please see membership list set out below.

### **1. FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### **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 11 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 - 6)**

To confirm the minutes of the meeting held on 2 November as a correct record.

## **DISCUSSION ITEMS**

- 6. COMMUNITY SAFETY PARTNERSHIP DEVELOPMENT/ FEEDBACK**
- 7. HARINGEY STRATEGIC ASSESSMENT HEADLINES/ DRAFT POLICE AND CRIME PLAN (PAGES 7 - 40)**
- 8. COMMUNITY SAFETY PARTNERSHIP DEVELOPMENT WORKSHOP**
- 9. COMMUNICATIONS FORWARD FACING**

## **INFORMATION ITEM**

- 10. YOUTH JUSTICE, YOUNG PEOPLE'S STRATEGY (PAGES 41 - 140)**
- 11. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of urgent business admitted under item 2 above.

- 12. ANY OTHER BUSINESS**

To raise any items of AOB.

Proposed Forward Plan items:

- Metropolitan Police developments
- Faith Forum developments
- Louise Casy report
- Joint Community Safety Partnership & Health & Wellbeing Board
- MOPAC Spend Profile

- 13. DATES OF FUTURE MEETINGS**

To note the dates of future meetings set out below:

- 29 March.

Maria Fletcher, Principal Committee Co-ordinator  
Tel – 020 8489 1512  
Fax – 020 8881 5218  
Email: maria.fletcher@haringey.gov.uk

Bernie Ryan  
Assistant Director – Corporate Governance and Monitoring Officer  
River Park House, 225 High Road, Wood Green, N22 8HQ

Tuesday, 10 January 2017

## Community Safety Partnership - Membership List

|                                       | NAME OF REPRESENTATIVE   |
|---------------------------------------|--|
| <b>Statutory partners/CSP members</b> | <p><b>Cllr Eugene Ayisi</b>, Cabinet Member for Communities (Co-chair)</p> <p><b>Helen Millichap</b>, Borough Commander (Co-chair), Haringey Metropolitan Police</p> <p><b>Cllr Martin Newton</b>, Opposition representative</p> <p><b>Cllr Elin Weston</b>, Cabinet Member for Children and Families</p> <p><b>Zina Etheridge</b>, Deputy Chief Executive, Haringey Council</p> <p><b>Andrew Blight</b>, Assistant Chief Officer, National Probation Service - London for Haringey, Redbridge and Waltham Forest</p> <p><b>Douglas Charlton</b> Assistant Chief Officer, London Community Rehabilitation Company, Enfield and Haringey</p> <p><b>Simon Amos</b>, Borough Fire Commander, Haringey Fire Service</p> <p><b>Jill Shattock</b>, Director of Commissioning, Haringey Clinical Commissioning Group</p> <p><b>Mark Landy</b>, Community Forensic Services Manager, BEH Mental Health Trust</p> <p><b>Geoffrey Ocen</b>, Chief Executive, Bridge Renewal Trust</p> <p><b>Joanne McCartney</b>, MPA, London Assembly</p> <p><b>Stephen McDonnell</b>, AD Environmental Services and Community Safety</p> <p><b>Dr. Jeanelle de Gruchy</b>, Director Public Health, Haringey Council</p> <p><b>Jon Abbey</b>, Director of Children Services, Haringey Council</p> <p><b>Beverley Tarka</b>, Director Adult &amp; Community Services, Haringey Council</p> <p><b>Andrew Billany</b>, Managing Director, Homes for Haringey</p> <p><b>Helen Twigg</b>, Victim Support</p> <p><b>Tony Hartney</b>, Safer Neighbourhood Board Chair</p> |
| <b>Supporting advisors</b>            | <p><b>Amanda Dellar</b>, Superintendent, Haringey Metropolitan Police</p>  |

|  |   |
|--|---|
|  | <p><b>Eubert Malcolm</b>, Head of Comm Safety &amp; Regulatory Services</p> <p><b>Claire Kowalska</b>, Community Safety Strategic Manager (+ Theme Leads)</p> <p><b>Sarah Hart</b>, Commissioning Manager, Public Health</p> <p><b>Maria Fletcher</b> Committee Secretariat</p> |
|--|---|

## **MINUTES OF THE MEETING OF THE COMMUNITY SAFETY PARTNERSHIP HELD ON WEDNESDAY, 2ND NOVEMBER, 2016, 14.00**

**PRESENT:** Cllr Eugene Ayisi (Co-Chair), Helen Millichap (Co-Chair), Andrew Billany, Jeanelle de Gruchy, Tracie Evans, Andrew Francalanza, Gill Gibson, Jonathan Joels, Eubert Malcolm, Cllr Martin Newton, Geoffrey Ocen, Jenni Plummer, Jill Shattock

**IN ATTENDANCE:** Joe Benmore, Sandeep Broca, Fiona Dwyer, Claire Kowalska, Jennifer Sergeant, Otis Williams, Jeffrey Wooding, Anne Woods.

Borough Commander Helen Millichap in the Chair.

### **1. FILMING AT MEETINGS**

#### **RESOLVED**

- That the Chair's announcement regarding the filming of the meeting for live or subsequent broadcast be noted.

### **2. APOLOGIES**

Apologies for absence were received from Jon Abbey (Gill Gibson substituted), Andrew Blight (Jonathan Joels substituted), Joanne McCartney, Beverley Tarka (Jenni Plummer substituted), Helen Twigg (Andrew Francalanza substituted) and Cllr Weston.

### **3. MINUTES**

#### **RESOLVED**

- That the minutes of the meeting held on 17 March be agreed as an accurate record.

Matters arising:

- School exclusions report: it was updated that a report on this would be considered as part of the Strategic Assessment and would be reported to the January Community Safety Partnership (CSP) meeting.  
**[action: CK/EM]**
- Vulnerable Children Information Sharing Protocol: confirmation was provided that the draft Crime and Disorder Information Sharing Protocol (ISP) had been sent to both the Children's and Adult's Safeguarding Boards and the Council's Legal Services to ensure there was appropriate read across between the two ISPs.
- Request for a further discussion report on CSP priorities: agreed this action was now obsolete.

- The requested revision to the CSP terms of reference regarding the Clinical Commissioning Group had been completed.

#### **4. INTRODUCTION OF NEW CHAIRS AND PRIORITIES**

Helen Millichap, the Borough Police Commander and Cllr Ayisi, the Council's Cabinet Member for Communities gave brief outlines of their key priorities as the new CSP Co-Chairs.

DCS Millichap identified that since she had taken up post, group sessions had been held with borough police officers to feed into the identification of key themes and priorities for the Haringey Police Service going forward. These included a focus on putting victims first, especially young people, children and the vulnerable; building stronger communities and confidence in policing; partnership working with a prevention focus; offender management and the support provided to frontline police officers.

Cllr Ayisi outlined his key priorities for his portfolio of responsibilities which included community safety, engagement with the Police, youth offending and violence against women and girls (VAWG). He recognised the important opportunity the CSP had to make a positive difference to people's lives in the borough, particularly young people, through a partnership and collaborative resourcing approach. He outlined his three key political priorities for his portfolio which included the community response to VAWG; reducing offending and reoffending; and increasing public confidence in policing.

#### **5. PERFORMANCE OVERVIEW**

The Chair gave an outline of current performance against the MOPAC 7 neighbourhood targets set within the context of the four year 20% reduction target including short and long term challenges to delivery. It was advised that the MOPAC 7 targets officially ended in April 2016 and currently the new London Mayor was consulting on a new Police and Crime Plan to inform the determination of future priorities and performance measures in this sector.

Key headlines of current performance included:

- A significant 54% increase in the last 12 months in theft from person offences related to a rise in moped enabled crime, a trend seen on a London wide level.
- Violence with injury incidents had seen a 7.8% 12 month increase. This incorporated domestic abuse offences and it was hoped that under the new Mayoral plan, this data could be drilled down further as it was a widespread issue. Street based crimes in this category tended to occur in key town centre hotspots which enabled the targeting of resources such as increasing visible street patrols in these geographic areas.
- An 43% increase in hate crime reports had been seen over the last year, potentially reflecting increased public confidence in reporting these crimes. A moderate spike in incidents had been seen post Brexit but this was within the context of an already upward trajectory.
- Performance around gangs and serious youth violence and knife enabled crime illustrated the importance of a focus going forward on youth engagement and

utilising intelligence around risk and early intervention. It was advised that the Police offer to primary schools would be increased going forward via dedicated ward officers to provide a more focussed, targeted approach to engagement around issues such as grooming, knife crime etc.

- The challenges associated with analysing performance in relation to drugs offences were outlined including the links with organised crime and sensitivities in community engagement in this area around stop and search etc.
- Sustained success had been achieved in reducing burglary rates including the roll out of the Met Trace scheme and a more visible street Police presence.
- An improvement had been seen in confidence levels in policing in the last quarter although it was acknowledged this remained a challenging area going forward and which required greater focus.

The Board raised the following issues in discussion of the report and presentation:

- The value was identified of unpacking the young people element of some of the performance datasets to help inform a more targeted approach in this area. It was advised that this would be captured within the Strategic Assessment. The Chair also outlined the ability of the Police to subdivide knife crime data into figures for the below 25 years age category.
- Concerns were raised that an area based assessment of domestic violence (DV) incidents skewed the underpinning narrative and it was commented that the rate of incidence might be a more appropriate measure. It was also recognised that there were data gaps around the ethnicity of DV perpetrators and victims, as it was advised that the recording of this information by the Police was not currently mandatory but that other Council services might hold information in this regard.
- Drugs were recognised as a key golden thread across crime types and an important area within which to identify vulnerability.
- It was commented that Bruce Grove was an emerging crime hot spot behind Wood Green and Northumberland Park and could potentially be a focus going forward when looking at vulnerability and victimisation data.
- Concerns were raised over reliance on the Public Attitude Survey which was based only on a small sample cohort and thereby how accurately this could be said to reflect and capture the local situation. It was also acknowledged that it was difficult to react to the survey results as confidence in policing remained a complex and nuanced area.

### **RESOLVED**

- That the performance update report be noted.

### **6. CSP FACILITATED OBJECTIVE SETTING DISCUSSION**

The Board participated in a facilitated discussion session on objective setting for the CSP, covering areas such as the make up of the partnership, branding, transformational change and opportunities for new areas of working and where the partnership could add value going forward.

It was agreed that the review undertaken by the Council of partnership arrangements across the borough be circulated to the Board alongside the minutes to help identify

any areas of overlap or gaps and to ensure that lines of reporting and responsibilities were clearly identified to provide a context to discussions over where the partnership could add value.

**[action: EM/TE]**

The Board held a brief round table discussion and provided the following feedback in response to key questions asked:

Q1) How can the work of the CSP be improved?

- The Board's strategy needed to set out clear, uncluttered lines of communications, assign clear roles and responsibilities and formalise arrangements for information sharing.
- Critical evaluation was required of the past work of the partnership in order to focus on lessons learnt and areas for improvement in approach. An important part of this was ensuring the Board was kept up to date on progress against outcomes and associated feedback.
- Implementation of a CSP communications strategy was required to publicise successes and send out key messages and counter narratives. In order to deliver this, input would be required from the Council's communications team in CSP meetings going forward and as such it was agreed that the team would be invited to future meetings.

**[action: Clerk].**

- The importance was identified of the CSP being receptive to change and new ways of working.

Q2) Priorities/areas of focus for the partnership going forward

- A focus needed to be maintained on the fundamental role of the partnership to provide challenge and support for key community safety elements but also to recognise the importance of delegation to underpinning sub bodies.
- Improving public confidence was proposed as an overarching objective of the Board in recognition that this was a broader community safety issue than just confidence in policing.
- Additional proposed objectives for the partnership were a focus on members of the community at high risk of harm or considered vulnerable (common definition of prevention required, clear pathways and roles and responsibilities identified) and improving community involvement (linking up to community forums, Youth Council, Bridge Renewal Trust etc to achieve a community voice on the CSP, whilst recognising a careful, nuanced approach was important to community engagement).
- Concerns were raised over the sometimes scattergun approach taken on CSP themes such as engagement with schools and how this could be improved through the assignment of a lead officer.

Q3) How could the CSP add value?

- Focus required on gathering intelligence not just data in order to provide a rounder context and the potential for rolling out a Haringey Stat approach to facilitate a focussed review of all the information held across the partnership on a specific issue.
- Improving the working connections between the strategic and operational mixed role of the CSP.

- Partner agencies interactions with schools relating to community safety required review in order to pool information and to maximise effectiveness in this vital area.
- The CSP had a key role in bringing together overarching themes and strategies and the importance was emphasised of the Board being kept up to date in this regard.
- The holding of themed CSP meetings going forward was proposed to allow a more thorough, detailed review of key areas of responsibility.
- The CSP had a clear role to play in the dissemination of information to the community in conjunction with a clear branding strategy.

A report summarising the discussion session would be drafted by the independent facilitator and submitted to the CSP Executive for consideration. The Executive would then feedback actions to the CSP Board.

[action: EM]

## **7. PROGRESS AGAINST COMMUNITY SAFETY DELIVERY PLANS**

The Board received an update report on progress to date against the annual partnership delivery plan six strategic outcomes. Over 90% of actions were flagged as green or amber green status. The Chair extended her praise to the partnership for the good performance.

A number of areas of concern were flagged up going forward including in the gangs and IOM areas; structural changes to the Community Rehabilitation Company; lack of DWP engagement with the gang exit programme; overambitious targets for female reoffending; and information sharing with the Mental Health Trust. It was identified that the CSP Executive would be leading in taking these actions forward.

Buy in from partners regarding the service offer to young people at risk of reoffending such as housing, employment advice etc was also identified as an area of challenge going forward.

### **RESOLVED**

- That the report be noted.

## **8. VIOLENCE AGAINST WOMEN AND GIRLS CONSULTATION OUTCOME**

The Board received a short presentation on the final draft of the VAWG 10 year strategy which was due for submission to Cabinet in November for adoption. The report summarised the feedback submitted during the 10 week consultation process, key points of which had been incorporated into the final draft. The strategy would focus on four key priorities, with community involvement a fundamental thread. A three year action plan would sit under the strategy.

Confirmation was sought on the governance arrangements for implementation of the strategy. It was advised that the main delivery board would be the VAWG Strategy Group but that there would be dual reporting lines back to the CSP as well as the Local Safeguarding Children Board.

The Board identified that further clarification was required on the branding and communications approach accompanying the strategy, defining the key responsibilities for the CSP which would then filter through to the responsibilities of individual agencies for implementation at a frontline level.

A launch event for the strategy would be held on 25 November at Tottenham Town Hall.

**RESOLVED**

- To note the draft VAWG strategy

**9. INFORMATION SHARING PROTOCOL**

The Board received a short presentation on the introduction of a Haringey Crime and Disorder Information Sharing Protocol (ISP) building on the presentation given at the last meeting. The importance was emphasised of having an up to date protocol in place to facilitate and govern the effective and secure sharing of information between CSP partners. Examples were provided of the financial consequences to organisations should they incur fines from the Information Commissioner for the misuse of information.

Partners were asked to identify key points of contacts within their organisations to lead on the ISP. Principal signatories had also been identified for each agency (Chief Executive, London Borough of Haringey; Borough Commander, Metropolitan Police Service; Borough Commander, London Fire Brigade; Chief Executive, Haringey Clinical Commissioning Group; Chief Probation Officer, National Probation Service; Assistant Chief Officer, London Community Rehabilitation Company; Chief Executive, Barnet, Enfield and Haringey Mental Health Trust; Managing Director, Homes for Haringey; Director, Bridge Renewal Trust) who needed to formally sign the ISP and send the information through to the Community Safety Team. The ISP would then be ratified at the next meeting in January.

**[action: TE, HM, JC, JS, AB, ML, AB, GO].**

**10. RECENT INCIDENTS UPDATE**

This item was deferred due to time constraints.

**11. ANY OTHER BUSINESS**

This item was deferred due to time constraints.

**12. DATES OF FUTURE MEETINGS**

18 January 2017 and 29 March

CHAIR:

Signed by Chair .....

Date .....



**Meeting:** Community Safety Partnership Board

**Date:** 18<sup>th</sup> January 2017

**Report Title:** Community Safety Strategic Assessment  
Headlines/Draft Police and Crime Plan – Update  
report

**Report of:** Eubert Malcolm, Head of Community Safety and  
Enforcement

**1. Purpose of the report**

1.1 To report on the Mayors Office for Police and Crime (MOPAC) London Crime Prevention Fund (LCPF) areas of impact related harm. The report details the strategic links with the Mayors priorities and the draft Community Safety Strategic assessment with proposals to allocate the LCPF over the next two years, pending further development.

**2. State link(s) with Other Plan Priorities and actions and /or other Strategies:**

2.1 Addressing the prevention and reduction of crime, the fear of crime, the harm caused by drugs and alcohol; anti-social behaviour and reducing re-offending are priorities in the Corporate Plan and priorities for residents.

**3. Recommendations**

3.1 That board members note;

- The allocation of the LCPF two year plan by maintaining the current allocation in year 1 with a reduction of 33% in year 2 covering all areas within the current LCPF allocation.
- Draft Community Strategic Assessment initial Findings with a focus on violence, vulnerability and exploitation highlighting links to the Mayors priorities

- Time scales to complete the Community Safety Strategic Assessment and Community Safety Strategy.

#### 4. **London Crime Prevention Fund**

- 4.1 There will be a new 4-year fund from 2017 – 2021, awarding a single amount for the full period. The bid process was simplified with short timescales, with the response deadline ending on 23<sup>rd</sup> December. Negotiation will run concurrently with the consultation of the Mayor's new Policing and Crime Plan (Nov-Jan). It is anticipated that MOPAC will overhaul and introduce an enhanced performance management framework.

#### 5. **Mayors Priority areas**

- 5.1 The Mayor has indicated the following priorities;

- Commitment to tackling violence against women and girls– working closely with the public and voluntary organisations on developing better support for victims of sexual and domestic violence
- Helping to prevent and detect crime - Identify the spread of extremism
- Tough knife crime strategy that focuses resources on the city's gangs
- Working closely with local authorities, schools and youth services to develop anti-gang strategies
- Working with community organisations to further youth engagement
- Tougher community payback for those caught with knives
- Improve the experiences of victims of crime
- Zero tolerance approach to hate crime

#### 6. **Summary Areas of concern**

- 6.1 Concerns can be categorised into three main headings – Violence, Vulnerability and Exploitation.
- 6.2 **Confidence levels** - Haringey East and North have some of the lowest overall confidence levels in London, ranked 105<sup>th</sup> and 97<sup>th</sup> out of 108 London core neighbourhoods respectively. In particular, these areas rank poorly for 'Feelings of Safety'
- 6.3 **Violence** - Violence with Injury (non-domestic) has increased by 7.5% in the past year, exceeding the London-wide increase of 4.4%. The largest volume occurs in Northumberland Park, Tottenham Green and Noel Park.
- 6.4 Victims of serious youth violence (SYV) in the past 12-months, has seen an increase of 5%. London has experienced a similar increase over this period. Haringey has the 5<sup>th</sup> highest volume of all London boroughs.
- 6.5 **Exploitation** - Girls with gang links continues to be an emerging, but hidden issue with hidden harms, current knowledge of issue is limited,

with most intelligence being generated following arrests of young girls. A number of individuals have been identified as being at risk of Child Sexual Exploitation (CSE) in Haringey in the past 12 months. Haringey contributes to 4% of the London total sexual offences with a child victim.

- 6.6 **Vulnerability** - There has been +12.7% increase in recorded domestic abuse (DA) offences in Haringey. It has been noted that domestic abuse is the most common reason for referral to Early Help in Haringey – potential hidden harm risk to family members.
- 6.7 Limited data exists on 'hidden' strands of domestic abuse, including Female Genital Mutilation (FGM) and Honour Based Violence (HBV). London wide data suggests that the Somali community is particularly affected by this issue.
- 6.8 Haringey currently has the 6<sup>th</sup> highest volume of repeat victims of all London boroughs. There have been 318 repeat victims in the past 12 months, representing 13.4% of all victims (London 12.5%). 26.6% of domestic abuse victims in Haringey experienced more than one incident in the past 12 months.

7. Way forward

- 7.1 No change to LCPF in Year 1. To utilise year 1 to assess current impact of bids and align with the new Community Safety Strategy and identify cross borough bids in priority areas to recover 33%.
- 7.2 It is proposed that the development and review of the new Community Safety strategy will take place and will be agreed at the Community Safety Partnership in March 2017.

8. Proposed Timeline

- **November to December 16** - Consultation and submission to MOPAC regarding year 1 and 2 spend profile.
- **December to Jan 17** - Proposals reviewed and further clarification and assurance expected from MOPAC
- **January 17** – Confirmation of spend profile and grant agreements signed off by MOPAC
- **January 17** - Confirmation by MOPAC of cross bid process
- **January -February** Partnership workshops
- **March** – Proposed presentation on proposals and a joint Community Safety Partnership and Health and Well Being board.

This page is intentionally left blank

# **MOPAC**

## **London Crime Prevention Fund Bid**

# Overview

- MOPAC Process
- Mayor's Priorities
- Needs Assessment
  - Confidence Levels
  - Violence
  - Exploitation
  - Vulnerability
- Links Police & Crime Plan
- Way Forward

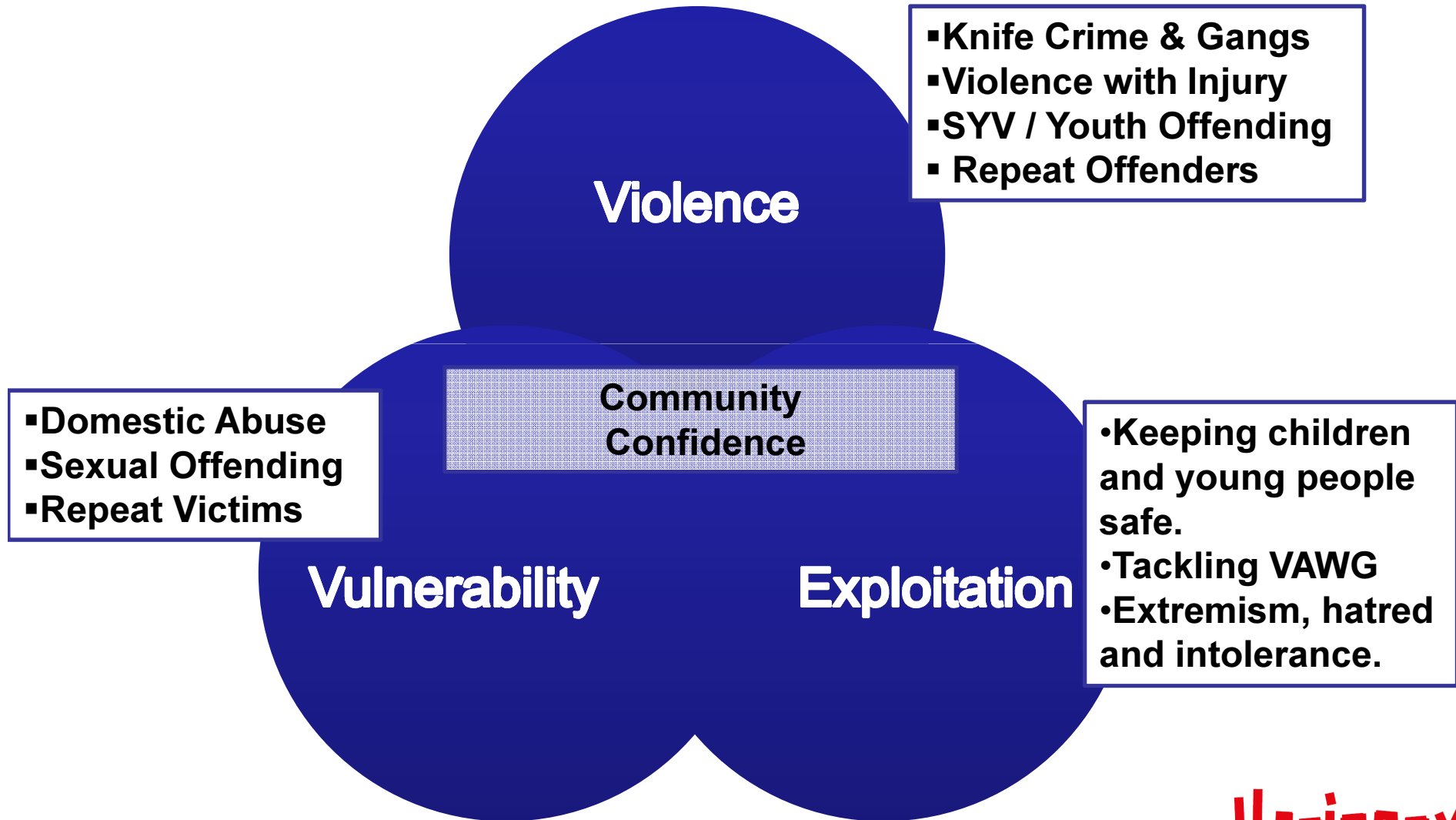
# The process - what do we know so far!

- There will be a new 4-year fund from 2017 – 2021, awarding a single amount for the full period
- The bid process is simplified with short timescales (informed London Boroughs mid Nov with a response deadline 23<sup>rd</sup> Dec).
- Negotiation will run concurrently with the consultation of the Mayor's new Policing and Crime Plan (Nov-Jan)
- They will introduce an enhanced performance management framework – Overhaul
- **Two year plan with 33% reduction**
- Way forward

# Summary of Mayors Priority Areas – Priorities Based on Harm

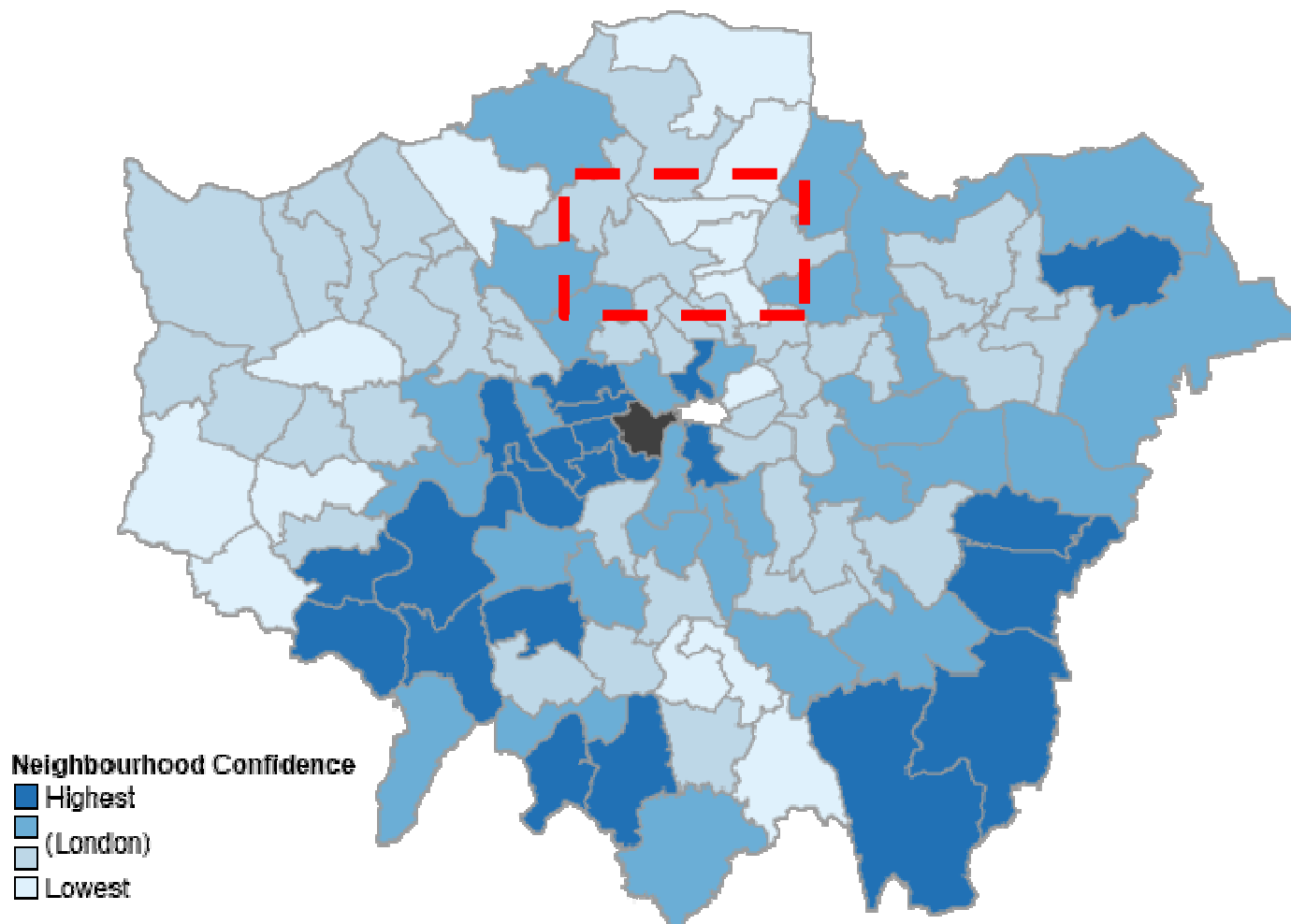
- Commit to tackling violence against women and girls
  - work closely with public and voluntary organisations on developing better support for victims of sexual and domestic violence
- Helping to prevent and detect crime - Identify the spread of extremism
- Tough knife crime strategy that focuses resources on the city's gangs
- Work closely with local authorities, schools and youth services to develop anti-gang strategies
- Working with community organisations to further youth engagement
- Tougher community payback for those caught with knives
- Improve the experiences of victims of crime
- Zero tolerance approach to hate crime

# Mayoral Priorities v Strategic Assessment Findings



# Confidence Levels in Policing

June 2016 MPS Public Attitude Survey (PAS) – Published Quarterly



■ Haringey East and North have some of the lowest overall confidence levels in London, ranked 105<sup>th</sup> and 97<sup>th</sup> out of 108 London core neighbourhoods respectively.

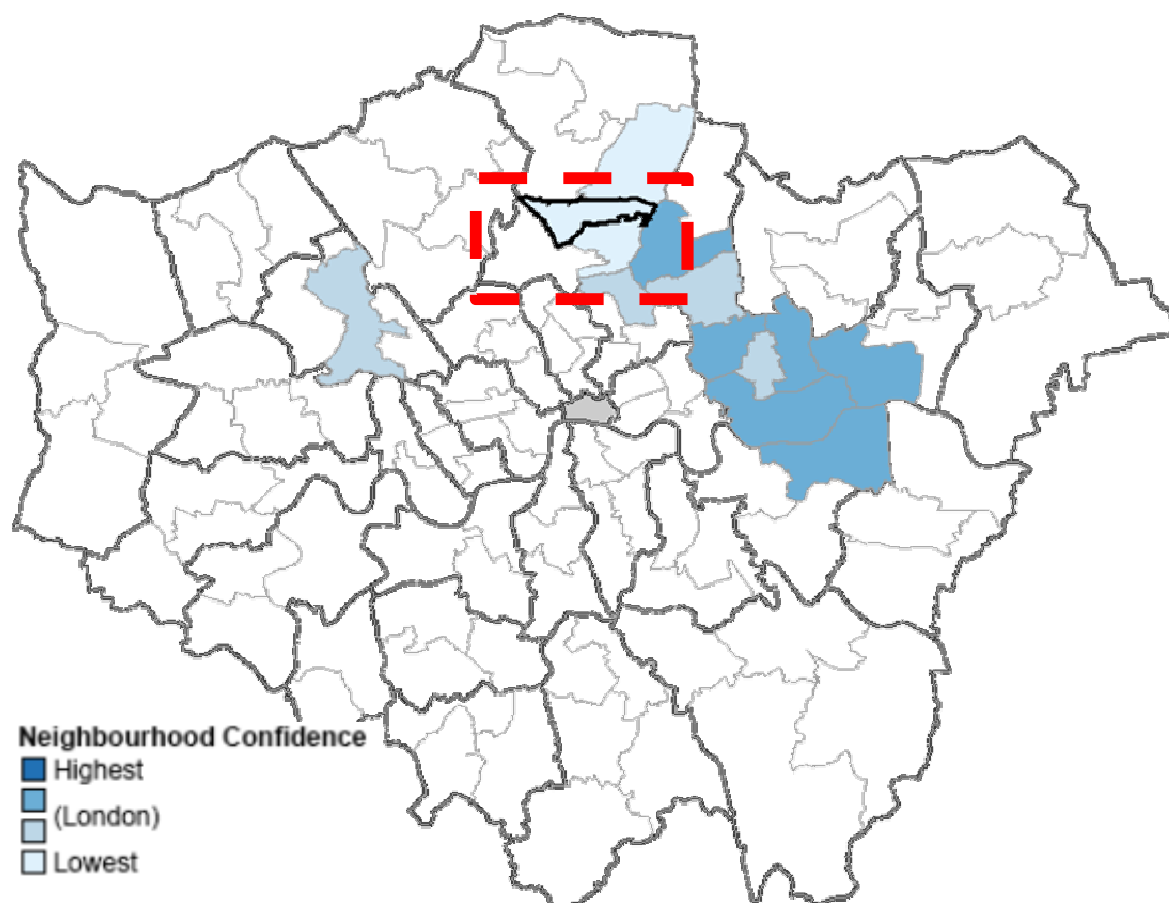
■ In particular, these areas rank poorly for 'Feelings of Safety'

# Confidence Levels in Policing

## June 2016 MPS Public Attitude Survey (PAS) – Published Quarterly

### Most Similar London Ward Cluster Group

- Haringey East and North are both categorised in the 'Deprived Multi-Ethnic' ward group for London (according to GLA Intelligence Unit categorisations).
- Both ward clusters are ranked at the bottom of their most similar London ward cluster group.



Neighbourhood Confidence  
 ■ Highest  
 ■ (London)  
 ■ (light blue)  
 ■ Lowest

[www.haringey.gov.uk](http://www.haringey.gov.uk)

| <i>Deprived Multi-Ethnic Ward Group</i> |                        |
|---|------------------------|
| Ward Cluster                            | London Confidence Rank |
| Barking, Barking                        | 35                     |
| Greenwich, Plumstead                    | 38                     |
| Newham, West                            | 40                     |
| Newham, East                            | 41                     |
| Waltham Forest, Central                 | 47                     |
| Newham, South                           | 48                     |
| Waltham Forest, South                   | 54                     |
| Newham, Central                         | 56                     |
| Brent, Harlesden                        | 85                     |
| Hackney, North-East                     | 86                     |
| Enfield, Edmonton & South               | 91                     |
| <b>Haringey, North</b>                  | <b>97</b>              |
| <b>Haringey, East</b>                   | <b>105</b>             |



# Confidence Levels in Policing

## Overall Crime

- Worry about confidence in policing in Haringey has risen to 41% (+4%)
- Highest level of concern since June 2013
- London has remained unchanged at 32%, 9% below Haringey's figure

## Anti-Social Behaviour

- Worry about ASB in Haringey (24%) is 4% greater than that in London (20%)
- Both London and Haringey have seen a falling trend (-3%) since September 2015

## Gun Crime

- Concern about gun crime in Haringey (21%) is more than twice as high as London (9%)
- Haringey has also seen a rising trend over the 12 months from 16% to 21%

## Gangs

- Concern about gangs in Haringey (27%) is considerably greater than London (16%) however this has remained unchanged since 2015 (27%)

# Hate Crime

- There has been a London wide trend of increased reports of hate crime over the past year.
- Haringey has experienced an increase of +45% in hate crime reports in the past 12 months. London as a whole has seen an increase of +19%
- Wider impact on confidence levels and community cohesion across the borough

|  | Haringey<br>October 2014<br>– September<br>2015 | Haringey<br>October 2015<br>– September<br>2016 | Haringey<br>Change % | London<br>Change % |
|--|---|---|----------------------|--------------------|
| <b>Racist &amp; Religious Hate Crime</b> | 432   | 633   | +46.5%               | +19.0%             |
| <b>Homophobic Hate Crime</b>             | 55  | 72  | +30.9%               | +15.8%             |
| <b>Anti-Semitic Hate Crime</b>           | 24  | 33  | +37.5%               | -2.0%              |
| <b>Islamophobic Hate Crime</b>           | 20  | 48  | +140.0%              | +58.2%             |

# Violence

# Violence with Injury (Non-Domestic)

- Violence with Injury (non-domestic) has increased by **7.5%** in the past year, exceeding the London-wide increase of 4.4%.
- Largest volume occurs in Northumberland Park (197), Tottenham Green (185) and Noel Park (177)



▪ Offences mainly occur in busy shopping locations, transport hubs and key thoroughfares.

▪ Some incidents are linked to retail/night time economy related issues, including when individuals have been refused entry to shops or bars/pubs and subsequently attacking staff/security.

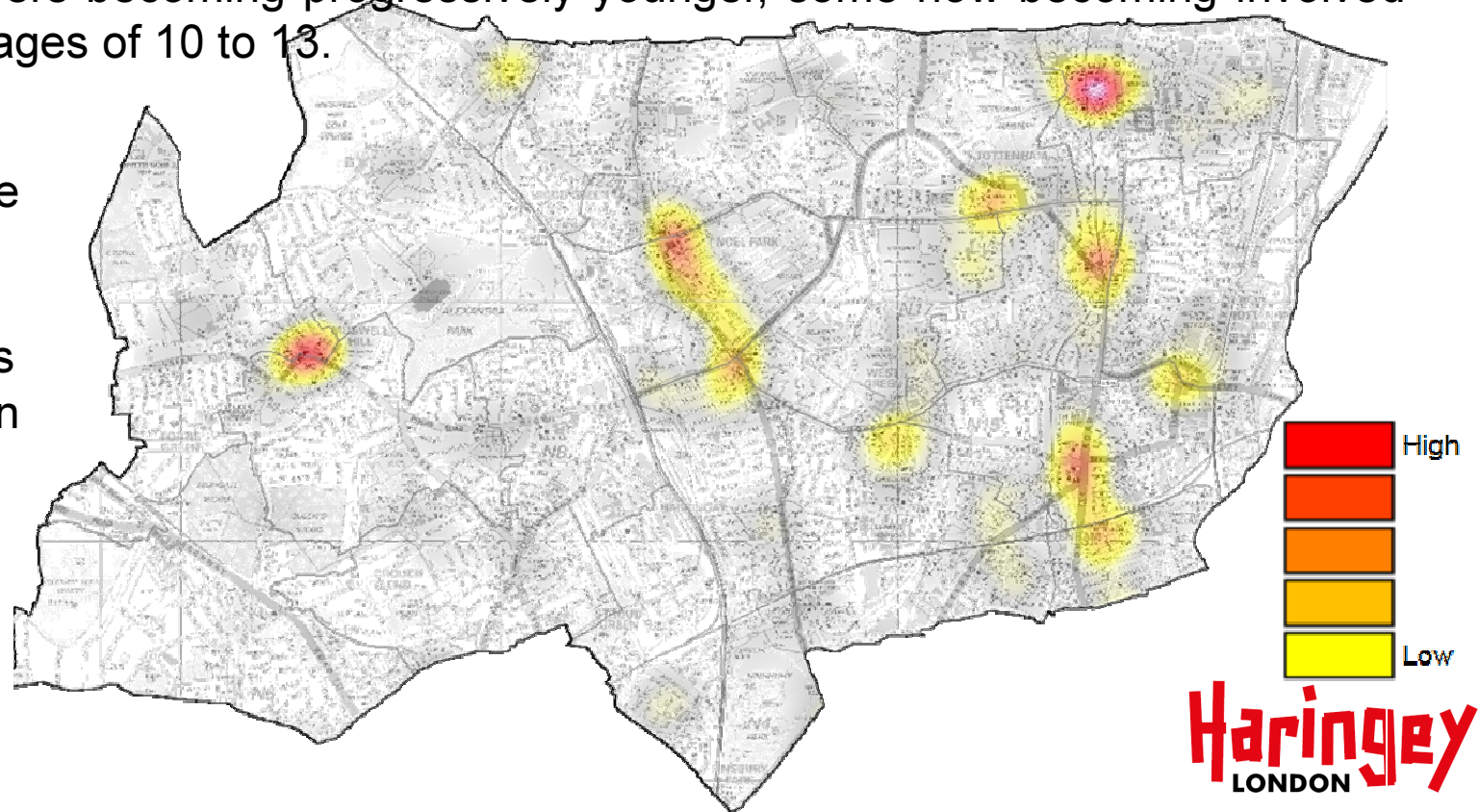
# School Exclusions

- Compared to comparator boroughs Haringey ranks 4<sup>th</sup> highest for Secondary school Fixed Term Exclusions <sup>1</sup>
- In secondary schools black and mixed students are significantly over represented in exclusions <sup>1</sup>
- Initial analysis suggests that young people with links to gangs are up to **8** times more likely to be excluded from school than other young people
- Exclusions for gang linked individuals more likely to occur earlier in school journey, between school years 8 to 9

<sup>1</sup> Local School Exclusions Report (P1 Board, October 2016)

# Gangs and Serious Youth Violence

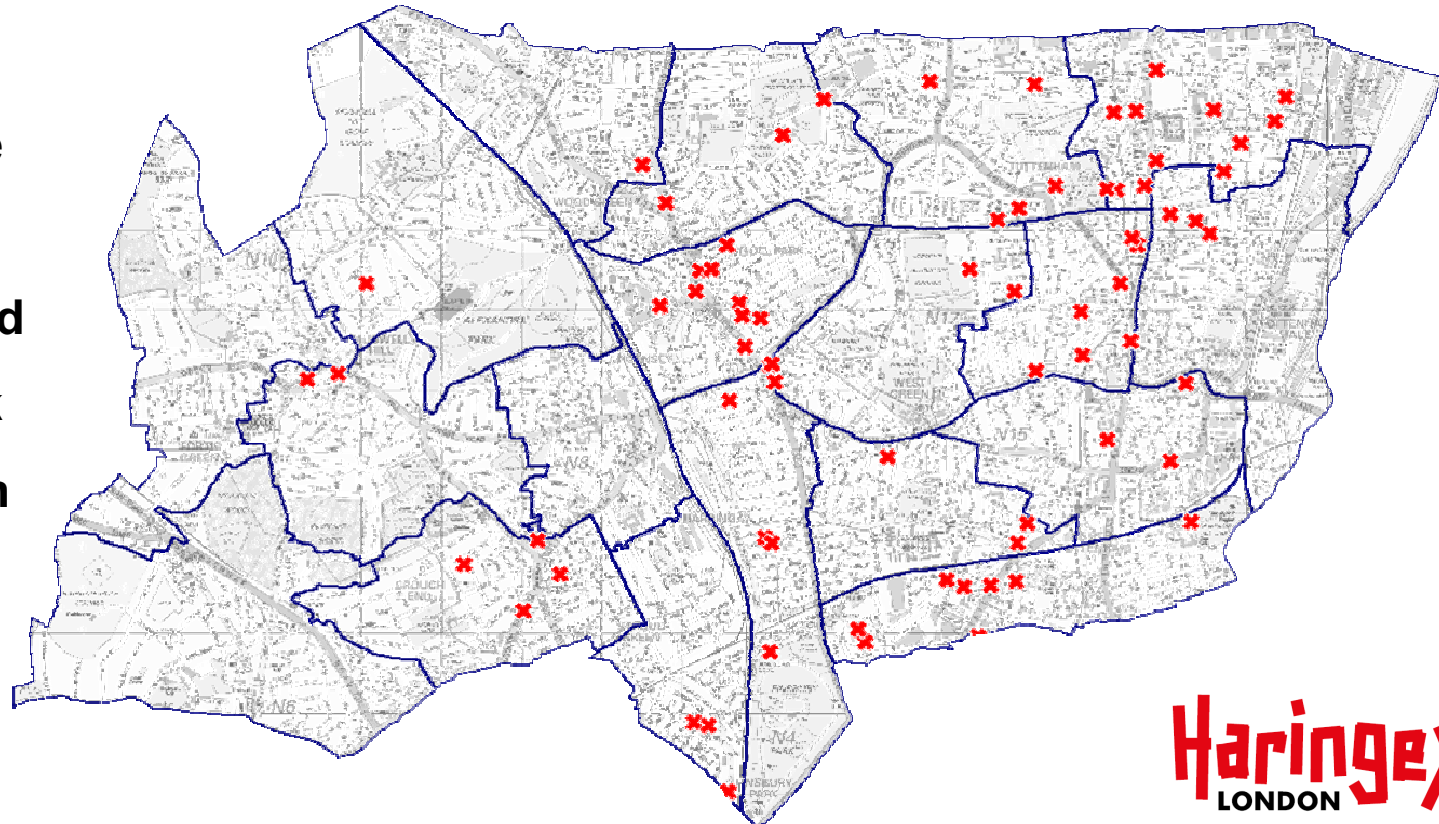
- **319** victims of serious youth violence (SYV) in the past 12-months, an increase of **5%**. London has experienced a similar increase over this period.
- Haringey has the **5<sup>th</sup>** highest volume of all London boroughs
- SYV in Haringey consists of a combination of robbery and violence, with victims aged 10 to 19.
- Gang members becoming progressively younger, some now becoming involved between the ages of 10 to 13.
- Gang and youth violence has become more widely spread across the borough in recent months, with less clustering.



# Knife Crime

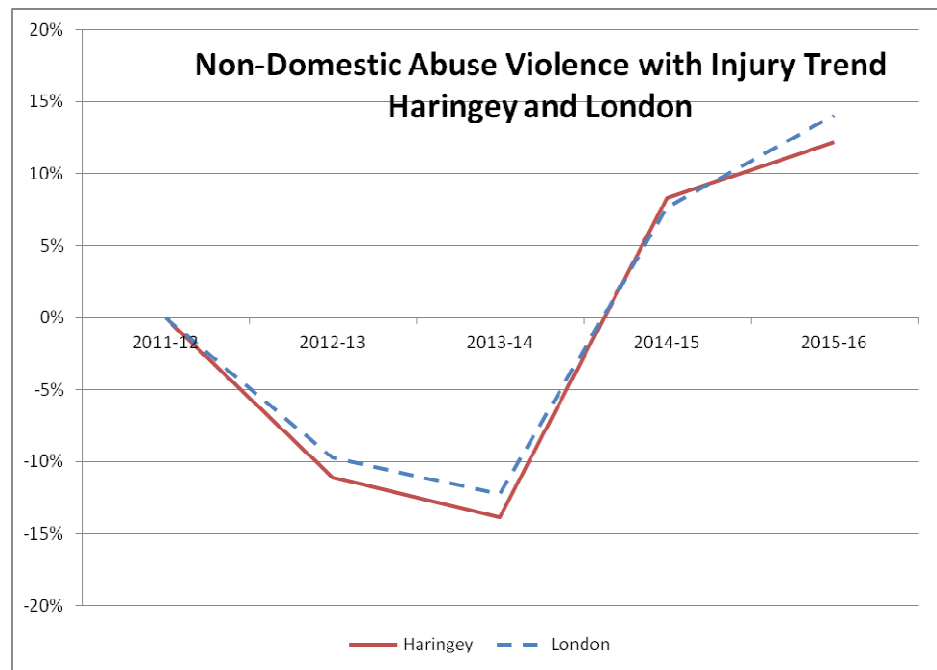
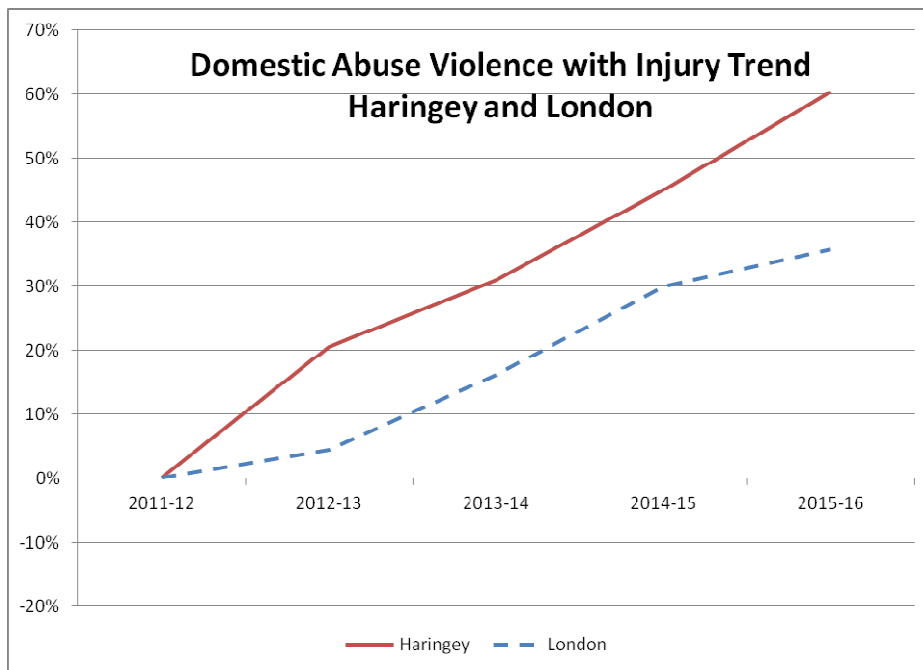
- Total knife crime has reduced by **5%** in the past year (29 fewer offences)
- However, there has been an **increase of 4%** in knife injury victims aged under 25, with **87** victims in Haringey - **5<sup>th</sup>** highest volume in London
- **80%** of offences are classified in the most serious categories of GBH or Murder, slightly above the London average (77%)

- Highest volume wards are **Northumberland Park, Noel Park and West Green**



# Violence with Injury (Domestic and Non-Domestic)

- Violent crime volume continues to rise in Haringey - currently 8<sup>th</sup> highest of all London boroughs



# Exploitation

# Girls Linked to Gangs

- Girls with gang links continues to be an emerging, but hidden issue with hidden harms
- Current knowledge of issue is limited, with most intelligence being generated following arrests of young girls
- Known to be used to run County Lines, as believed to be less likely to be stopped by police. Age ranges between 14 to 19. Approximately a dozen young girls are known to the girls and gangs forum, but this is believed to be a significant under-representation of true picture.
- Also known to carry weapons on behalf of other gang members, including knives and firearms
- Evidence of financial crime is also emerging, with gang members using 'clean' bank accounts belonging to females to carry out fraud

# Child Sexual Exploitation

- **66** individuals identified as being at risk of Child Sexual Exploitation (CSE) in Haringey in the past 12 months – dataset currently being developed via MASE.
- Almost exclusively female, but some males now being identified as being at risk of CSE – continues to be a hidden / emerging issue
- **184** recorded sexual offences with a child victim in the past 12 months, an increase of **35%** (48 more offences) compared to the previous year. London has increased by 9% during this time. Issue is borough wide and broadly representative of the borough demographic, with clustering in the east. Reasons for increased volumes may include improved reporting within the borough and increased confidence levels. The work of the MASE, Girls and Gangs Forum etc may also be leading to previously hidden issues now being uncovered.
- Low sanction detection rates (criminal justice system), approximately **10%**, compared to 17% for London
- Haringey contributes to **4%** of the London total sexual offences with a child victim (London average is 3.1%)

# County Lines

- National Crime Agency (NCA) 2016 assessment suggests:
  - London gangs and criminal groups (including from Haringey) continue to supply drugs in county areas.
  - County lines pose a significant threat to vulnerable adults and children, who are exploited to facilitate this activity.
  - Mobile phones are key to this activity, to maintain 'deal lines' across the country.
  - A number of children missing from Haringey are **suspected** to have been involved in county lines criminality during missing episodes. No quantitative information is available on this, though at least a dozen have been brought to the attention of the Gangs Action Group.
  - A number of Haringey young people have been arrested in Suffolk, Aberdeen and other parts of Scotland, believed to be linked to county lines activity

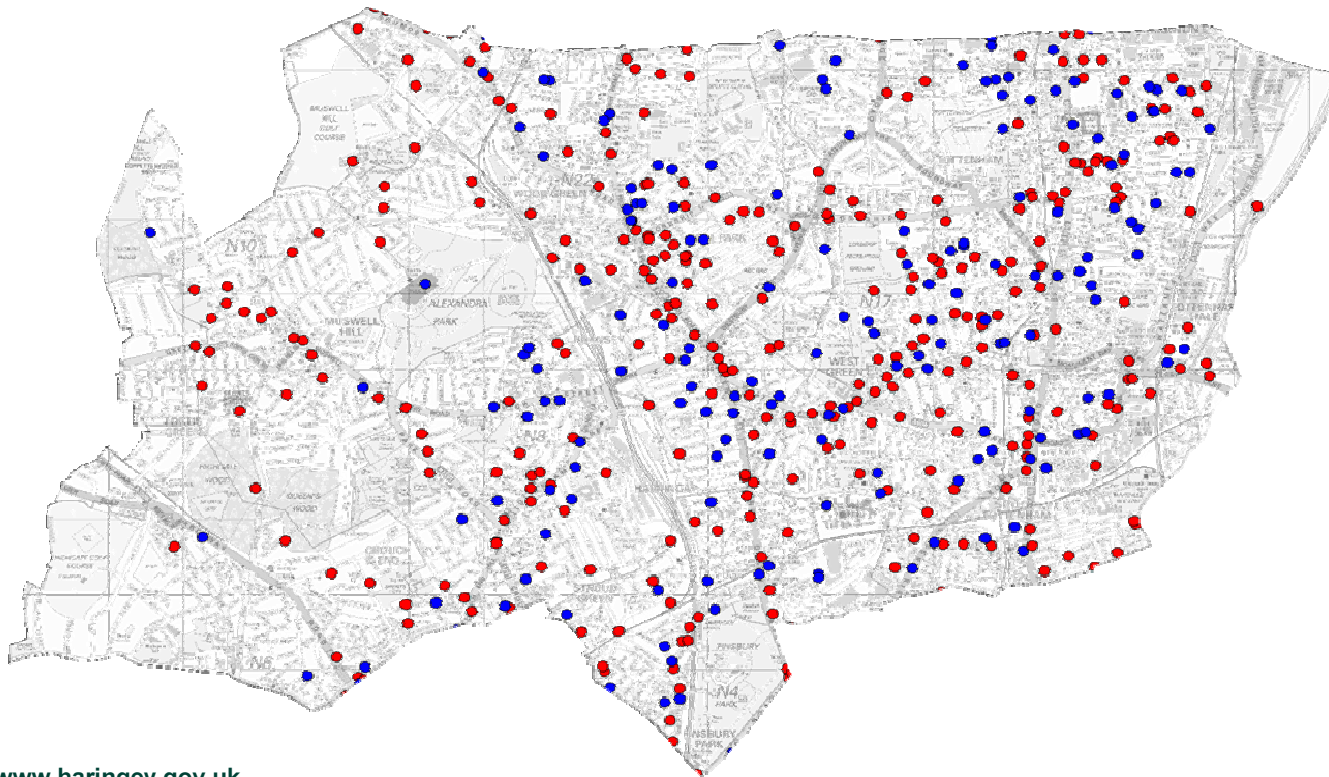
# Vulnerability

# Domestic Abuse

- **+12.7%** (+327) increase in recorded domestic abuse (DA) offences in Haringey, compared to +3.8% for London.
- Domestic abuse is the most common reason for referral to Early Help in Haringey – potential hidden harm risk to family members
- Limited data on ‘hidden’ strands of domestic abuse, including Female Genital Mutilation (FGM) and Honour Based Violence (HBV)
- Data from Public Health England suggests there were 25 reports of FGM in Haringey in the past 12 months, from a total of 955 across London. London wide data suggests that the Somali community is particularly affected by this issue.

# Sexual Offending

- 599 sexual offences across Haringey in the past 12-months, an increase of 4% as compared to the previous year.
- London has experienced an increase of 11% over this same period.
- 36% of sexual offences in Haringey are classified in the most serious category of rape, which is similar to the London wide picture

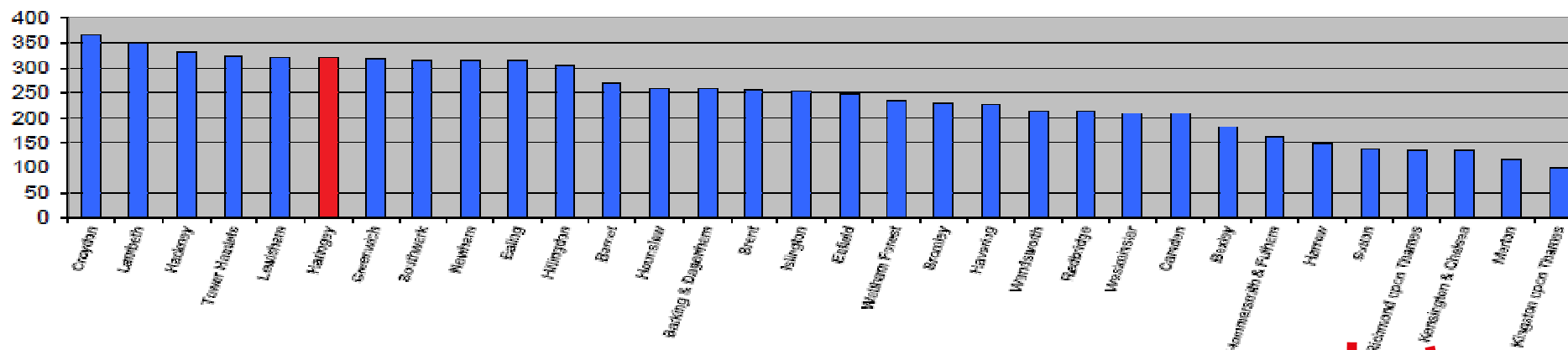


- Offences are spread across entire borough, but with some clustering towards the East

# Repeat Victims

- Haringey currently has the 6<sup>th</sup> highest volume of repeat victims of all London boroughs
- **318** repeat victims in the past 12 months, representing 13.4% of all victims (London 12.5%)
- 9 victims have experienced 7 to 10 incidents, with 2 experiencing 11 to 15 offences
- 10<sup>th</sup> highest volume of repeat domestic abuse victims in London
- 26.6% of domestic abuse victims in Haringey experienced more than one incident in the past 12 months (London 25.1%)

Total Repeat victims



# Crossovers with Police & Crime Plan for London

## 1. Neighbourhood policing

- Violence with injury (non-domestic)
- Tackling high volume crime areas
- Anti-social behaviour
- Public confidence
- Repeat victimisation

## 3. Violence against women and girls

- Domestic abuse
- Sexual offending

## 5. Wider criminal justice system

- Repeat offenders

## 2. Children and young people

- Knife crime and gangs
- Serious Youth Violence and youth offending
- Girls linked to gang
- Child sexual exploitation
- County lines

## 4. Hate crime and extremism

- Tackling hate crime
- PREVENT (Home Office funded)

# CSP Development

- **Key objectives & Strategic Links**
  - Focus on Harm & Vulnerability
  - Prevention (reducing victimisation)
  - Raising Community Confidence
  - Coordinated Community Responses
  - Partnership & Community communication
  - Partnership & Community Campaigns
  - Communications to schools & community
  - Objectives linked to police confidence

# Current CSP Strategic Objectives

- Reoffending: covers outcomes/KPIs around offender management, youth re-offending, incidences of Violence Against Women and Girls and Gang re-offending.
- Prevention: covers outcomes/KPIs around preventing Gang activity, preventing Violence Against Women and Girls, and preventing violent extremism (the PREVENT agenda).
- Public confidence: covers outcomes/KPIs around confidence measures, BME engagement and young people engagement.

## “As Is” Existing MOPAC funding 2013/17

|  |                   |    |
|--|-------------------|----|
| 1. <b>Integrated Offender Management</b><br>(£352,000 over four years) | £88,000 pa (11%)  | √√ |
| 2. <b>Drug Intervention Programme</b><br>(£1,284,000 over four years)  | £321,000 pa (42%) | √√ |
| 3. <b>Integrated Gang Unit</b><br>(£980,000 over four years)           | £245,000 pa (32%) | √√ |
| 4. <b>Domestic Violence Projects</b><br>(£412,000 over four years)     | £103,000 pa (13%) | √√ |
| 5. <b>ASB Victim Support</b><br>(£96,000 over four years)              | £12,000 pa (2%)   | √√ |

**TOTAL: £769,000 pa**

# Suggested Way Forward

- No change in Year 1
- Use Year 1 to assess current impact of bids & align with new Strategy
- Identify Cross borough bids - Recover 33% and more
- Develop/review new CS strategy – Agreed CSP March 2017
- Provide revised 3 Year LCPF funded Projects to MOPAC October 2017 (Agreed by CSP)
- New projects start 2018
- For 23<sup>rd</sup> December Feedback to MOPAC
  - Indicate possible 33% reduction will be met equally from all 5 areas within the current LCPF allocation in Year 2 – however all projects subject to review as above.

# Timeline

- Consultation with MOPAC regarding proposal **November to December** ✓✓
- Deadline to submit proposal for spend by **23 December** ✓✓
- Proposals reviewed and further clarification and assurance **December to Jan 17**
- All proposal agreed and grant agreements signed by **27 January**
- **January 17** confirmation by MOPAC of bid process

# Going forward

- SLT **December** discussion on approach ✓✓
- CSPE discussion **December** ✓✓
- Overview at **January** CSP
- Partnership workshops **January -February**
- Presentation on Proposals **March** joint CSP & HWB

Item Number:

**Meeting:** Community Safety Partnership Board

**Date:** 18<sup>th</sup> January 2017

**Report Title:** Youth Justice, Young People's Strategy

**Report of:** Jennifer Sergeant, Head of Youth Justice and Targeted Response

### 1. Purpose of the report

To provide briefing for information on; the Annual Youth Justice Services Plan 2016/17, the recent announcement of the Governments Response to the Charlie Taylor, update on review of progress of Haringey's Young People's Strategy and briefing of recommended actions for the Community Safety Partnership following Haringey's Children and Young People's Overview and Scrutiny Committee review of Disproportionality in Youth Justice.

### 2. State link(s) with Other Plan Priorities and actions and /or other Strategies:

Corporate Plan Priority 1 – “Enable every child and young person to have the best start in life, with high quality education”. It is particularly relevant to Objective 5; “Children and families who need extra help will get the right support at the right time to tackle issues before they escalate”

Corporate Plan Priority 3 – “A clean, well maintained and safe Borough where people are proud to live and work.” Objective 5: “To work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity.”

All of the reports relate to the vulnerable adolescents agenda that sits within the framework of the Corporate Young People's strategy

### 3. Recommendations

That board members are asked to note;

#### **Haringey's Annual Youth Justice Plan 2016/17**

- Haringey's Annual Youth Justice Plan 2016/17 performance in delivery of Youth Justice Board national standards, programme priorities for Haringey's Youth Justice Partnership Board: Inspection readiness, response to the Governments Response to the Charlie Taylor Review, strengthening multi-agency working and development and establishment of early intervention and prevention approaches that aim

to reduce First time entrants (FTE's) and Re-offending of Young People.

**Disproportionality BME in Haringey's Youth Justice Service Report**

- Children and Young People's Overview and Scrutiny Committee – Disproportionality BME in Haringey's Youth Justice Service Report, findings and recommendations, specifically recommendations 7, 8, 9 and 10 as actions for implementation by Haringey's Community Safety Partnership Board. Children and Young People's Overview and Scrutiny Committee request a progress report of the implementation of its recommendations for review in autumn 2017.

**Haringey's Young People Strategy**

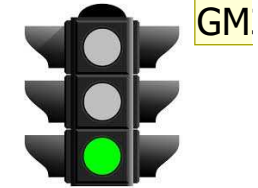
- Haringey's Young People Strategy update, progress and review of actions. Specific focus on the Vulnerable Young People's Adolescence agenda aimed at targeting improvement in outcomes for Haringey's vulnerable and disadvantaged young people including those at risk of offending. Partners will receive updates on progress in delivery of the Young People's Strategy as part of achieving Community Safety Partnership priorities.

# Youth Justice Service 2016/17

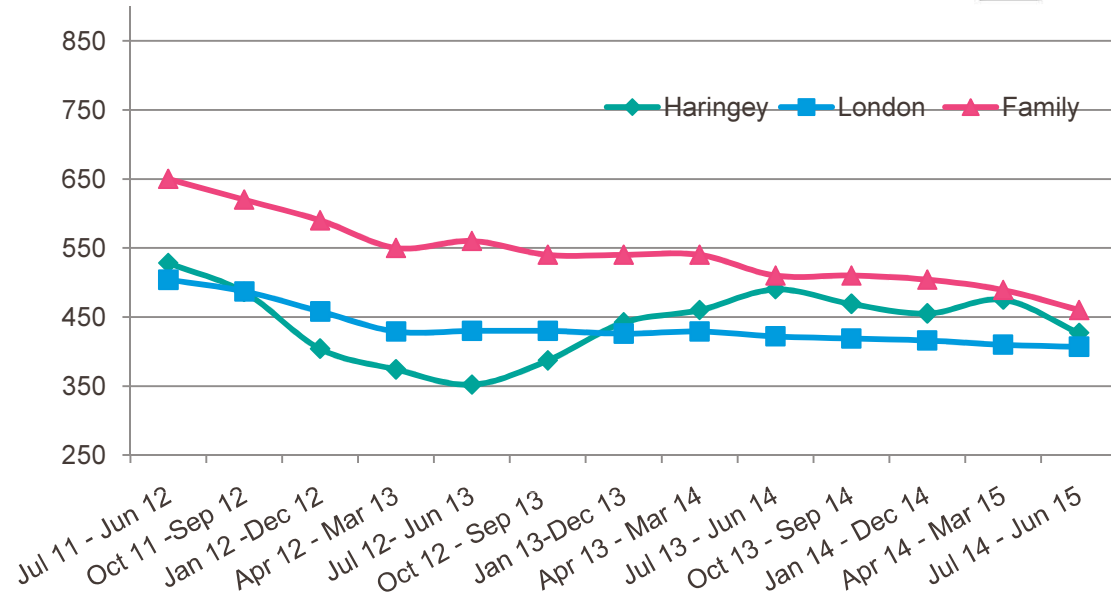
---

Community Safety Partnership  
18<sup>th</sup> January 2017

# Performance - Reduce First Time Entrants



| First Time Entrants - London |                                  |        |      |
|------------------------------|----------------------------------|--------|------|
| Rank                         | YOT                              | Number | Rate |
| 1                            | Kingston and Richmond            | 69     | 220  |
| 2                            | Bromley                          | 66     | 222  |
| 3                            | Barnet                           | 79     | 224  |
| 4                            | Sutton                           | 48     | 257  |
| 5                            | Merton                           | 48     | 285  |
| 6                            | Ealing                           | 89     | 286  |
| 7                            | Westminster                      | 49     | 302  |
| 8                            | Havering                         | 73     | 319  |
| 9                            | Wandsworth                       | 66     | 324  |
| 10                           | Harrow                           | 78     | 332  |
| 11                           | Redbridge                        | 103    | 337  |
| 12                           | Kensington and Chelsea           | 39     | 358  |
| 13                           | Bexley                           | 85     | 358  |
| 14                           | Newham                           | 120    | 377  |
| 15                           | Waltham Forest                   | 96     | 395  |
| 16                           | Hackney                          | 92     | 399  |
| 17                           | Hillingdon                       | 113    | 409  |
| 18                           | Haringey                         | 105    | 427  |
| 19                           | Brent                            | 134    | 458  |
| 20                           | Greenwich                        | 112    | 463  |
| 21                           | Enfield                          | 160    | 481  |
| 22                           | Croydon                          | 188    | 503  |
| 23                           | Hounslow                         | 115    | 504  |
| 24                           | Camden                           | 93     | 513  |
| 25                           | Southwark                        | 124    | 537  |
| 26                           | Islington                        | 88     | 574  |
| 27                           | Hammersmith and Fulham           | 72     | 581  |
| 28                           | Lewisham                         | 144    | 584  |
| 29                           | Tower Hamlets and City of London | 145    | 590  |
| 30                           | Barking and Dagenham             | 131    | 595  |
| 31                           | Lambeth                          | 145    | 607  |



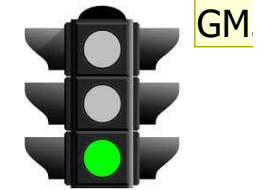
There were 105 first time entrants in the last year compare to 119 in the previous year and 117 three years ago. Reductions of 12% and 10% respectively. GM2

## Slide 2

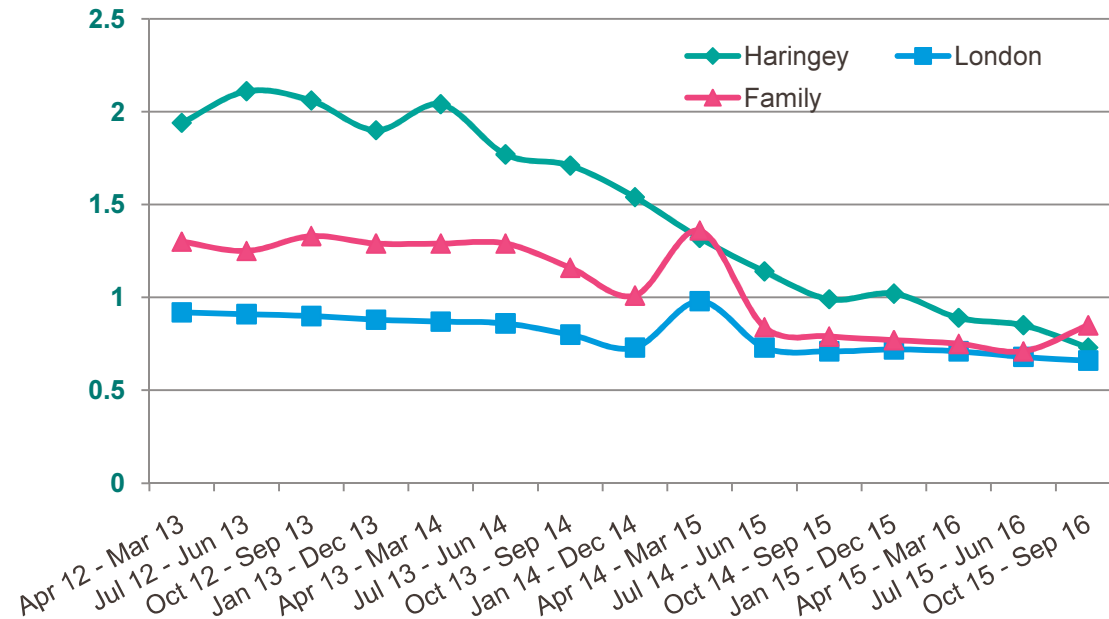
---

- GM2** I would put the years rather than lastyear, year before etc  
Gareth Morgan, 10/01/17
- GM3** I have removed the Harinegy logo on this slide.  
Gareth Morgan, 10/01/17

# Performance - Reduce Use of Custody



| Use of Custody - London |                                  |         |                              |
|-------------------------|----------------------------------|---------|------------------------------|
| Position                | YOT                              | Custody | Rate per 1,000 10-17 yr olds |
| 1                       | Kensington and Chelsea           | 0       | 0.00                         |
| 2                       | Kingston and Richmond            | 1       | 0.03                         |
| 3                       | Sutton                           | 1       | 0.05                         |
| 4                       | Bexley                           | 2       | 0.08                         |
| 5                       | Merton                           | 3       | 0.18                         |
| 6                       | Harrow                           | 5       | 0.21                         |
| 7                       | Barnet                           | 8       | 0.23                         |
| 8                       | Hounslow                         | 8       | 0.35                         |
| 9                       | Greenwich                        | 9       | 0.37                         |
| 10                      | Hillingdon                       | 11      | 0.40                         |
| 11                      | Havering                         | 10      | 0.44                         |
| 12                      | Camden                           | 8       | 0.44                         |
| 13                      | Ealing                           | 14      | 0.45                         |
| 14                      | Redbridge                        | 15      | 0.49                         |
| 15                      | Bromley                          | 15      | 0.50                         |
| 16                      | Haringey                         | 18      | 0.73                         |
| 17                      | Brent                            | 22      | 0.75                         |
| 18                      | Tower Hamlets and City of London | 19      | 0.77                         |
| 19                      | Westminster                      | 13      | 0.80                         |
| 20                      | Waltham Forest                   | 20      | 0.82                         |
| 21                      | Southwark                        | 19      | 0.82                         |
| 22                      | Hackney                          | 19      | 0.82                         |
| 23                      | Lambeth                          | 21      | 0.88                         |
| 24                      | Enfield                          | 30      | 0.90                         |
| 25                      | Croydon                          | 35      | 0.94                         |
| 26                      | Newham                           | 31      | 0.97                         |
| 27                      | Barking and Dagenham             | 25      | 1.14                         |
| 28                      | Wandsworth                       | 24      | 1.18                         |
| 29                      | Hammersmith and Fulham           | 16      | 1.29                         |
| 30                      | Lewisham                         | 43      | 1.74                         |
| 31                      | Islington                        | 33      | 2.15                         |



There were 18 custodial sentences in the last year compare to 24 in the previous year and 51 three years ago. Reductions of 25% and 65% respectively.

**Slide 3**

---

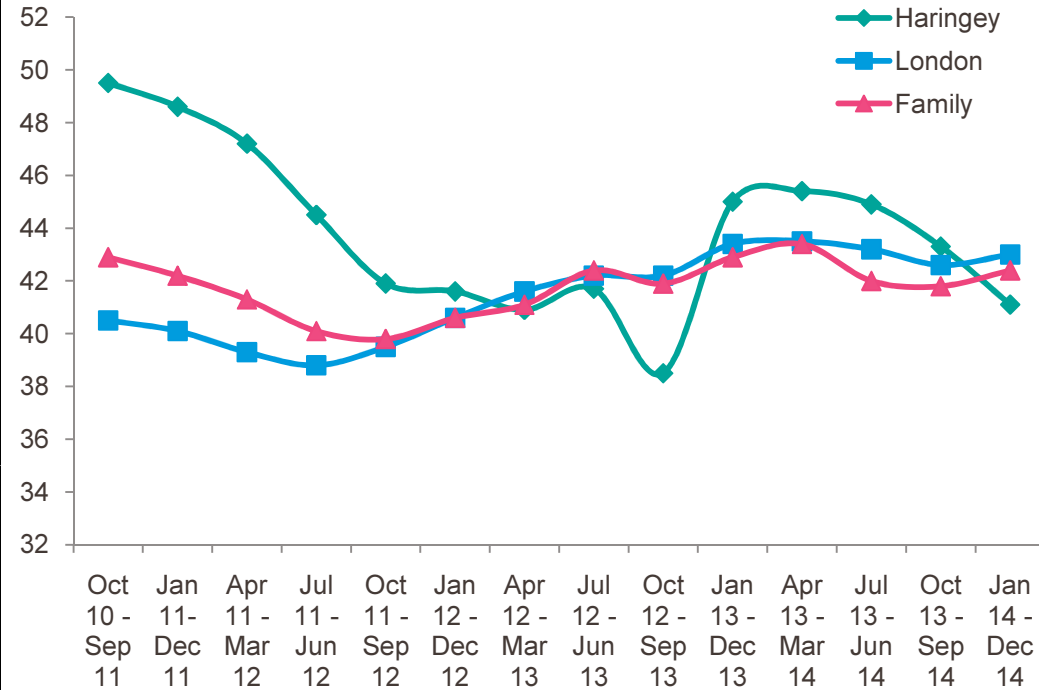
**GM5**

I have removed haringey logo  
Gareth Morgan, 10/01/17

# Performance - Reduce Rate of Re-Offending



| London Re-Offending Rates |                                  |                              |                           |                           |
|---------------------------|----------------------------------|------------------------------|---------------------------|---------------------------|
| Position                  | YOT                              | Avg Offences Per Re-Offender | Avg Offences Per Offender | Avg Offences Per Offender |
| 1                         | Havering                         | 2.81                         | 0.95                      | 33.9%                     |
| 2                         | Kensington and Chelsea           | 3.35                         | 1.16                      | 34.5%                     |
| 3                         | Hillingdon                       | 3.15                         | 1.12                      | 35.5%                     |
| 4                         | Barnet                           | 2.57                         | 0.93                      | 36.3%                     |
| 5                         | Southwark                        | 3.25                         | 1.23                      | 37.9%                     |
| 6                         | Wandsworth                       | 3.63                         | 1.39                      | 38.4%                     |
| 7                         | Brent                            | 3.18                         | 1.26                      | 39.5%                     |
| 8                         | Harrow                           | 2.94                         | 1.18                      | 40.0%                     |
| 9                         | Newham                           | 3.39                         | 1.38                      | 40.8%                     |
| 10                        | Haringey                         | 3.07                         | 1.26                      | 41.1%                     |
| 11                        | Greenwich                        | 2.12                         | 0.87                      | 41.2%                     |
| 12                        | Enfield                          | 3.22                         | 1.33                      | 41.3%                     |
| 13                        | Westminster                      | 2.47                         | 1.03                      | 41.7%                     |
| 14                        | Ealing                           | 2.68                         | 1.12                      | 41.8%                     |
| 15                        | Bexley                           | 3.27                         | 1.38                      | 42.3%                     |
| 16                        | Hounslow                         | 3.23                         | 1.37                      | 42.5%                     |
| 17                        | Kingston and Richmond            | 2.72                         | 1.16                      | 42.5%                     |
| 18                        | Barking and Dagenham             | 3.71                         | 1.60                      | 43.0%                     |
| 19                        | Bromley                          | 3.29                         | 1.42                      | 43.1%                     |
| 20                        | Merton                           | 2.27                         | 0.99                      | 43.6%                     |
| 21                        | Hackney                          | 2.76                         | 1.21                      | 43.9%                     |
| 22                        | Redbridge                        | 2.90                         | 1.27                      | 43.9%                     |
| 23                        | Waltham Forest                   | 3.20                         | 1.45                      | 45.2%                     |
| 24                        | Croydon                          | 3.28                         | 1.49                      | 45.3%                     |
| 25                        | Hammersmith and Fulham           | 3.78                         | 1.72                      | 45.5%                     |
| 26                        | Tower Hamlets and City of London | 2.59                         | 1.19                      | 45.9%                     |
| 27                        | Sutton                           | 2.96                         | 1.43                      | 48.2%                     |
| 28                        | Lewisham                         | 3.02                         | 1.46                      | 48.2%                     |
| 29                        | Camden                           | 3.56                         | 1.77                      | 49.6%                     |
| 30                        | Lambeth                          | 3.09                         | 1.61                      | 52.3%                     |
| 31                        | Islington                        | 4.11                         | 2.15                      | 52.4%                     |



The latest rate is 41.1% of young people re-offending after 1 year. This is a reduction of 9% from the previous year and 15% since three years ago.

# Key successes 2015/16

---

- Introduction of revised YJB National assessment framework, Asset Plus.
- Revised quality assurance tools
- Introduction of new Young Peoples Plan
- Revised Risk Management Panel and procedures
- Improved multi agency engagement
- Integrated planning to address 'risk of serious harm' and 'safety and well being' concerns
- Strengthened work with Missing Children, CSE Operational Group and MASE
- Early Help Partnership Board commitment to establish prevention approaches to assist in reduction of re-offending rates
- Reductions in Ministry of Justice funding effectively managed

# 2016/17 Annual Youth Justice Plan Priorities

---

- Inspection readiness
- Local response to Charlie Taylor Review and Government Response
- on reducing First Time Entrants, and reoffending including specific areas of practice such as family engagement and early intervention
- Strengthening multi-agency working in understanding the complex needs of the young people to achieve positive outcomes. Specific focus on: youth violence, missing children, child sexual exploitation, radicalisation and gang related behaviour
- Review models of service delivery to inform decisions around future provision taking account of Government Response to Charlie Taylor Review, and ongoing reductions in local and national funding.
- Work programme key priority areas for scrutiny, including reviewing Community Safeguarding and Public Protection Incidents and National Standards Audits.

# Disproportionality and Overrepresentation of BAME Young People in Haringey Youth Justice Service

## Focus of Scrutiny Review;

- How support services work together to prevent and divert young people from over represented communities entering the youth justice system;
- Support young people receive on entering the youth justice system and its effectiveness in preventing young people from re-offending; and
- Learning from other London boroughs

## Contributing Factors

- *Absence of positive male role model/father figure*
- *Deprivation;*
- *School exclusions*
- *Unmet mental health needs;*
- *Bias and Stereotyping*

# Disproportionality and Overrepresentation of BAME Young People in Haringey - Recommendations

---

## **Youth Justice Service**

- Further analysis of data on disproportionality including consideration of the over representation of “Black other” young people.
- In response to Charlie Taylor, Council and partners in Haringey who provide Youth Justice services: consult on the future of youth justice services with the reduction of ethnic disproportionality at its heart.
- Improve effectiveness of interventions aimed at addressing disproportionality; and engagement with young people at risk of entering Youth Justice Service

## **Partners responsible for Youth Justice Services**

- Review policies, procedures and service outcomes so all partners in the public sector meet equality duties, treating all children and young people equitably and interventions meet the needs Young People regardless of race, ethnicity or any other factors.

## **Voluntary Sector**

- Improving Outcomes for Young Black Men programme monitored for best practice and learning
- Secure continuation of work undertaken by the Mac-UK Project Future in Tottenham

## **Haringey Regeneration Service**

- The Council’s Regeneration Service explore funding to assist schools train teachers and other school staff to ensure the schools workforce reflects the diversity of the area

# Disproportionality and Overrepresentation of BAME Young People in Haringey Youth Justice Service



## Early Help

- Behavioural issues related to trauma at primary school level referred to the Early Help Partnership Board for consideration and an action plan be developed
- Strategic investment is made, in terms of resources, time and commitment, to develop further engagement with children and young people in particular, disaffected young people and those at risk of coming into contact with youth justice services
- Improve the effectiveness of interventions aimed at addressing disproportionality; and engagement with young people at risk of entering Youth Justice Services

## Schools

- Children and Young People's Service engage school Head Teachers and school governors on the issue of exclusions in particular the disproportional number of black boys/black boys excluded from school; Sharing good practice; and reviewing the zero tolerance policy towards knife possession
- Work with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice

## Police

- Cabinet Member for Communities seek confirmation that Police presence in schools will be maintained and addition, Police considers expanding the provision in primary schools.
- Cabinet Member for Communities works with the Haringey Police to develop a "reverse mentoring" scheme

# Government Response to Charlie Taylor Review

---

## National development priorities

- Review of Governance and develop robust performance standards for custody and community (examples are all for custody)
- Best-practice sharing –example Ending Gang and Youth Violence
- Work with LAs to explore flexibilities available to LAs to reshape services
- Development of 2 secure schools
- Empower Governors to better help reform young people
- Boost operational staff in YOIs
- Introduce a new Youth Justice Officer role in YOI
- Every Young Person in custody to have a ‘key officer’ (1 – 4 YP)
- Specialist support units to provide enhanced psychological support to the most challenging and vulnerable yp ( Enhanced Support Teams)

# Government Response to Charlie Taylor Review

---

## Statutory requirements

- Youth Justice Board continues
- Local statutory partners continue contribution to the constitution of the YOT
- Ring fencing of funding via LAs continues
- YJB National Standards continue
- The three Key Indicators continue – FTE, Reducing Reoffending and Use of Custody – supplemented by locally developed targets
- HMIP Inspections continue
- National assessment systems (Asset+) continue and workforce development

## Other developments

- NHS, DFE and community health providers to enable better health assessments of young offenders
- Pre Apprenticeship pathway from custody
- Develop Police Custody Suite practice for safeguarding children's interests
- Develop Courts practice
- Reviewing Criminal records processes for under 18s

# Young People Strategy – Update and Next Steps



|       | Priority   | RAG         |
|-------|--|-------------|
| YPS 1 | Ensure young people are valued for the positive contribution they make to communities and the economy            | Yellow      |
| YPS 2 | Ensure clear pathways into an attractive and relevant range of employment, learning and enterprise opportunities | Light Green |
| YPS 3 | Ensure young people have good quality health and well being outcomes   | Light Green |
| YPS 4 | Co-ordinate engagement to reach vulnerable young people and intervene to ensure their safety and wellbeing.      | Red         |

# Young People Strategy Priority 1

---

Ensure young people are valued for the positive contribution they make to communities and the economy

- **Progress**

- Bruce Grove; safe environment and membership increased
- Youth Council in place
- Annual survey on YP views
- Website/social media promoting access

- **Next Steps**

- Youth Council Shaping /challenging provision
- Outcomes focus
- Structured volunteering in line with new Youth Service policy
- Establish Priorities and outcomes

# Young People Strategy Priority 2



---

**Ensure clear pathways into an attractive and relevant range of employment, learning and enterprise opportunities**

## **Progress**

- A level / HE and top HE is up/ Participation improvement
- NEET provision in place
- Careers programmes/ support established
- New Provision – ADA, LAET

## **Next Steps**

- Apprenticeships an issue
- Embedding careers and school improvement
- Focused pre NEET identification/support

# Young People Strategy Priority 3



---

## Ensure young people have good quality health and well being outcomes

### Progress

- Reduction in Conception and Obesity rates
- Positive Health survey – YP Happy and can talk
- Healthy Schools Programme – high engagement
- Significant range of established and developing programmes and support

### Next Steps

- Improve targeting of STI/obesity through evaluation of programmes and challenge to system
- Improve links with sports strategy.

# Young People Strategy Priority 4



---

**Co-ordinate engagement to reach vulnerable young people and intervene to ensure their safety and wellbeing.**

## **Progress**

- Wide range of activities and teams
- Figures for youth violence and crime/ VAWAG increasing
- Increase of Young People's Fear of crime
- Increase of referrals to Social Care

## **Next Steps**

- Alignment of Community Safety Partnership priorities - align resources, intelligence and focus on prevention
- Priorities and actions– Focus on outcomes agenda and Vulnerable Adolescents Agenda (Contextual Safeguarding)

This page is intentionally left blank

# Scrutiny Review: Disproportionality within the Youth Justice System

A Review by the Children and Young People's Scrutiny Panel

2016/17

|                  |                               |
|------------------|-------------------------------|
| Panel Membership | Cllr Kirsten Hearn (Chair)    |
|                  | Cllr Mark Blake               |
|                  | Cllr Toni Mallett             |
|                  | Cllr Liz Morris               |
|                  | Cllr Reg Rice                 |
|                  | Cllr Viv Ross                 |
|                  | Ms Y Denny (Co-opted Member)  |
|                  | Mr C Ekeowa (Co-opted Member) |
|                  |                               |

Lead Officer: Robert Mack, Principal Scrutiny Support Officer

[Rob.mack@haringey.gov.uk](mailto:Rob.mack@haringey.gov.uk)

0208 489 2921

| <b>Contents:</b>  | <b>page</b> |
|---|-------------|
| Chairs Foreword   | 3.          |
| Recommendations   | 5.          |
| 1. Background   | 7.          |
| 2. Disproportionality in Youth Justice                                | 8.          |
| 3. Prevention and Intervention  | 15.         |
| 4. Aspiration and Career Pathways                                     | 20.         |
| 5. School Exclusions  | 24.         |
| 6. Mental Health and Well Being                                       | 29.         |
| 7. Young People and the Police  | 33.         |
| 8. Hackney Council's Improving Outcomes for Young Black Men Programme | 38.         |
| Appendix A; Participants in the Review                                |             |

## CHAIR'S FOREWORD

This review was an ambitious piece of work, covering a complex and multi-faceted issue. However, the simple fact behind it is that some groups of our young people are considerably more likely to get into trouble than others. This is a long standing issue, not just in Haringey but across London and nationally. The causes of this are complex but what is clear is that action so far to address them has not worked.

One of the most perturbing aspects of this review is the view from young people we spoke to that how you are treated is unduly influenced by race, ethnicity, where you live, social class and family background. Much of the evidence that we found across the youth justice system supports this view. In our view, negative stereotyping is having a demonstrably detrimental impact on the life chances of groups of young people in our borough and still drives the response of many agencies. With a different approach, many young people could be turned away from crime. Agencies need to accept the evidence that current arrangements are failing some groups of young people.

There is clear evidence that interventions aimed at preventing young people getting into trouble need to start earlier. Many issues begin to emerge at an early age, such as challenging behaviour at school. The Council's new Early Help and Prevention Service could play an important part in making improvements but it is too early in its existence to assess the impact that it may have. It also needs to be borne in mind that budget reductions have led to cuts in diversionary activities, such as those by the Youth Service, which are likely to have a negative effect on early youth offending.

Deprivation is one of the key drivers of disproportionality. Education and schools provide young people with the means to escape from it but there need to be clear, attractive and attainable career pathways for them. Without them, the temptation to follow the path of those who have become involved in criminality is stronger. Strong role models who reflect the local community within schools and voluntary projects aimed at young people at risk of becoming involved in crime have a powerful effect in helping young people turn their lives around.

There can be a strong incentive for schools to expel disruptive pupils but expulsion can have long term detrimental effects for young people, as well as the community. Some schools have been very effective in avoiding expulsions and all schools need to be encouraged to follow their excellent example.

The Council must address the perception that the regeneration of Tottenham is not for certain sections of the community but aimed primarily on bringing new people into the area and driving older/poorer (often BAME) communities out. The Council must do more to put in place in its regeneration plans interventions around housing and employment that benefit certain communities that believe they are losing out. Regeneration should be used to support initiatives which are aimed at supporting young people at risk of offending to find real jobs, such as training local people to become teachers.

It has been 5 years since the riots but some of the evidence we heard still points to disproportionality being at the heart of urban policing in London/Haringey. Relationships between young people and the Police can be good and engagement has improved. Police officers generally work well with young people in the community, especially those whose work requires them to do this on a regular basis. Some of those who do not engage as frequently with young people can be less effective and much good work can be undone by a single unfortunate incident. Evidence from local head teachers outlined clearly a dichotomy between the good relationships built inside schools and the negative experiences of some of their pupils from officers on the streets (some incidents they had witnessed). It is therefore essential that *all* Police officers are able to build positive relationships with young people and an understanding of the local community. Police colleagues need to redouble their efforts in relation to their contact on the streets with young black people, which from the evidence we heard can still be problematic and seen as hostile.

The voices of young people are still not being heard. The Council should strategically invest resources, time and commitment in developing channels for the authentic voice of young people directly affected by the youth justice system to be heard in the development of policy. The Council clearly needs a community engagement strategy here and can learn from the experiences of other boroughs.

For too long the issue of the over representation of black and minority groups in our youth justice system has been a huge elephant in the room. That needs to end now. The recent Young Review on Improving Outcomes for Young Black and/or Muslim Men in the criminal Justice System recognised this as being a specific issue. Our review heard how efforts to address many of the issues have been hampered by cuts to the very services that could make a difference, the "here today, gone tomorrow" aspect of targeted projects which lose funding, leaving young people with nothing and the disbanding of youth outreach services. It is nevertheless hoped that the review can make a useful contribution through its recommendations and by raising the profile of this important issue.



Kirsten Hearn  
Chair

## RECOMMENDATIONS:

### *Disproportionality in Youth Justice*

1. That the Youth Justice Service be requested to engage with the Youth Justice Board in order to assist with further analysis of relevant data on disproportionality and that this process includes consideration of the over representation of young people classifying themselves as “Black other” in order to seek to establish the reasons that might be behind this. (*Recommendation 2.5*)
2. That the Council and partners in Haringey who provide services affecting young people at risk of entering the youth justice system be requested, as a key part of their response to the Charlie Taylor review, to;
  - Hold an open consultation on the future of youth justice services and place the reduction of ethnic disproportionality at the heart of this.
  - Review their policies, procedures and service outcomes to satisfy themselves and the community that they are meeting their public sector equality duty under the Equalities Act, treating all children and young people equitably and activities and interventions are meeting the needs of all within the borough, regardless of race, ethnicity or any other factors. (*2.19*)
3. That the final report of the Panel’s review be submitted formally on behalf of the Council to the Lammy Review of BAME representation in the Criminal Justice System. (*2.20*)

### *Aspiration and Career Pathways*

4. That further work be undertaken by the Children and Young People’s Service with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice. (*4.6*)
5. That the Council’s Regeneration Service be requested to explore the use of regeneration funding to assist schools with the training of teachers and other school staff from the local community to ensure that their workforce is not only of high calibre but reflective of the diversity of the area and able to provide positive role models for children and young people. (*4.20*)

### *School Exclusions*

6. That the increase in behavioural issues at primary school level and, in particular, those precipitated by exposure to trauma, be referred to the Early Help Partnership Board for consideration and that an action plan be developed with partners to address the issue. (*5.22*)
7. That the Children and Young People’s Service engage with school Head Teachers on the issue of exclusions and, in particular;
  - Sharing of good practice on how they can best be avoided; and

- Reviewing the zero tolerance policy towards the possession of knives and whether, in certain circumstances, alternatives to exclusion might be appropriate. (5.26)

*Mental Health and Well Being*

8. That action be taken to secure the continuation of work undertaken by the Mac-UK Project Future in Tottenham and that officers work with the project to identify suitable sources of funding to achieve this. (6.19)

*Young People and the Police*

9. That the Cabinet Member for Communities be requested to seek confirmation from the new Borough Commander that she will maintain the Police presence in schools and that, in addition, she will also give consideration to expanding the presence that is currently provided by the Police in primary schools. (7.12)
10. That the Cabinet Member for Communities be requested to work with the Haringey Police Borough Commander to develop a “reverse mentoring” scheme that involves Police officers new to the area being mentored by a local young person and that this includes regular monitoring of take-up. (7.18)

*Hackney Council’s Improving Outcomes for Young Black Men Programme*

11. That a strategic investment be made by the Council, in terms of resources, time and commitment, to develop further engagement with children and young people and, in particular, disaffected young people and those at risk of coming into contact with youth justice services. (8.12)
12. The progress by Hackney with their Improving Outcomes for Young Black Men programme be monitored so that learning from this can be incorporated into;
  - Improving the effectiveness of interventions aimed at addressing disproportionality; and
  - Action to improve engagement with children and young people and, in particular, those at risk of entering the youth justice system. (8.12)

## 1. BACKGROUND

- 1.1 The Panel decided to commission a review in response to concerns raised by Members of the Panel regarding the disproportionate percentage of young people from some minority ethnic communities within the youth justice system in Haringey. The age range covered by this is 10 to 17.

### *Terms of Reference/Objectives*

The terms of reference for the review were as follows:

“To consider the following;

- Overrepresentation of specific ethnic minority groups within the youth justice system and the reasons for this;
- How support services work together to prevent and divert young people from over represented communities entering the youth justice system;
- The support that young people receive once they enter the youth justice system and its effectiveness in preventing young people from re-offending; and
- Successful action undertaken by similar London boroughs to address the issue.”

### *Sources of Evidence:*

- 1.4 Sources of evidence were:

- Research documentation and relevant local and national guidance;
- Interviews with key stakeholders and local organisations; and
- Visits to the Octagon Pupil Referral Unit, Mac-UK and Project 2020.

- 1.5 A full list of all those who provided evidence is attached as Appendix A.

### *Membership*

- 1.6 The membership of the Panel was as follows:

Councillors: Kirsten Hearn (Chair), Mark Blake, Toni Mallett, Liz Morris, Reg Rice and Viv Ross

Co-opted Members: Ms Y Denny and Mr E Ekeowa (Church representatives)

## 2. DISPROPORTIONALITY AND YOUTH JUSTICE

### *Introduction*

- 2.1 There has been a significant decrease in youth offending in recent years. Whilst the decrease has been amongst all communities, it has not been uniform in nature. There is a pronounced level of disproportionality across the youth justice system, with far higher proportions from some black and minority ethnic communities (BAME) entering the youth justice system. It has been recognised widely as an issue and is now a key priority for the Youth Justice Board, the strategic body responsible for overseeing the youth justice system in England and Wales. The situation in Haringey closely reflects the national position but with a comparatively high percentage of the local population from BAME communities, the number of young people impacted is greater than most other places.

### *Disproportionality*

- 2.2 First time entrants to the Youth Justice System in Haringey are currently at their lowest levels ever. There were 111 first time entrants in 2014/15, compared to 500 in 2007. Haringey currently has the third lowest rate within its statistical family.

| First Time Entrants to Youth Justice                  | Haringey<br>2014/15 | London<br>2014/15 | Statistical<br>Family<br>2014/15 |
|---|---------------------|-------------------|----------------------------------|
| Youth Offending Rate<br>(per 100,000 10-17 year olds) | 460                 | 429               | 540                              |
| Number of young people                                | 111 yp              | 104 yp            | 132 yp                           |

- 2.3 The table below shows the ethnicity data for the 2015 Youth Offending case load in Haringey, compares this to the ethnic breakdown of the Haringey population taken from the 2011 Census and shows the breakdown of Haringey's offending population as a whole. The disproportionality column highlights those cohorts of young people who are over represented.

| Ethnicity               | Haringey Population | 2015 YOS caseload | Disproportionality | 2011 Offending Population |
|-------------------------|---------------------|-------------------|--------------------|---------------------------|
| <b>White Total</b>      | <b>46%</b>          | <b>32%</b>        | -14%               | 40%                       |
| White Uk                | 27%                 | 14%               | -13%               |                           |
| White Irish             | 1%                  | 3%                | 2%                 |                           |
| White Other             | 17%                 | 15%               | -2%                |                           |
| <b>Mixed Total</b>      | <b>12%</b>          | <b>13%</b>        | 1%                 | 10%                       |
| Mixed White/Black carib | 5%                  | 1%                | -4%                |                           |
| Mixed White/African     | 2%                  | 6%                | 4%                 |                           |
| Mixed White/Asian       | 2%                  | 0%                | -2%                |                           |
| Mixed Other             | 3%                  | 6%                | 3%                 |                           |
| <b>Asian Total</b>      | <b>9%</b>           | <b>2%</b>         | -7%                | 5%                        |
| Asian Indian            | 2%                  | 1%                | -1%                |                           |
| Asian Pakistani         | 1%                  | 0%                | -1%                |                           |
| Asian Bangladeshi       | 2%                  | 1%                | -1%                |                           |
| Asian Chinese           | 1%                  | 0%                | -1%                |                           |
| <b>Black Total</b>      | <b>28%</b>          | <b>51%</b>        | 23%                | 42%                       |
| Black African           | 15%                 | 14%               | -1%                |                           |
| Black Caribbean         | 8%                  | 12%               | 4%                 |                           |
| Black Other             | 5%                  | 25%               | 20%                |                           |
| <b>Other Total</b>      | <b>5%</b>           | <b>2%</b>         | -3%                | 3%                        |

It shows that black young people are over-represented by 23%. The disproportionality shown in Haringey is replicated across London. Lambeth has the highest overrepresentation at 28%. Haringey has the third highest and is just behind Brent (24%).

- 2.4 The level of disproportionality is not uniform amongst the different groups included under the “black” category though. The largest level of disproportionality by far exists amongst those describing themselves as “black other”, which would include those regarding themselves as “black UK”. There is a slight *under* representation of those describing themselves as Black African whilst the over representation of Black Caribbean young people is relatively modest. The over representation of those young people describing themselves as “black other” is replicated amongst those young people attending the Pupil Referral Unit (PRU).
- 2.5 The Council’s Youth Justice Service will be undertaking further analysis of data and this will include the implementation of the Disproportionality Tool that has been developed by the Youth Justice Board. The analysis will be deeper than the Disproportionality Tool can currently provide and will include analysis of re-offending data and comparison with other areas with similar demographics of Haringey. The Panel would recommend that the analysis consider the issue of the pronounced level of disproportionality amongst young people identifying themselves as “Black other”, with the aim of determining the factors that may be contributing to this as this may assist in identifying interventions that may be effective and that its include engagement with the Youth Justice Board. This should also examine other relevant statistics, such as those for school exclusions, in order to identify any patterns.

**Recommendation:**

*That the Youth Justice Service be requested to engage with the Youth Justice Board in order to assist with further analysis of relevant data on disproportionality and that this process includes consideration of the over representation of young people classifying themselves as “Black other” in order to seek to establish the reasons that might be behind this.*

- 2.6 Whilst the numbers of young people being incarcerated nationally has been falling, the proportion of black young people within the custodial population has increased. In 2013/14, young people from a black ethnic background accounted for 22% of young people in custody. This compared with a figure of 8% for all young people convicted for an offence in that year. The position in Haringey, as in other London boroughs, reflects the national position. 65% of the young people who received a custodial sentence in 2015/16 were black. Young people who are given custodial sentences are at a very high risk of further involvement in criminality, with 73% of them re-offending within 12 months of release.
- 2.7 It is important to also note that young black people are also more likely to be victims of crime. The victims of the most serious violent crime are disproportionately young black men. In London between 1999 and 2005 63.6 % of male victims of homicide aged 10-17 were of Black Caribbean descent.

**Gangs**

- 2.8 There is a perception that young people from some ethnic minority groups are more likely to be associated with gangs and this could be used to explain levels of disproportionality. However, the influence of gangs on young people can be overstated. The Panel heard evidence from Head Teachers that indicated young people can be labelled as being in gangs when the reality is that they are merely associated with them through their social networks. They commented that it is rare for young people as young as 16 to be involved, but it was nevertheless possible that some were at the stage of “earning their stripes”.
- 2.9 This view is borne out by data from the Gangs Matrix, which is a Metropolitan Police database of individuals who have been identified as being a member of a gang by more than one source. The Panel heard that there are 206 people from Haringey currently on this but only 4 were young people of under the age of 18. In addition, gang-flagged crime represented only a small percentage of total youth crime. The majority of gang members will previously have been known to the Youth Justice Service so there is therefore a risk of those young people in contact with the service eventually becoming involved with gangs.

- 2.10 The vast majority of those identified on the Gangs Matrix – both London wide and in Haringey - are either African Caribbean or Black African. It was the view of Gareth Llywelyn-Roberts, from the Council's Integrated Gangs Unit, that the ethnicity of gangs reflected the ethnic breakdown of the areas where they were active. Gangs are predominant in the more deprived areas of the borough and these are disproportionately populated by black and minority ethnic communities. The ethnicity of gangs in other areas of the country also reflected the deprived areas that they come from. For example, in Manchester they tended to be white whilst in Bradford they would be of Asian origin.
- 2.11 Concerns have been raised that the Gangs Matrix can fuel disproportionality. It is felt that some young people from ethnic minority backgrounds can be tagged with the "gang" label in ways that are not justified and that this can have consequences for the way in which the Criminal Justice System deals with them. For example, the Gangs Matrix features in information provided by the Police to the Crown Prosecution Service at the point when the CPS makes charging decisions and it is therefore felt that it may be taken into account in decisions in respect of charging. The new London Mayor has pledged to review the Matrix and its use.

#### *Causes*

- 2.12 The Panel considered the underlying reasons for the levels of disproportionality and heard a number of possible explanations. A widely held view was that it reflected wider inequalities across a range of issues, including health, education, school attainment, employment and housing.
- 2.13 A number of factors that were felt to contribute to disproportionality were presented:
- *Absence of positive male role model/father figure;* This was highlighted as being an issue for many black Caribbean and mixed race boys by Tony Hartney, the Head Teacher of Gladesmore School, who stated that they often displayed anger in respect of this. He felt that many mothers were doing a difficult job holding families together. Whilst this could be effective when children are younger, it can be more difficult when they are older. The Panel also noted that a common pattern amongst young people who became associated with gangs was for them to come from a dysfunctional family with a low level of support and guidance.
  - *Deprivation;* Poverty and low status were identified as important issues. This was particularly true in the case of those young people who are materialistic in nature, which can make them more vulnerable to being manipulated by others. In addition, living in a disadvantaged neighbourhood increases the level of exposure to risk factors that increase the likelihood of youth offending behaviour.

- *School exclusions*; These can increase the risk of young people becoming involved in criminality. The Panel noted evidence that when Glasgow had stopped excluding children from school, figures for gang involvement dropped considerably.
- *Unmet mental health needs*; The Panel noted that one in three young people have unmet mental health needs and there can be huge barriers to accessing statutory services. In particular, there is considerable stigma attached to mental illness in the community. The view that the Panel received from Mac-UK, as part of the evidence that they gave to the Panel was that mental health is as much about social determinants as biology, including racism, feelings of oppression, repeated stop and searches, rejections from employers and repeated misunderstandings.

### *Bias and Stereotyping*

- 2.14 Whilst the issues mentioned above provide convincing explanations for the level of disproportionality, bias and negative stereotyping from criminal justice agencies cannot be ruled out as also being a relevant factor. For example, the Panel heard that there have been historical differences in the offences that young people from different ethnic minority groups are charged with. Black young people were more likely to be charged with robbery whilst white young people were charged with theft for similar offences, which carries a lesser tariff. Young black people are also more likely to be convicted, particularly with more serious crimes.
- 2.15 The Panel feels that the Council and its partners need to accept the evidence that current arrangements have not been effective in addressing disproportionality effectively and that negative stereotyping is a factor within this. The youth justice system is currently being examined in detail by the Charlie Taylor review for the Ministry of Justice. The Panel is of the view that the Council, in responding to this, should hold a truly open consultation on the future of youth justice services in the Borough and place reducing ethnic disproportionality at the heart of this.
- 2.16 There is a public sector equality duty under the Equalities Act (2010) to have due regard to;
- Tackle discrimination and victimisation;
  - Advance equality of opportunity; and
  - Foster good relations.
- 2.17 In addition, the Prime Minister has recently launched an audit of public services in order to identify racial disparities. This is intended to show race affects how people are treated on a range of key issues.
- 2.18 The Council and partners who provide services affecting young people at risk of entering the youth justice system should also review their policies, procedures and service outcomes as part of this process in order to satisfy themselves and the community that they are;

- Meeting their public sector equality duty under the Equalities Act;
- Treating all children and young people equitably; and
- Activities and interventions are meeting the needs of all young people within the borough, regardless of race, ethnicity or any other factors.

2.19 However, it also needs to be recognised clearly that youth justice services cannot address disproportionality in isolation due to the wide range of issues that contribute towards it.

**Recommendations:**

*That the Council and partners in Haringey who provide services affecting young people at risk of entering the youth justice system be requested, as a key part of their response to the Charlie Taylor review, to;*

- *Hold an open consultation on the future of youth justice services and place the reduction of ethnic disproportionality at the heart of this.*
- *Review their policies, procedures and service outcomes to satisfy themselves and the community that they are meeting their public sector equality duty under the Equalities Act, treating all children and young people equitably and activities and interventions are meeting the needs of all within the borough, regardless of race, ethnicity or any other factors.*

2.20 In January 2016, David Lammy, the MP for Tottenham, was invited by the Prime Minister to undertake a review into why BAME communities appear to be over represented within the criminal justice system. This is due to report in early 2017 and is currently seeking evidence from interested parties. As the subject matter of this review is directly relevant to the Lammy review, it is recommended that it be submitted formally to it.

**Recommendation:**

*That the final report of the Panel's review be submitted formally on behalf of the Council to the Lammy Review of BAME representation in the Criminal Justice System.*

*Views of Young People*

2.21 The Panel sought to obtain feedback from young people who were either at risk of coming into contact with the youth justice system or had already offended but this proved to be something of a challenge. The Panel met with a small group of young offenders but they were reluctant to engage and the session was abandoned. However, this did provide some evidence of the deep mistrust that exists between disaffected young people and the statutory sector.

- 2.22 Some feedback was nevertheless obtained from young people at the Mac-UK Project Future in Tottenham though. They stated that young people who had been in trouble often felt that everyone in authority was against them. They felt that black young people were treated less favourably, especially when arrested for the first time. In respect of schools, they felt that a lot of teachers found it difficult to cope with young people talking back and being loud.
- 2.23 The young people highlighted the fact that young people were affected by gangs. It was felt that having other things to do and alternative sources of income could help reduce involvement. Many young people feel threatened in certain areas. Offenders are often victims as well and can feel stuck in a cycle.
- 2.24 The young people did not think that other young people would listen to them if they attempted to mentor them, especially if they were already involved in gangs. They felt that if you attempted to set yourself up as a role model, you were no longer considered “one of them”. They also felt that interventions needed to take place with children when they were as young as possible if they are to be successful.

*Previous Reports and Reviews*

- 2.25 Several of the issues raised within this review are long standing and have been covered in other reviews and reports and the Panel has sought to avoid any duplication of specific recommendations. Of particular relevance are the two reports that were undertaken in the wake of the riots of 2011; “After the Riots” and “It Took Another Riot”. In particular, they make recommendations that refer to the need to;
- Attracting inward investment to create opportunities for the employment of local people;
  - Providing opportunities and activities for young people, particularly vulnerable young people;
  - Improving the relationship between the police and the community.
- 2.26 The Overview and Scrutiny Committee is intending to look at progress made with the implementation of recommendations from these reports in due course. The work of the Panel on this review will help to inform the discussion on this.
- 2.27 The review recently undertaken by the Panel on Youth Transitions also covers some relevant areas, particularly around career aspirations and pathways for young people. Progress with the implementation of the recommendations of this review will be monitored closely by the Overview and Scrutiny Committee. The Panel will also be receiving a report later this year on the development of 6<sup>th</sup> form provision within the borough.

### 3. PREVENTION AND INTERVENTION

#### *Introduction*

- 3.1 The Panel received evidence from a wide range of sources on the specific action that is taken to reduce the risk of young people coming into contact with the youth justice system through early help and prevention. It also looked at what is currently done by the Youth Justice Service to reduce the level of reoffending.
- 3.2 There was a clear consensus that interventions to date have not happened at an early enough stage to be effective. For example, the key age for preventative interventions in respect of involvement in gangs was felt to be between ages of eight and eleven, during the transition from Primary to Secondary school, rather than fifteen or sixteen, when they might already be involved in criminality.
- 3.3 In many cases, it was felt that the needs of young people are for mainstream services rather than those specifically focussed on youth justice. It was nevertheless felt that the new Early Help and Prevention Service had the potential to make a difference. The Panel also noted with concern that there has been a loss of diversionary activities such as summer programmes, sport and youth clubs over time due to budget cuts.

#### *The Early Help and Prevention Service*

- 3.4 The Council's Early Help and Prevention Service began its work in October 2015. It is responsible for delivering holistic family support for vulnerable children, young people and families and aims to:
- Enable them to overcome a range of issues and sustain improvements made;
  - Prevent escalation to statutory services and reduce demand on Children's Social Care; and
  - Build community resilience through the development of local networks of professionals, residents and voluntary and community organisations.
- 3.5 The new Service is the key part of the Wider Early Help Partnership, which is charged with delivering the Early Help Strategy. It also helps to address the government's Troubled Families agenda. Especially relevant is that fact that the service now incorporates Youth Provision, including the Raising Participation Age and NEET responses.
- 3.6 The Service provides support for vulnerable families on a locality basis, with close links with schools and Children's Centres. Its three teams deliver support for families assessed as having needs categorised as Tier 2 (non-statutory) with family support workers and youth practitioners who are embedded in the team. Since the service opened in October it has provided support to 716 families and 1245 children as part of its family working.

- 3.7 The relationship with schools and Children's Centres is developing quickly and positively. The service now supports children attending 91% of the borough's schools. There is also a dedicated worker who provided support to children and young people in alternative provision, such as the Tuition Centre, the Octagon and the London Boxing Academy. Each Children's Centre also has a named family support worker who visits at least twice per week for half a day.
- 3.8 It has a critical role in supporting children and young people who are at risk of becoming involved in the youth justice system. The ongoing Charlie Taylor review of the youth justice system means that the whole policy area is currently under review but some work has already been begun by the Service to respond to the issues highlighted in the earlier interim report of the review. There is to be a shift to a more proactive approach and early intervention will be at the heart of reforms.
- 3.9 The interventions that are felt by the Service as most likely to be successful are those driven by early identification. There is a particular need to support young people at high risk of exclusion and non attendance and work is being done with schools and other providers to improve the identification of early signs. Targeted programmes are also being developed at the Bruce Grove youth centre.
- 3.10 Youth services have been reduced since last year following cuts to budgets. A consistent and strong service is now provided but this has to work within the available resources. Universal and Targeted sessions are currently provided five days per week at Bruce Grove and on one day at Muswell Hill. Ongoing youth provision has been maintained and some families of young people with additional risk factors are being supported through the early help approach. Efforts are being made to extend the range of provision at Bruce Grove.
- 3.11 Haringey Triage is the primary means of preventing entry into the youth justice system. Only 12% of those who go through Triage re-enter the Youth Justice system. The option of also offering those who go through Triage an early help package is being explored, which may help mitigate the impact on younger siblings of an older brother or sister who has offended.
- 3.12 The Panel is of the view that the new service is still currently developing but has the potential to be effective if it is able to facilitate interventions at an early stage. However, the new service is not in a position to completely fill the gap left by the reductions in funding for the youth offer or the cuts to the prevention service that had been provided by the YOS. The Panel also noted the views of local Head Teachers of the importance of close links between Early Help and schools. They also felt that, whilst Early Help was evolving, the pace of change needed to be quicker.

*The Youth Justice Service*

- 3.13 Young people who enter the youth justice system are dealt with by the Youth Justice Service (YJS). This was established in 2000 and there is a statutory duty on partners to provide resources for it. Like elsewhere, Haringey's service works with children and young people between 10 and 17. Its outcomes are measured in relation to reducing first time entrants, re-offending and the demand for custody. There is a multi-agency approach, including staff from the Police, Probation, Social Workers, Health and a range of specialist staff. Governance is via a Partnership Board involving C&YPS, Police, Health, Probation, Court Service and Council Members.
- 3.14 Decisions on whether to charge young people are taken by the Police and the Crown Prosecution Service. They are remanded in custody if the charge is serious. Young people either attend court for their first appearance from remand or on bail. They are entitled to bail after their first appearance unless there are clear objections.
- 3.15 Out of court disposals occur when a young person admits an offence. They are either triaged, cautioned or conditionally cautioned. A caution involves the Police speaking to the young person. A conditional caution is the same but with the addition of a specific intervention e.g. attendance at a youth project. The YJS works with the young person and there is some intervention. If they co-operate, there will be no further action.
- 3.16 Officers from the YJS, in their evidence to the Panel, felt that strategies to prevent offending should focus on:
- Family based interventions, including pre-natal services, family and parenting support;
  - Community factors, such as community mobilisation, peer led community programmes and community policing;
  - School-based strategies, including early years education, reasoning and social skills, family literacy, preventing truancy and exclusion and further education; and
  - Youth strategies, including positive activities, youth employment with training, mentoring and youth work programmes.
- 3.17 The YJS seeks to provide interventions that address issues of diversity and counter disproportionality. The staff group employed within the service are representative of the community it serves and this includes those at management level.
- 3.18 The Panel heard that targeted interventions undertaken by the Service have included group work aimed at meeting the needs of young black men at a preventative level and also those involved in persistent offending who are linked to gangs and serious youth violence. These have included:
- The Horizons group, which was delivered in partnership with a third sector organisation aimed at those assessed at being at risk of becoming involved in offending;
  - A group work programme called Face It, that was aimed at gang members and delivered in conjunction with Khulisa, an organisation

founded in South Africa delivering programmes to young people from disadvantaged groups at risk of committing violent offences and thereby at risk of custody;

- Delivery of a confronting conflict programme involving 58 young people in 2013/14, which is being redeveloped currently to deliver to young black men involved in gangs and perpetrating serious youth violence in Haringey;
- Co-delivery of programme in Tottenham called R U MAD; and
- The Roma Support group targeted Roma girls experiencing high levels of discrimination within the Youth justice system and at increased risk of custody for persistent low level offending.

3.19 BAME parents can often be at a disadvantage due to lack of access to services. The service has therefore held sessions for BAME parents exploring the issues that affect them and their young people. This has included work with the Somalian community. This was in recognition that some Somali youth were, at the time, becoming involved in violent offending and therefore at increased risk.

3.20 The YJS also seeks to ensure that one-to-one interventions on Court orders take full account of diversity issues. Haringey has developed its own Integrated Intervention Plan that includes sections that focus on diversity and barriers to compliance. This was undertaken in recognition that the national processes for intervention planning were not meeting the needs of Haringey young people and has been viewed positively by both the Youth Justice Board and the Prisons Inspectorate.

3.21 A mental health screening is undertaken as part of the work of the YJS with offenders. However, there is an issue of how to take forward any needs that are identified as part of this process as young people can be resistant to accessing mental health services.

3.22 The following additional steps are being taken:

- Analysis of data, including implementation of the YJB Disproportionality Tool and a deeper dive to include analysis of re-offending data and comparison with other areas with similar demographics of Haringey;
- Further analysis of links between poor educational outcomes due to high rate of exclusions of young black people in the cohort;
- Further analysis of Youth Offending data to develop appropriate responses as interventions to inform Haringey's Youth offer for early intervention and prevention; and
- Developing partnership working with Community Safety as part of the Targeted Response for young people on the edge of offending and gang involvement.

3.23 The Panel noted that the Youth Offending Service (YOS), which the YJS replaced, had a prevention service but no longer has due to cuts. The new targeted service, as part of the Early Help process, is taking up some of this

work and will be attempting a more sophisticated approach. However, it is too early to determine the effectiveness of the new approach.

## 4. ASPIRATION AND CAREER PATHWAYS

### *Introduction*

- 4.1 The Panel received evidence of the strong influence of deprivation on disproportionality. In such circumstances, making good progress at school is of paramount importance. In addition, there also needs to be clear and attainable career pathways for young people at risk of criminality so that they can see a way forward that is a viable alternative to criminality.
- 4.2 Pupils who perform least well at school tend to come from some of the ethnic minority communities who are over represented in the youth justice system. In particular, there is an attainment gap affecting black Caribbean pupils that needs to be closed.

### *Literacy*

- 4.3 The Head Teachers who gave evidence to the Panel highlighted specifically the importance of literacy, as they felt that young people were more vulnerable if their reading age was below their chronological age. If they were struggling with tests and exams, they could mask their difficulties with challenging behaviour to preserve their pride.
- 4.4 They stated that there are currently no funding mechanisms that specifically target black young people. They nevertheless felt that there was a specific need for targeted help to boost literacy, particularly at primary school level. This was needed at an early stage so that children and young people were able to feel confident about their ability and avoided struggling or becoming frustrated.
- 4.5 The Panel notes that the Pupil Premium is available to assist schools in addressing disadvantage and Haringey schools are in receipt of this. It is targeted at looked-after children and those in receipt of free school meals. The use of it is monitored by Ofsted, the Office for Standards in Education, Children's Services and Skills, and details have to be published by each school of its allocation, including:
- How it is intended that the allocation will be spent;
  - How the previous academic year's allocation was spent; and
  - The impact of this expenditure on the educational attainment of those pupils who received funding.
- 4.6 However, a number of schools have in the past not disaggregated the funding, which can lead to it merely be absorbed into mainstream funding.
- 4.7 The Panel is of the view that at least some of this funding should be being used by schools to address the literacy issues that were raised. It would therefore recommend that further work be undertaken with schools to ensure that the money is not merely be used to plug gaps and to determine the kind of interventions funded by it that may be effective. However, it notes that not

all disadvantaged children who have literacy issues will necessarily either be in receipt of free school meals or be looked after and there therefore may be a need for additional provision if literacy is to be boosted.

***Recommendation:***

*That further work be undertaken by the Children and Young People's Service with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice.*

- 4.8 The Head Teachers also emphasised the importance of the training of young professionals so that they understand cultural norms. Groups of boys from particular minority ethnic groups can be especially loud and boisterous but this did not necessarily mean that they were disrespectful. It was merely how they bonded.
- 4.9 They felt that it was important to have diversity and a balance in both age and gender amongst school staff as children and young people paid far more attention to such things than was realised. Teachers in Haringey have been recruited by Gladesmore School from a number of countries, including Jamaica, Turkey and countries in Africa. It can take a long time before teachers recruited in this way are sufficiently well-trained to start. Finances currently make this difficult to do. There is also an issue with white working class boys that mirrors the situation with black boys and schools need staff who can relate to children and young people from less well-to-do backgrounds.
- 4.10 Gladesmore School have found that training their own staff is one of the few ways in which they can obtain staff of the right calibre that match the diversity of the area. If the school advertises, there are normally only very small numbers of applicants who are suitable. The training of teachers requires long term investment and it is necessary to identify suitable people at an early age and support them. The Panel also heard there may be challenges in recruiting suitable teachers in disadvantaged areas – for example, Tottenham is still not considered an attractive place to work for many teachers.

*Opportunities from Regeneration*

- 4.11 The regeneration of parts of the borough has the potential to address some of the socio-economic issues that may be behind some of the levels of disproportionality but it is important that the young people from the communities most affected are in a position to take advantage of the opportunities that arise.
- 4.12 Regeneration activity is currently focussed primarily on the physical environment. It is nevertheless recognised that consideration of how local people can benefit is needed. The People Programme aims to address this

by embedding social and economic outcomes into the regeneration process, including education, employment and community safety.

- 4.13 As part of the development of the Tottenham People Programme, priorities are being developed. Areas that have been identified include:
- Primary to secondary school transition;
  - Employability skills;
  - Connections with employers;
  - Addressing estate based crime; and
  - Developing community resilience.
- 4.14 The Panel heard that there are a range of funding potential sources for this including sale of land, Section 106 agreements (conditions in the planning process), fund raising and grants. Different sources of funding will be brought together to address priorities. For example, £935,000 has been obtained from the DCLG to fund the two-year Northumberland Park Social Regeneration: People Pathfinder Project. This will work with residents and partners to build on the strengths of the community and support families to enjoy the achievement of the vision for a resilient Tottenham. There will be £200,000 for residents to commission specific projects, which will need to originate from Tottenham.
- 4.15 Regeneration Officers from the Council felt that the most important issues to be addressed in addressing disproportionality were training and employment. There are currently significant gaps in GCSE attainment between Tottenham and the remainder of the Borough, with 44% of young people getting 5 A-C grades compared with a Borough average of 55%. The Council's aim is to get levels up to the Borough average, which will require a focus on the young black and white working class boys that are currently failing disproportionately. Although the academic route is not suitable for everyone, many apprenticeships now also require 5 GCSEs at A to C, meaning failure at the GCSE stage can also impact on plans for vocational careers.
- 4.16 One particular challenge is the development of a serious A-Level offer in Tottenham. The London Academy of Excellence and the National College for Digital Skills are opening soon in Tottenham and it is hoped that these will address this to some extent. Training in engineering and manufacturing provision need to be developed further and work is being undertaken with the College of North East London regarding this.
- 4.17 Some companies who have moved into the area, such as Premier Inns, have provided specific training to local people and can provide guaranteed interviews but it is not possible to guarantee that jobs will go to local people. Jobs tended be entry level though and the Panel felt it was possible to be more aspirational and develop better opportunities for local people, as well communicating them effectively. This could include exploring commitments within agreements with companies coming into the area to involve local people in workforce development.

- 4.18 The Panel has noted that there is a perception within sections of the community that the regeneration of Tottenham is not for them but aimed primarily on bringing new people into the area and driving others, such as more deprived and BAME communities, out. This view needs to be addressed effectively by the Council. The Panel is of the view that one way that this can be addressed is by doing more to put in place interventions within regeneration plans that benefit the communities that may feel they are at risk of losing out.
- 4.19 The Panel noted the view of the Head Teachers that it received evidence from on the importance of having school staff who reflect the diversity of the local area. It feels that some of the funding available for regeneration purposes could be used to assist local schools in the training of staff so that those that they employ are not only of high calibre but reflective of the diversity of the area and therefore able to provide positive role models. Such an investment might well prove to be cost-effective over a number of years as well as beneficial to local schools and the community.
- 4.20 Helen Fisher, the Tottenham Programme Director, acknowledged the importance of the workforce reflecting the local community. She stated that the funds coming into the area tend to be capital rather than revenue, and therefore ineligible for use in training, but there are nevertheless choices to be made regarding the use of funds. Developing pathways into teaching could be considered as part of a range of options.

***Recommendation***

*That the Council's Regeneration Service be requested to explore the use of regeneration funding to assist schools with the training of teachers and other school staff from the local community to ensure that their workforce is not only of high calibre but reflective of the diversity of the area and able to provide positive role models for children and young people.*

## 5. SCHOOL EXCLUSIONS

### *Introduction*

- 5.1 The Panel noted that school exclusions – either fixed term or permanent – can increase the level of risk for young people in coming into contact with the youth justice system and also the over representation of some BAME groups amongst those who are excluded, which tend to be the same ones who are disproportionately represented within the youth justice system.

### *The Schools and Learning Service*

- 5.2 The Panel received evidence from Deborah Tucker, from the Schools and Learning Service. Strategic and planned support is provided to schools in respect of exclusions is part of a traded service. The Council no longer has a Behaviour Support Team as this role has been delegated to schools. The cost of interventions is high but it is considered there is value in the outcomes achieved.
- 5.3 The statistics for exclusions show a considerable level of disproportionality. Black African/Caribbean boys are 2.4 times more likely to be excluded from Haringey schools whilst white “other” (that is, non-UK) boys are twice as likely as others. Exclusions from out-of-borough schools follow a similar pattern in respect of ethnicity.
- 5.4 In the past, the Local Education Authority had a role but now it is only the Head Teacher that has the formal power to exclude. Schools normally involve the Council to discuss the options that are available to them. At the point of exclusion, there are normally a lot of other actions that have been taken by them that have proven to be ineffective. A percentage of young people who are excluded from school are known to the YJS but further work is needed to establish the links and relationships.
- 5.5 There is currently a downward trend in exclusions but this does not necessarily signify better behaviour on the part of pupils. In 2014/15, there were no permanent exclusions from primary schools and the number from secondary schools has also gone down. There is no real pattern amongst schools in terms of permanent exclusions, except in the case of Gladesmore School, who have not excluded anyone for 12 years and have made good use of managed moves and “swaps”.
- 5.6 The Panel noted that there has been a worrying increase in the number of Key Stage 1 pupils that have been identified at being at risk of exclusion. 90% of these are black and all have suffered some sort of trauma. Head Teachers do not wish to exclude them but are not sure how to cope with the behaviour issues that have arisen.

- 5.7 Support services are normally involved but often do not have enough time to provide assistance before a crisis point is reached. Schools are often working exceptionally hard to address the issues but Head Teachers also have to consider the welfare of the school as a whole. Such children are typically already known to social care with assessments being done but the issue was how well the range of services work together and the speed of the response.
- 5.8 The Panel noted that there is very little evidence that exclusions improve behaviour. Permanent exclusion can consolidate dissociation of young people from the education system but it is often possible to re-integrate young people in instances where they had been excluded for “one off” incidents.
- 5.9 Attainment is lower for those young people who are excluded and it has the most detrimental effect on Black Caribbean pupils. Young people who are excluded are also at risk of becoming involved in criminality but this can be avoided where there is good alternative provision. The causal link between exclusion and criminality is not fully established but there is clear evidence that it reduces life chances.
- 5.10 The Panel noted that there are a number of things that could help to address the issue, including:
- Consistent challenge and support from families for children and schools;
  - Schools where core values and principles are shared, understood and practiced by teachers and children;
  - Monitoring and evaluation of exclusion data for students with protected characteristics and using outcomes to identify gaps in support and change practice;
  - Targeted approaches with a focus on early intervention, prevention and better crisis management;
  - Planned managed moves; and
  - Good or outstanding alternative provision.

*The Octagon Pupil Referral Unit*

- 5.11 The Panel also received evidence from Angela Tempany the Executive Head of the Octagon Pupil Referral Unit (PRU). The Tri Borough Alternative Provision (TBAP) Multi Academy Trust took over the running of the PRU in 2014 following a negative Ofsted inspection. Learners range in age between 5 and 16. However, there are far fewer children of primary school age.
- 5.12 The ethnic breakdown of learners at the PRU is as follows:

|                                | No. | Gender: M/F |    | Known to YOS<br>(Pre-court<br>disposal and<br>sentenced) | Court orders |
|--------------------------------|-----|-------------|----|--|--------------|
| White: English                 | 15  | 12          | 3  | 1  | 1            |
| White: Irish                   | 3   | 3           |    | 2  | 1            |
| Traveller of Irish heritage    | 2   | 2           |    |  |              |
| Turkish                        | 1   | 1           |    |  |              |
| Kurdish                        | 1   | 1           |    |  |              |
| White European                 | 5   | 5           |    | 2  |              |
| Mixed race Caribbean           | 7   | 5           | 2  |  |              |
| Black UK                       | 30  | 23          | 7  | 6  | 4            |
| Bangladeshi                    | 2   | 2           |    |  |              |
| Black African                  | 21  | 15          | 6  | 2  |              |
| Arab                           | 1   | 1           |    |  |              |
| Latin/South/Central<br>America | 1   | 1           |    |  |              |
| Other mixed                    | 4   | 4           |    |  |              |
| Other black                    | 3   | 3           |    |  |              |
| Total                          | 86  | 68          | 18 | 13   | 6            |

- 5.13 The above figures show a high level of disproportionality, with black boys significantly over represented compared to local demographics.
- 5.14 There were now three primary classes and numbers have grown. Ms Tempany felt that this was due to a lack of early intervention and behaviour support in Haringey primary schools. All learners should have multi-agency support plans but there is a lack of Social, Emotional and Mental Health (SEMH) provision in Haringey. Work is undertaken with schools to develop education and healthcare plans which are needed in order to address behavioural issues. Efforts are made to encourage the re-integration of children into schools.
- 5.15 Troubled families can find it difficult to engage with services and often fail to attend appointments. This is a national problem and a multi agency approach is needed to address this effectively. Learners from the PRU often fail to attend appointments at Child and Adolescent Mental Health Services. In response to this, therapeutic support is now provided on site.
- 5.16 The re-inspection of the Unit by Ofsted is due to take place shortly. However, there have already been two rigorous assessments by Challenge Partners. The first one had rated the Octagon as requiring improvement but the most recent assessment has rated it as good with outstanding features.
- 5.17 At the time of the last Ofsted inspection, no learners had gained 5 GCSEs. During the last summer examinations, 54% of learners had got 5 A-G grade GCSEs and 20% had got 5 A-C grades. This compares with a national average of 18% for PRUs. A committed effort has been necessary to drive up academic performance at the Octagon.

- 5.18 The Panel noted that the single biggest reason why learners come to the PRU is possession of knives, for which there is zero tolerance within schools. Very few have actually used the knives though, and in some cases they had been carrying knives as they had been bullied. Police are not always told of incidents, but can do a check to see if there have been previous incidents. Work is being done with schools to look at alternatives to exclusions in such situations, such as attendance on knife awareness courses. This might reduce the risk of criminalisation of young people that exclusion carries with it.
- 5.19 The Panel also noted the view that the Pupil Referral Unit had previously acted in the past as a breeding ground for gang activity and crime. In addition, the location of the Octagon in the middle of Wood Green is problematic due to post code rivalries between gangs, which can make it difficult for young people from Tottenham to attend.
- 5.20 A multi-agency pupil support team has been set up with partners to assess young people who are placed at the PRU. This considers a range of issues including any links to gangs. The Police and the Youth Justice Team are involved in this and are able to provide local intelligence. It was acknowledged that there is a risk of nurturing criminality by placing children and young people at the PRU but the reality is that young people are likely to be involved beforehand. They are observed very closely when they attend the PRU and if there are concerns about them, they can be isolated or moved elsewhere, including secure accommodation.
- 5.21 The Panel has noted the evidence of growth in behavioural issues arising at primary school level. In some cases, this appears to have been precipitated by exposure to trauma at an early age. It notes in particular the view of the Executive Head of the PRU who feels that there is currently a lack of early intervention and behaviour support in primary schools.
- 5.22 The Council's Early Help and Prevention Service clearly have a role in working with primary schools to address these issues but effective action will require input from a range of partners, particularly schools and CAMHS. The Panel would therefore recommend that this issue be referred for consideration by the Early Help Partnership Board and that an action plan be developed for addressing the issue.

***Recommendation:***

*That the increase in behavioural issues at primary school level and, in particular, those precipitated by exposure to trauma, be referred to the Early Help Partnership Board for consideration and that an action plan be developed with partners to address the issue.*

- 5.23 The Panel also noted the clear evidence of the detrimental effects of exclusions and is of the view that these should only be used as a very last

resort by schools. The costs of exclusions are large and referral to the PRU is a significant step and can risk nurturing criminality amongst some young people which may have a long term detrimental effect on the community.

- 5.24 The Panel welcomes that Gladesmore School has avoided permanently excluding any children or young people for 12 years. The Council has limited influence on schools but the Panel is view that further engagement should take place with Head Teachers on the issue of exclusions and, in particular, the sharing of good practice so that their number can be kept to an absolute minimum.
- 5.25 The Panel also noted evidence regarding the number of young people who are in the PRU for possession of knives and the fact that in a number of cases they had been carrying them due to being bullied and that checks had not always taken regarding previous incidents. Whilst robust action should be taken by schools in response to the possession of knives, there are alternatives to exclusion that can be used in certain circumstances which may constitute a more proportionate response and not carry the same level of risk of criminalisation that placement at the PRU may carry.
- 5.26 The Panel welcomes the work that the PRU is undertaking with schools in respect of this issue. In addition, it would therefore recommend that discussions take place with schools regarding a possible review of their zero tolerance and automatic exclusion response to possession of knives so that a more appropriate response is possible that takes into account the circumstances of the incident and level of risk that the young person presents to the school community.

***Recommendation:***

*That the Children and Young People's Service engage with school Head Teachers on the issue of exclusions and, in particular;*

- Sharing of good practice on how they can best be avoided; and*
- Reviewing the zero tolerance policy towards the possession of knives and whether, in certain circumstances, alternatives to exclusion might be appropriate.*

## 6. MENTAL HEALTH AND WELL-BEING

### *Introduction*

- 6.1 Mental health and well-being was identified as a particular issue of relevance and the Panel received evidence from Dr Nick Barnes, Adolescent Psychiatrist from Barnet, Enfield and Haringey Mental Health Trust in respect of this. It also received evidence from Mac-UK, a community psychology project currently working with young people in Tottenham.

### *Child and Adolescent Mental Health Services*

- 6.2 Dr Barnes felt that CAMHS in Haringey were good at getting children and families to engage. Their outreach team is large compared to other authorities. They try to work closely with the YJS but Dr Barnes felt that interventions need to take place with young people before they come into contact with them.
- 6.3 He reported that CAMHS services were currently undertaking a transformation process. As part of this, access to services is being considered and a greater focus on emotional well being. A community based triage process is being developed and services will be delivered in more accessible settings, such as schools and youth centres.
- 6.4 He stated that there are issues in respect of the diagnosis of mental health issues. There are likely to be large numbers of young people in secure settings in England who have undiagnosed neurodevelopment conditions that have directly contributed to their offending behaviour. In order to gain access to support, there is firstly a need to have a diagnosis. However, there is concern amongst some parents and carers about stigma and it can also be difficult for professionals to be precise about diagnoses. In addition, the concept of ADHD does not transfer easily to many cultures.
- 6.5 Dr Barnes acknowledged that there is underrepresentation of BAME communities amongst mental health professionals and a lack of understanding amongst them of mental health issues. Many families from these communities prefer to engage with religious institutions, in particular churches, instead of statutory services. There can also be stereotypes relating to mental illness within the black community. In addition, there is a culture of masculinity and a lack of male role models. There is also a view that emotions should not be expressed. He felt that services needed to develop a better understanding of how it feels to seek help.
- 6.6 Trust is a big issue and the capacity for this is low amongst the community. The use of drugs and of sectioning under the Mental Health Act for people from BAME communities is disproportionately high. 70-80% of those accessing mental health services are young girls whilst 70-80% of those who came into contact with the youth justice services are boys. There is also a lack of therapeutic input and rehabilitation within the criminal justice system.

- 6.7 Dr Barnes felt that peer mentoring could be a useful tool. Interventions can be more effective if young people feel that they are coming from people who know what they are talking about from their own experience. In the community, there is pressure on young men to show masculinity and fear and vulnerability cannot be expressed for fear of exclusion. Meeting with someone they can relate to who is able to express vulnerability can be very effective. In schools, it can provide an opportunity to see that transformations can be made.

*Mac-UK and Project Future*

- 6.8 The Panel also received evidence from Dr Sally Zlotowitz, Dr Lucy Gore and Lamont Emesibe from Mac-UK. It heard that the young people that Mac-UK work with often came from families where there has been multi generational deprivation. The project aims to try and change social factors and give young people a voice. It also aims to highlight mental health as a public health issue, especially in the BAME communities.
- 6.9 They stated that young people can face social pressures to become involved in crime, which can also be driven by deprivation and living in a high crime environment. A lot of the young people that are drawn into gangs are materialistic and like to keep up with fashion. They also value the male interaction and engagement that comes with gangs. In addition, young people can feel disempowered and not listened to. They feel that involvement with gangs gives them power.
- 6.10 The level of threat that young people can feel is very high and they therefore believe that they have no choice other than to carry a knife as it is better to be caught with a knife than without one. Many are desensitised to prison and several have siblings and friends inside. It can also be easy to underestimate the level of trauma that some young people have been through. They have no real outlet to express the stress and fear that it has caused and their emotions are often expressed as fear and violence.
- 6.11 The project follows a multi disciplinary approach, with a range of professionals included within the team as well as young people. It works on a one-to-one basis with young people. All the programmes that they use are co-produced with them.
- 6.12 The young people that they work with had felt that what was needed most was access to education, employment and training and programmes therefore focussed on these issues. Many had had difficult experiences with schools and felt let down by services. Literacy, numeracy and music sessions had therefore been set up. For some young people, their role models were drug dealers with nice cars so providing an attainable alternative to this is important.

- 6.13 The project operates solely through peer referral. A safe and secure place has been developed for young people, where they are able to be themselves. The service is open to all and it is hoped that the effects of it will filter through to a wide range of young people. The challenge is to obtain and retain their trust.
- 6.14 It is not intended to replace services but to enable young people to access them more easily. Since they had started their work, 108 young people have been through the project. They had enabled some young people to get back into education and provided help with court appearances and visits to probation services. They will also visit young people in prison or in rehab.
- 6.15 The project works with a range of other organisations in the community. In particular, there are links with employment schemes and Jobcentre Plus. They have been successful in getting young people into apprenticeships and full time employment. Many lack basic life and employability skills and can find it a challenge to stay in work and therefore require support.
- 6.16 Funding for the project comes from Haringey Council, Mac-UK and Barnet, Enfield and Haringey Mental Health Trust and the Big Lottery Fund. It was commissioned by the Big Lottery fund and is half way through its funding period as a “community psychology” project. The project is subject to evaluation and this will include its role in increasing access to education and employment. They are currently looking at ways of keeping it going when the funding runs out.
- 6.17 Young people who the Panel heard from during their visit to Project Future commented that previous projects and interventions had been around for a while and then had gone. A lot of other youth projects have disappeared, including the Triangle and 10 Bruce Grove. If Project Future closed, they felt that there would be nothing left.
- 6.18 They stated that the project had helped to build up self confidence and improve communication skills. They had a high level of trust for the project. One young person stated that he had had nothing to do after being in prison until he had got involved in music at the project. It had also helped him with numeracy and literacy.
- 6.19 The Panel was impressed by the work that Mac-UK is undertaking with young people in Tottenham. It therefore feels that it is imperative that the future of the project is secured so that the progress that it has made is sustained. It therefore recommends that the Council work closely with the project to identify suitable sources of funding to secure its continuation.

**Recommendation:**

*That action be taken to secure the continuation of work undertaken by the Mac-UK Project Future in Tottenham and that officers work with the project to identify suitable sources of funding to achieve this.*



## 7. YOUNG PEOPLE AND THE POLICE

### *Introduction*

- 7.1 The Panel received evidence from the Police regarding the issues that they feel may contribute to disproportionality, their possible causes and what might be done to address them effectively.

### *Disproportionality*

- 7.2 The Panel heard from Victor Olisa, the former Borough Commander for Haringey, who is now Head of Diversity at the Metropolitan Police. He acknowledged that there was disproportionality and felt that this manifested itself throughout the justice system and included Stop and Search, sentencing and the experience of incarceration.
- 7.3 He stated that the Police reacted to reports of incidents in public spaces and these were more likely to come from the eastern, more deprived half of the borough than the west. Such reports can ultimately lead to action against the individuals involved and this was reflected in the respective numbers of people entering the youth justice system and their ethnicity. There was nevertheless some evidence of bias and differences in interpretation in the law in respect of particular communities.
- 7.4 Behaviour that is regarded as “high spirits” in the west of the borough could be interpreted as intimidating in the east. This interpretation can be driven by cultural bias and exacerbated by the operational experience of police officers. This can lead to the development of stereotypes and a different response to similar incidents depending on where they took place. Officers may view their different responses as self protection but he felt that there is little evidence that it was more likely for young people in the east of the borough to be confrontational. It was important that police officers did not work from stereotypes or defensiveness. There was a comprehensive programme of training to address such issues, including unconscious bias training. The vast majority of police officers bought into this but some responded better than others.

### *Relationships*

- 7.5 The Panel noted that the importance of relationships between the Police and young people was highlighted in the reports that followed the 2011 riots. Positive relationships can have a number of benefits and of particular relevance is their role in developing a better mutual understanding between the Police and young people, which can reduce the risk of negative stereotyping and mistrust.
- 7.6 Mr Olisa felt that neighbourhood based officers had good relationships with young people, especially the officers that covered Broadwater Farm. In addition, there were now police officers in both secondary and primary

schools that have developed good relationships with a range of people, including children and young people.

- 7.7 He acknowledged that the relationship between some other police officers and young people was not always good and some covering emergency response can be inclined to be more confrontational. It was important that all police officers shared the same ethos and outlook of those who work more closely with young people. However, it is not possible to ensure that all police officers behave well at all times.
- 7.8 He was of the view that involvement in neighbourhoods by a wider range of police officers, including work with schools and regular interaction with young people would assist in improving relationships. More interaction between young people and those working in different agencies could also be of benefit. The Princes Trust programme had proven to be very useful. This is a 12 week programme that involves young people with convictions spending time with police officers. It helped to increase their understanding of police officers and also assisted police officers by encouraging them to approach young people in a different way. Reverse mentoring could also assist with police officers buddying up with young people so that they gained a better understanding of them and of the local community. In addition, senior officers could give up a space in their diary to engage with young people.

#### *Police in Schools*

- 7.9 The Panel noted that there is a 14 strong Police Schools Team within Haringey and this plays an important role in developing relationships with young people. The team covers all secondary schools in the borough. There is also a named police officer attached to all primary schools, with 12 officers covering the Borough's 63 schools. In addition, there is also a dedicated officer at the College of North East London (CONEL) and Tottenham 6<sup>th</sup> Form College.
- 7.10 It received evidence from Chief Inspector Marco Bardetti from Haringey Police, who felt that the engagement encouraged by having police officers in schools was positive. The Police are not required to provide officers in schools and they are not a part of the Borough's officer allocation. The Police withdrew from schools at one stage but they have now been put back in after a specific decision was taken by the previous Borough Commander. He stated that there are now lower crime rates around schools and less violence. For example, fights between schools are now rare.
- 7.11 He felt that the presence of Police in schools had a number of benefits;
- It promoted a positive image of the Police by providing a friendly face, enabling barriers to be broken down and the opportunity for direct engagement with students, including those who are a cause of concern;
  - Police were able to pick up any issues that come up, provide direct intervention or support and liaise with the local authority. They could also

help to prevent truancy and disorder around transport hubs as their remit also includes routes to school;

- It could also encourage young people to consider the Police as a potential career; and
- It helped address the lack of engagement between the Police and young people.

7.12 The Head Teachers who met the Panel felt that the Police presence in schools enabled them to take a proactive rather than a reactive role. Young people raised issues with the Police that they would not go to school staff with, which was welcome. The Police also got a large amount of intelligence. Police outside the school had previously been a source of concern by some parents but they were now viewed as being there to keep people safe. They felt that the work by the Police with schools had improved a lot but nevertheless felt that more could still be done. This was particularly true of work with primary schools as there a need for the Police to engage with families and schools at an earlier age. Whilst it was felt that police officers linked to schools worked very well with young people, not all other officers shared the same ethos.

7.13 The evidence that the Panel received has indicated the importance of having police officers in schools as well as a need to expand this further into primary schools. The Panel is nevertheless mindful that the current arrangements were driven by the previous Borough Commander. The Panel feels that it is essential that they are maintained and, in addition, would recommend that that consideration is given to expanding the work that police officers undertake in primary schools as an important way of improving engagement and relationships with the community and, in particular, children and young people.

***Recommendation:***

*That the Cabinet Member for Communities be requested to seek confirmation from the new Borough Commander that she will maintain the Police presence in schools and that, in addition, she will also give consideration to expanding the presence that is currently provided by the Police in primary schools.*

*Engagement*

7.14 Mr Bardetti reported that a range of engagement was undertaken with young people from the black community. A work experience scheme had been set up for young people in Haringey schools with the aim of getting them interested in the Police Service as a potential career. Work also took place with youth centres and the Octagon Pupil Referral Unit. In addition, there has been a proposal to develop a free school for young people who have come into contact with the youth justice system which the Police and Council had

been involved in developing. The demographic for the proposed school was likely to be mainly young black people.

- 7.15 However, Mr Bardetti stated that there is a lack of resources for diversion and engagement with young people which has been exacerbated by the loss of outreach and diversionary activities, such as youth clubs and summer programmes. Any additional funding from regeneration monies to assist with this would be very welcome.
- 7.16 The Panel noted that Stop and Search can only be used where there are reasonable grounds for suspicion that someone is in unlawful possession of an article. Reasonable grounds can be based on intelligence, briefings or the attitude of the person concerned. It is monitored by the Haringey Independent Stop and Search Monitoring Group and the Independent Advisory Group, which includes representation from teachers and young people. Approximately half of those stopped in Haringey are classified as "IC3" i.e. Black African or Black African Caribbean people. However, the Panel noted evidence from Mr Olisa that this is one of the least disproportionate figures across London.
- 7.17 There are now 620 black police officers in whole of the Metropolitan Police. They make up 7% of Haringey's Police officers, which is roughly average. Recruitment to the Metropolitan Police is a national process and used to be open to anyone across the country. It is now necessary to have lived in London for at least three years and to speak a second language. It does not apply to senior ranks but it is hoped that the changes in those recruited would eventually feed up to higher levels. There are also now two Volunteer Police Cadet units in Haringey, which it is hoped will encourage more people from the black community to join the Police. At the moment, the Cadet units have a high percentage of young people from minority ethnic communities.
- 7.18 The Panel is of the view that, despite the recommendations of the reports that followed the riots of 2011, efforts to improve relationships between the Police have not been as successful as hoped and they have been hampered by lack of resources for diversionary and preventative, exacerbated by budget cuts. In particular, it noted evidence from several sources, including local Head Teachers, of a dichotomy between the relationships built inside schools by Safer Schools Officers and negative experiences of some of young people from officers on the streets. The Panel is of the view that Police colleagues need to redouble their efforts in relation to their contact on the streets with young black people, which from the evidence we heard can still be problematic.
- 7.19 The Panel feels that the suggestion that was made by Mr Olisa of the use of a reverse mentoring scheme for Police officers new to the area is something that should be progressed. It was developed as part of the Project 2020 initiative but there was a lack of take up by the Police. The Panel feels that it should be re-visited and encouragement given to the Police to participate fully in the scheme as a useful means of developing better relationships with

the community through developing a better understanding amongst all Police officers of young people in the area and particularly those from black and minority ethnic communities.

***Recommendation:***

*That the Cabinet Member for Communities be requested to work with the Haringey Police Borough Commander to develop a “reverse mentoring” scheme that involves Police officers new to the area being mentored by a local young person and that this includes regular monitoring of take-up.*

## 8. HACKNEY COUNCIL'S IMPROVING OUTCOMES FOR YOUNG BLACK MEN PROGRAMME

- 8.1 The Panel has also looked at action that has been taken by other local authorities on this issues that the review has covered. Of particular relevance is the ambitious programme being undertaken by Hackney Council that is focussing on improving outcomes for young black men. This is relevant to Haringey as they are the main group that is disproportionately represented within the youth justice system in Haringey. The Panel received evidence from Sonia Khan, Head of Policy and Partnerships at Hackney Council on this.
- 8.2 Hackney have identified the fact that young black men tend to fare worse than their peers across a range of indicators, from poorer educational results to higher offending rates. This has been a problem for many years and although there have been many responses aimed at addressing it, these have not had the impact needed. The Panel noted that that previous policy had focussed primarily on addressing socio-economic issues rather than race but the conclusion of the work that has been done so far was that the issue of race was also of significance.
- 8.3 The programme is being led by Councillor Anntionette Bramble, Hackney Council's lead Cabinet Member for Children and Young People. It approach involves local people, the voluntary and community sector and the statutory sector in shaping and delivering solutions, with young people at the heart of this.
- 8.4 The programme sets out some clear ambitions:
- Within 10 years: Outcomes and opportunities for black boys and young black men should be the same as the wider population;
  - Within 15 years: It is hoped to start to see cultural changes in terms of aspirations and trust of the state;
  - Within 15 years: Working with other authorities, central government and the state, the Council also wishes to see changes in media representation and portrayals.
- 8.5 Ms Khan felt that there was a sense that young black men were in danger of getting left behind in accessing opportunities, particularly those arising from the regeneration of the borough.
- 8.6 A theory of change has been developed that addresses how the changes that are aimed for can be brought about. Key partners have been involved in the development process, including Hackney CVS, the umbrella organisation for the community and voluntary sector. There has been much engagement with young people as well and Hackney CVS have developed a Youth Advisory Group that includes young people. They have also set up focus groups and engagement has taken place with local businesses as well as workshops with parents, Council staff and partners.

8.7 The theory of change sets out the main assumptions about what is driving inequality and the actions that the Hackney wishes to take forward. There are challenges within it for the partner agencies, young men and the wider community. The key issues identified to date are as follows.

- Critical intervention points; These are well known key transition or critical points that can negatively impact on a young person's life, such as the transition from primary to secondary school or a first exclusion as well as things that happen beyond their control such as a bereavement
- Role of schools; There remains a gap in achievement between black boys and the wider school population. Collaboration with schools is required to look more closely at how the gap is narrowed, how schools manage behaviour for black boys as well as the relationship between parents and schools. It is felt that this could be contributing to the higher rate of exclusions.
- Trust between parents and the statutory sector; It is felt that relationships between black parents and the state do not appear to be generally positive and are undermining opportunities to work constructively.
- Families; There are concerns at disproportionate levels of violence and abuse, both within families and in the community and how this may affect children young people.
- Community leadership; Engagement has highlighted the need to build a better understanding between the black community and the statutory sector.
- Young men at risk and community safety; Hackney's Gangs Unit estimate that there are over 1000 young people on the periphery of gangs and need to be engaged with positively to avoid getting more involved in gang life. There is a concern that the situation for young black men at risk can deteriorate quickly because they do not know how to seek help or will not go to the statutory sector for support. A need has been identified to continue to build a greater level of trust in the Police that might increase reporting and reduce crime.
- Mental health; Mental health issues are felt to be affecting wider outcomes of young black men. It is felt that young people need to access support more quickly and mental health services need to examine institutional bias and stereotyping. The extent of substance misuse is seen by young people as a significant trigger of mental health problems.
- Regeneration and opportunity; Young people felt that the Council needed to engage differently about the changes in Hackney rather than just providing information. They did not always know how they could benefit from the increasing prosperity and that their aspirations were therefore

being limited. Although the programme to date has not actively engaged as many black owned businesses as had been anticipated, the indication is that some businesses are finding it difficult to survive and therefore not able to engage and make a wider community contribution.

- Culture and Identity - Valuing heritage and celebrating success. The work highlighted a need to focus more on black culture, identity and heritage, which it is felt is not celebrated or talked about enough. It is also felt that there is a need to counter negative stereotypes in wider society with positive presentations of young black men and their success stories.
- Behaviour, lifestyles, culture and identity: Work with young black men uncovered the extent to which some felt alienated by mainstream society and angry about injustices. They therefore may distance themselves and behave in a defensive manner. This can make gang lifestyle or criminal activity seem attractive as a way of being empowered and accepted. There can also be strong gender stereotypes imposed on them.

8.8 Panel noted that schools were being engaged in discussions on the issue of exclusions and, through this, it was hoped to build a greater awareness of the impact of exclusions on the community. A group of Head Teachers was looking at the issue as well as under achievement. In terms of mental health, providers were being brought together and workshops have taken place looking at well-being.

8.9 The project aims to empower the community through development of the community and voluntary sector. There was a perception in the community that initiatives were not sustained. It had therefore been agreed that only things that could be sustained would be committed to and for actions to focus on mainstream services.

8.10 It is anticipated that recommendations will bring about changes that are:

- Universal - bringing about changes for everyone;
- Making an offer or service more inclusive;
- Targeted to address a specific cohort by ethnicity, gender, age, socio-economic group or an intersection of these.

8.11 The Panel is of the view that links with Hackney should be developed and maintained so that the impact of their recommendations on addressing the issues in question, which have very close parallels with Haringey, can be monitored and consideration given to undertaking similar interventions where they have proven to be effective.

8.12 It is particularly important that effective engagement takes place with young people in Haringey that are affected by the youth justice system in the development of policy and that this involves a wide range of them from all areas of the borough and ethnic minority groups. It feels that the Council should invest strategically, in terms of resources, time and commitment, to develop this. The Panel was impressed with the work that Hackney has

undertaken to engage with disaffected young people and feels that the learning gained through this should be incorporated by Haringey to drive improvements in engagement here.

**Recommendations:**

- *That a strategic investment be made by the Council, in terms of resources, time and commitment, to develop further engagement with children and young people and, in particular, disaffected young people and those at risk of coming into contact with youth justice services.*
- *The progress by Hackney with their Improving Outcomes for Young Black Men programme be monitored so that learning from this can be incorporated into;*
  - *Improving the effectiveness of interventions aimed at addressing disproportionality; and*
  - *Action to improve engagement with children and young people and, in particular, those at risk of entering the youth justice system.*

## Appendix A

### Participants in the Review:

Chief Inspector Marco Bardetti, Haringey Police

Dr Nick Barnes, Adolescent Psychiatrist, Barnet, Enfield and Haringey Mental Health Trust

Jason Bradley, Community Youth Outreach Officer, Homes for Haringey

Marlon Bruce, The Activity Co-ordinator, Tottenham Programme, Regeneration, Planning and Development

Patrick Cozier, Head Teacher of Highgate Wood School and Member of Haringey Youth Justice Board

Lamont Emesibe, Youth Interventions Specialist and Gangs Worker, Project Future

Helen Fisher, Tottenham Programme Director, Regeneration, Planning and Development

Gill Gibson Assistant Director for Early Help and Prevention, Children's Service

Councillor Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability

Dr Lucy Gore, Clinical Psychologist, Project Future

Tony Hartney, Head Teacher of Gladesmore School and Chair of Haringey Safer Neighbourhood Board

Gareth Llywelyn-Roberts, Offender Management Strategic Lead, Community Safety and Regulatory Services

Gareth Morgan, Head of Service, Early Help and Prevention, Children's Service

Chief Superintendent Dr Victor Olisa, Strategic Lead for Diversity and Inclusion, Metropolitan Police

Jennifer Sergeant, Head of Targeted Response and Youth Justice, Children's Service

Simon Stone, Service Manager, Haringey Youth Justice Service

Deborah Tucker, Schools and Learning Service, Children's Service

Dr Sally Zlotowitz, Clinical Community Psychologist and Acting Clinical Director, Mac-UK

**RECOMMENDATIONS:**

*Disproportionality in Youth Justice*

| Recommendation & Action   | Lead & others to be involved  | Timescale             | Agreed<br>Partially/Agreed<br>Not Agreed | Comments   |
|---|---|-----------------------|--|--|
| <p>1. That the Youth Justice Service be requested to engage with the Youth Justice Partnership Board in order to assist with further analysis of relevant data on disproportionality and that this process includes consideration of the over representation of young people classifying themselves as “Black other” in order to seek to establish the reasons that might be behind this.<br/><i>(Recommendation 2.5)</i></p> | <p><b>Simon Stone<br/>Service Manager –<br/>Haringey Youth<br/>Justice</b><br/>&amp; Steve Milne –<br/>Haringey Youth<br/>Justice<br/>Performance<br/>Manager</p> | <p>March<br/>2017</p> | <p><b>Agreed</b></p>                     | <p>The Council’s Youth Justice Service will be undertaking further analysis of data including its implementation of the Youth Justice Board’s Disproportionality Tool. The analysis will be deeper than the Disproportionality Tool can currently provide to include analysis of re-offending data and comparison with other areas with similar demographics of Haringey. Analysis will include the level of disproportionality amongst young people identifying themselves as “Black other”, with the aim of determining the factors that might contribute to this.</p> |
| <p>2. That the Council and partners in Haringey who provide services affecting young people at risk of entering the Youth Justice system be requested, as a key part of their response to the Charlie Taylor</p>  | <p><b>Haringey Youth<br/>Justice<br/>Partnership Board<br/>Chair- Zina<br/>Etheridge<br/>DCEO LBOH</b><br/><br/>Jennifer Sergeant</p>                             | <p>April 2017</p>     | <p><b>Agreed</b></p>                     | <p>The Ministry of Justice’s Review into the Youth Justice System (being led by Charlie Taylor) is due to report at the end of the year/early next year. It is expected to recommend significant reforms to the structure and responsibilities of local Youth Offending Teams as well as devolving the budget and commissioning responsibilities for youth custody to regional bodies. The review may also</p>   |

|  |  |                                   |               |  |
|--|--|-----------------------------------|---------------|--|
| review, to;  | Head of Targeted Response and Youth Justice  |                                   |               | make recommendations on the proportionality of responses and procedures of the police and other agencies in contact with young people, linking with a separate review currently being led by MP David Lammy into BAME representation in the criminal justice system.   |
| <ul style="list-style-type: none"> <li>• Hold an open consultation on the future of youth justice services and place the reduction of ethnic disproportionality at the heart of this.</li> <li>• Review their policies, procedures and service outcomes to satisfy themselves and the community that they are meeting their public sector equality duty under the Equalities Act, treating all children and young people equitably and activities and interventions are meeting the needs of all within the borough, regardless of race, ethnicity or any other factors. (2.19)</li> </ul> | <p><b>Jennifer Sergeant<br/>Head of Targeted Response and Youth Justice</b></p> <p><b>Haringey Youth Justice Partnership Board – Chair Zina Etheridge LBOH DCEO</b></p> <p>All partner organisations</p> | <p>April 2017</p> <p>May 2017</p> | <b>Agreed</b> | <p>Haringey’s Youth Justice Partnership Board’s Youth Justice Transformation work stream includes consultation on plans and co-production of future services with local communities and young people in shaping its preparedness and readiness for Haringey’s response to Charlie Taylor Review, and the Lammy Review.</p> <p>When these wider reforms are made to the structures, responsibilities and processes across the youth justice system, we will ensure that disproportionality within the youth justice system and equality considerations feature prominently and inform Haringey’s own local response. Equality and disproportionately will be a key part of our local consultation process on any future reform to local youth justice services, and should become an identifiable work stream as part of our local response to both the Charlie Taylor Review and Lammy Review. In line with our public sector equality duty, Equality Impact Assessments will be carried out by lead service officers to inform any major policy or service change to Haringey’s local youth justice system.</p> <p>The Council will also ensure that addressing disproportionality in the youth justice system is</p> |

|  |  |           |               |   |
|--|--|-----------|---------------|---|
|  |  |           |               | <p>actively captured and reported in its own internal governance and performance framework through the Haringey's Young People's Strategy Priority 1 and 3 Board's. This strongly ties into the work the Council is undertaking on tackling social exclusion and promoting a fairer and more equal borough.</p> <p>The methodology and audit arrangements will be negotiated for agreement with stakeholder and statutory partners of the Youth Justice Partnership Board to provide assurance of engagement of agencies review through EQIA of their policies, procedures and outcomes .</p> |
| <p>3. That the final report of the Panel's review be submitted formally on behalf of the Council to the Lammy Review of BAME representation in the Criminal Justice System. (2.20)</p> | <p><b>Jon Abbey – DCS/LBOH</b></p> <p><b>Gill Gibson – AD- Early Help &amp; Prevention</b></p> <p>Jennifer Sergeant<br/>Head of Targeted Response &amp; Youth Justice.</p> | Dec. 2016 | <b>Agreed</b> | <p>A formal submission to the Lammy Review will be made after 13<sup>th</sup> December 2016, Cabinet meeting.</p>   |

*Aspiration and Career Pathways*

|   |   |                   |                                |   |
|---|---|-------------------|--------------------------------|---|
| <p>4. That further work is undertaken by the Children and Young People's Service with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice. (4.6)</p>   | <p><b>Assistant Director for Education - Rory Kennedy</b></p> <p><b>Gill Gibson, Early Help and Prevention</b></p> <p>Schools Forum</p>       | <p>March 2017</p> | <p><b>Partially Agreed</b></p> | <p>Use of Pupil Premium funding is a key focus of Ofsted inspections and is therefore already – and will continue to be - a key focus of our School Improvement Adviser support and challenge for schools and a focus of visit reports. There are numerous good practice audits and tools as well as the Suffolk Trust research which provide guidance on best use of funding; SIAs make use of this in their work. Agreeing the most effective practice, including the use of this funding, will also be a focus of the BME steering group meetings, which will in turn shape the best practice which we promote and share with our schools.</p> |
| <p>5. That the Council's Regeneration Service be requested to explore the use of regeneration funding to assist schools with the training of teachers and other school staff from the local community to ensure that their workforce is not only of high calibre but reflective of the diversity of the area and able to provide positive role models for children and young people. (4.20)</p> | <p><b>AD – Helen Fisher Haringey Head of People Programme</b></p> <p>Assistant Director for Education - Rory Kennedy</p> <p>Schools Forum</p> | <p>April 2017</p> | <p><b>Partially Agreed</b></p> | <p>If funding is secured, the next step would be to explore best use of the funding with schools. It would make sense for this to be included as a focus of the BME steering group</p> <p>The Tottenham Regeneration Charter is currently being developed and will provide a tool to secure pledges from developers and local businesses to support a Business in Schools programme.</p> <p>Discussions to be held with Education and Employment and Skills Team to explore use of s106.</p>  |

*School Exclusions*

|   |   |                   |                      |   |
|---|---|-------------------|----------------------|---|
| <p>6. That the increase in behavioural issues at primary school level and, in particular, those precipitated by exposure to trauma, is referred to the Early Help Partnership Board for consideration and that an action plan is developed with partners to address the issue. (5.22)</p> | <p><b>Susan Oti,</b><br/> <b>Assistant Director of Public Health and Gill Gibson,</b><br/> <b>Early Help and Prevention – Co-Chairs of the Early Help Partnership Board</b></p> <p>Gareth Morgan –<br/> Head of Early Help and Prevention</p> <p>Rory Kennedy-<br/> Assistant Director for Education</p> <p>Deborah Tucker<br/> Alternative Provision Commissioner<br/> Assistant Director –<br/> Adults and Children Commissioning –<br/> Charlotte Pomery</p> | <p>April 2017</p> | <p><b>Agreed</b></p> | <p>Via a model of direct targeted support services have been commissioned which enable children to remain included or re-integrated into main stream school.</p> <p>The strategy aims to use limited funding for joint commissioning between schools and the LA in order to provide direct, onsite support to targeted schools based on their school exclusion history. On a strategic deployment basis, the aim is to develop the workforce and restructure provision giving children greater opportunities for building better relationships, enjoying and taking part in activities, learning new skills and becoming more mindful of their inner resources. The work will be embedded by The Anchor Project (Public Health) Attachment Awareness/Understanding behaviour to Support the Emotional &amp; Learning Needs of Vulnerable Children</p> <p>The relevant parts of the Disp report which highlight primary pupil behaviour (and evidence of causal links) will need to be presented to the EHPB board - The January EHPB meeting is focussing on school issues and so provides a timely opportunity. EHPB has attendance from partners including schools and School Improvement as well as health, community safety, vol sector and can consider how best to provide the strategic lead and direction for activity which supports families of children falling within this category, to help achieve sustainable behavioural change. Baseline data, needs analysis and targets require further development.</p> |
|---|---|-------------------|----------------------|---|

|  |  |                   |                                |  |
|--|--|-------------------|--------------------------------|--|
| <p>7. That the Children and Young People's Service engage with school Head Teachers and school governors on the issue of exclusions and, in particular the disproportional number of black boys/black Caribbean boys excluded from school;</p> | <p><b>Rory Kennedy – Assistant Director for Education</b></p> <p>Gill Gibson – Assistant Director – Assistant Director – Early Help and Prevention</p> <p>Deborah Tucker - Alternative Education Provision Commissioner</p> <p>Assistant Director – Adults and Children Commissioning – Charlotte Pomery</p> | <p>March 2017</p> | <p><b>Partially Agreed</b></p> | <p>The Council will target work with the highest excluding secondary schools to address those issues which lead to school exclusion and directly avert permanent exclusions through the In Year Fair Access Forum. School governors (via training) are already encouraged to assign a governor with a specific and active role in monitoring exclusions which includes scrutinising data and the impact of exclusion on vulnerable groups. Further emphasis will be given at governor training to ensure that:</p> <ul style="list-style-type: none"> <li>• disproportionality is investigated and addressed;</li> <li>• policies are appropriate, effective and fair and</li> <li>• Exclusions, when they occur, are placed at the furthest end of the referral continuum.</li> </ul> <p>As part of the strategy to reduce school exclusion it is proposed that from November 2016 governing bodies of those schools with the highest rates of exclusion will receive follow up communication (via Governors' Services) to ascertain whether a governor has volunteered to take specific interest and action rates of exclusion and their impact</p> <p>The council's Early Help Service has put in place a team around the school model – currently being piloted at Parkview Secondary – it is proposed that this approach be mainstreamed at the primary level to include the specific input of those partner agencies most affected in any exclusion decision</p> |
| <ul style="list-style-type: none"> <li>• Sharing of good practice</li> </ul>   | <p><b>Director – Adults</b></p>  | <p>March</p>      | <p><b>Agreed</b></p>           | <p>Brief service level agreements between practitioners</p>  |

|  |  |                  |                                |  |
|--|--|------------------|--------------------------------|--|
| <p>on how they can best be avoided; and</p>  | <p><b>and Children Commissioning – Charlotte Pomery</b></p> <p>Rory Kennedy – Assistant Director for Education</p> <p>Stone – Service Manger – Haringey Youth Justice Service</p> <p>Deborah Tucker – Alternative Education Provision Commissioner Assistant</p> | <p>2017</p>      |                                | <p>leading on Alternative Provision, Exclusion and the Early Help Locality Teams are planned for development by Spring term 2017 which will include systematic pathway for children receiving three or more fixed term exclusions in one term, one exclusion of six days or more and permanent exclusion. This threshold will trigger a detailed review of the child’s situation encompassing Safety, Attainment, Health and Participation, ideally through a holistic assessment of a child’s needs using the Family’s Outcomes Plan. Support for younger siblings and families of the target group will need to be included.</p> <p>Improving sharing relevant information ( offence court order &amp; intervention ) between Haringey YJS &amp; the designated contacts within each Haringey secondary school through work with I. Case managers to work closely with the school to reduce young persons risk and vulnerability level which in tern may reduce the risk of exclusion.</p> |
| <ul style="list-style-type: none"> <li>Reviewing the zero tolerance policy towards the possession of knives and whether, in certain circumstances, alternatives to exclusion might be appropriate. (5.26)</li> </ul> | <p><b>Assistant Director of Schools – Rory Kennedy</b></p> <p>Schools Forum</p> <p>Deborah Tucker – Alternative</p>  | <p>July 2017</p> | <p><b>Partially Agreed</b></p> | <p>The decision to exclude is under the jurisdiction of head teachers in accordance with the school’s published Behaviour Policy. A school’s Behaviour Policy would ordinarily mention that possession of a weapon meets the threshold for permanent exclusion. However, the term ‘zero tolerance’ is not one usually used in the school’s policy and the local authority could not impose such a policy on schools.</p>   |

|  |   |  |  |
|--|---|--|--|
|  | <p>Education Provision Commissioner</p> <p>Assistant Director – Adults and Children Commissioning – Charlotte Pomery<br/>Charlotte Pomery</p> <p>Community Safety Partnership – Chairs Cllr Ayisi and Borough Commander Helen Millichap</p> |  | <p>We advise that schools should always act to support the individual student, report the incident to police and carry out a risk assessment if there are plans for the student to return (i.e. at primary).</p> <p>Schools (head teacher/governors) are responsible for reviewing a school’s Behaviour Policy.</p> <p>In order to provide an alternative to permanent exclusion where students are found in possession of a weapon a A Weapons Awareness Programme was initiated Summer 2015/16 which, in conjunction with the Youth Justice Service (YJS) and police, aims to reduce the prevalence of knife carrying and use by young people in the borough. Young people are referred to the program if they are aged between 11 and 16 and have been involved in an incident where a knife or the threat of a knife is a feature in school. Criteria are based on historical behaviour record, circumstances surrounding the incident and capacity to improve (within the framework of the program) and risk assessment for return to school.</p> <p>Students are placed at the Haringey Managed Intervention Centre (TBAP) for up to four weeks. As well as following their core curriculum offer they also participate in a programme encompassing:</p> <ul style="list-style-type: none"> <li>• Attitudes to knife carrying</li> <li>• The Law</li> <li>• Health</li> <li>• Managing Conflict</li> </ul> |
|--|---|--|--|

|  |  |  |  |   |
|--|--|--|--|---|
|  |  |  |  | <ul style="list-style-type: none"> <li>• Victim interaction</li> <li>• Public Space Awareness<br/>Peer Education and Risk Assessment</li> </ul> <p>Children referred to the programme, or who have been permanently excluded for the possession of a weapon, will be included in partnership planning and collaboration (see above Sharing Good Practice) in order to help ensure progress is sustained for the individual and for siblings who may also be at risk of exclusion.</p> |
|--|--|--|--|---|

*Mental Health and Well Being*

|  |  |               |                         |   |
|--|--|---------------|-------------------------|---|
| 8. That action is taken to secure the continuation of work undertaken by the Mac-UK Project Future in Tottenham and that officer's work with the project to identify suitable sources of funding to achieve this. (6.19) | <b>Community Safety Partnership Cllr Ayisi and Borough Commander – Helen Millichap</b><br><br>Assistant Director – Adults and Children Commissioning – Charlotte Pomery<br>Assistant Director of Communities – Steve McDonnell | November 2017 | <b>Partially Agreed</b> | Partially agreed<br>A review of Project Future will take place by the relevant partners/stakeholders. The review will look at external funding options including sustainability/shared learning of the current model. The review will be completed by March 2017 as the current funding for the project expires in Oct 2017 . The review will inform contingency planning |
|--|--|---------------|-------------------------|---|

*Young People and the Police*

|  |   |            |               |  |
|--|---|------------|---------------|--|
| 9. That the Cabinet Member for Communities be requested to seek confirmation from the new Borough Commander that | <b>Community Safety Partnership – Chairs Cllr Ayisi and Borough Commander –</b> | April 2017 | <b>Agreed</b> | The Borough Commander has committed to maintain police presence in all secondary schools, and work is currently ongoing to ensure that the schools officers' team is up to strength wherever possible. Work is currently ongoing also to enhance |
|--|---|------------|---------------|--|

|   |   |           |                         |  |
|---|---|-----------|-------------------------|--|
| she will maintain the Police presence in schools and that, in addition, she will also give consideration to expanding the presence that is currently provided by the Police in primary schools. (7.12)  | <b>Helen Millichap</b>  |           |                         | the police community engagement offer on the Borough with a particular emphasis on youth engagement. This will encompass development work relating to support for primary as well as secondary schools.  |
| 10. That the Cabinet Member for Communities be requested to work with the Haringey Police Borough Commander to develop a “reverse mentoring” scheme that involves Police officers new to the area being mentored by a local young person and that this includes regular monitoring of take-up. (7.18) | <b>Community Safety Partnership –<br/>Chairs<br/>Cllr Ayisi and<br/>Borough<br/>Commander –<br/>Helen Millichap</b> | June 2017 | <b>Partially Agreed</b> | The development of mentoring opportunities is one that Haringey police is actively pursuing particularly with the young people vulnerable to gangs activity and by developing a positive development programme for the Police Cadets exposing them to citizenship and public engagement. The suggested “reverse mentoring” is of interest and maybe useful in eth current development of community ambassadors. Further detail would be required to avoid duplication and to enable a process that has legacy for building relationships and learning for public service and young people. |

*Hackney Council’s Improving Outcomes for Young Black Men Programme*

|  |   |          |                         |   |
|--|---|----------|-------------------------|---|
| 11. That a strategic investment be made by the Council, in terms of resources, time and commitment, to develop further engagement with | <b>Haringey<br/>Community<br/>Safety<br/>Partnership –<br/>Chairs</b> | Feb 2017 | <b>Partially Agreed</b> | The Early Help Service is keen to develop a targeted approach to supporting families where there is an increased likelihood of children becoming FTE’s utilising some of the service capacity to focus on this and other vulnerable groups. |
|--|---|----------|-------------------------|---|

|  |  |                   |                      |   |
|--|--|-------------------|----------------------|---|
| <p>children and young people and, in particular, disaffected young people and those at risk of coming into contact with youth justice services. (8.12)</p> | <p><b>Cllr Ayisi and Borough Commander – Helen Millichap</b></p> <p>Haringey Youth Justice Partnership Board – Chair<br/>Zina Etheridge – Haringey DCEO</p> <p>Early Help Partnership Board, co-chair Susan Otit, Assistant Director of Public Health and Gill Gibson, Assistant Director, Early Help and Prevention</p> |                   |                      | <p>Initial analysis is being undertaken and emerging indications are that there are up to 50 families per annum where this approach might be appropriate, following an elder sibling being subject to Youth Justice Triage. The ambition being to ensure that we break the recurrent practice of young people following in their siblings footsteps and becoming FTE's.</p> <p>Targets can be developed which would reflect both improved outcomes for YP but also potential fiscal savings through prevention.</p> <p>Early Help and Prevention are already developing this through the newstyle Youth Council which also aims to reach the more challenging youths via the young members' network.</p> <p>Under the framework of Haringey's Young People's Strategy A multi-agency strategic summit is planned to take place in December to progress strategic join-up for improving co-ordination and provision to a range of related issues for disaffected vulnerable adolescents at risk of criminality, including serious youth violence, gang affiliation, CSE, missing and familial dysfunction.</p> <p>In addition, the Borough Commander is working on a new engagement group.</p> <p>A partnership response to this is essential and we will seek consultation across all key stakeholders in developing response for implementation.</p> |
| <p>12.The progress by Hackney</p>  | <p><b>Haringey Youth</b></p>   | <p>April 2017</p> | <p><b>Agreed</b></p> | <p>We will learn what works well from the formal</p>  |

|  |   |                  |                      |   |
|--|---|------------------|----------------------|---|
| <p>with their Improving Outcomes for Young Black Men programme be monitored so that learning from this can be incorporated into;</p>       | <p><b>Justice Partnership Board – Chair Zina Etheridge – Haringey DCEO</b></p> <p>Assistant Director Early help and Prevention – Gill Gibson</p> <p>Head of Targeted Response and Youth Justice - Jennifer Sergeant</p> |                  |                      | <p>evaluations of this programme for incorporation into our best practice.</p>  |
| <ul style="list-style-type: none"> <li>Improving the effectiveness of interventions aimed at addressing disproportionality; and</li> </ul> | <p><b>Jennifer Sergeant – Head of Targeted Response and Youth Justice</b></p> <p>Simon Stone - Service Manager Haringey Youth Justice Service</p>   | <p>July 2017</p> | <p><b>Agreed</b></p> | <p>This will need to follow on from the use of the Disproportionality toolkit analysis at point 1. Once we have a clearer picture in relation to the influencing factors we will be able to develop strategies for improving interventions.</p> <p>Cases are audited in line with agency procedure by Team Managers , Service Manager and Head of Service with the aim of improving staff performance and management oversight which in turn feeds into addressing <i>disproportionality</i>. Staff Supervision is carried out by service managers, using a model which enables reflection on practice for improvements. There is a service expectation that any form of discrimination ( overt or covert) is</p> |

|  |   |           |               |  |
|--|---|-----------|---------------|--|
|  |   |           |               | <p>challenged at court regardless of who ( legal professional /member of the public ) is exhibiting it.</p> <p>Learning Best Practice from areas that are successfully achieving improvements that address this issue for incorporating to Haringey best practice. This can be a priority of the Early Help Partnership Board Best Practice group, and also Haringey's Youth Justice Board Transformation Plan under Models and approaches of evidenced based practice in delivering Youth Justice.</p>  |
| <ul style="list-style-type: none"> <li>Action to improve engagement with children and young people and, in particular, those at risk of entering the youth justice system. (8.12)</li> </ul> | <p><b>Jennifer Sergeant</b><br/>–<br/><b>Head of Targeted Response and Youth Justice</b></p> <p>Simon Stone –<br/>Service Manager<br/>Haringey Youth<br/>Justice Service</p> <p>Gareth Morgan –<br/>Head of Early Help<br/>and Prevention</p> | July 2017 | <b>Agreed</b> | <p>Analysis of existing cohorts will be undertaken order to ascertain why young people are entering the system that would not be covered through use of disproportionality toolkit. The desk top audit planned to as part of the Youth Justice Transformation plan should also inform early intervention approaches for desistance of crime by young people.</p> <p>Recent analysis of the existing First Time entrants (FTE's) has identified characteristics of the cohort that can now inform targeted early intervention and a prevention offer for those at risk of entering youth justice . This wok is being progressed though the Early Help Partnership Board for multi-agency response.</p> <p>Analysis of the Triage will also assist understanding of young people's early involvement in criminality to inform and improve Early Help approaches to assist young people desistance from crime.</p> <p>Learning best practice from areas that have</p> |

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  | successfully reduced overrepresentation of BAME's in Youth Justice to incorporate into local practice. |
|--|--|--|--|--|

# HARINGEY ANNUAL YOUTH JUSTICE PLAN

2016-2017



## **Table of Contents**

- 1. Introduction**
- 2. Local Demographics**
- 3. Key areas of progress in 2014/15**
- 4. Performance**
- 5. Review of 2014/15**
- 6. Structure and Governance**
- 7. Resources and value for Money**
- 8. Partnership Arrangements**
- 9. Risks to Future Delivery against three outcome measures**
- 10. Developments for 2015 and onwards**
- 11. Appendices;**
  - A: Existing Staff Structure**
  - B: Costed plan**
  - C: Integrated Improvement Plan**
  - D: Youth Justice Service Structure**

## Introduction

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

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

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

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

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

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

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

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

In 2016-17 our plans include:

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

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

Zina Etheridge  
Deputy Chief Executive – London Borough of Haringey

## Key priorities identified for the Board for 2016-17:

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

## Local Demographics

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

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

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

## Areas of Achievement and Progress in 2015/16

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

## Performance

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

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

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

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

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

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

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

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

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

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

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

### **Review of 2015 -16 Youth Justice Plan developments:**

#### **Service Restructure**

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

#### **Youth Justice Partnership Board**

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

#### **Reoffending**

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

#### **Case Management System**

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

#### **Effective Practice**

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

## **Quality assurance**

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

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

## **Safeguarding**

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

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

## **CSE**

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

## **Structure and Governance**

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

Membership:

**DCEO – London Borough of Haringey**

**Cllr – Communities and Youth Portfolio holder**

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

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

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

**Head of Targeted Response and Youth Justice**

**LA Public Health Assistant Director Public Health**

**Haringey CCG**

**Police MPS Borough Senior Officer**

**Health Children's Commissioning Lead**

**Mental Health CAMHS**

**Education Representative Headteacher and Head of Schools and Learning**

**Probation Assistant Chief Probation Officer**

**Court Head of Courts Service**

**Community Safety Assistant Director**

**Associate Director – the Campus School**

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

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

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

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

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

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

**Agency**

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

## Youth Justice Grant

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

## Local Authority

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

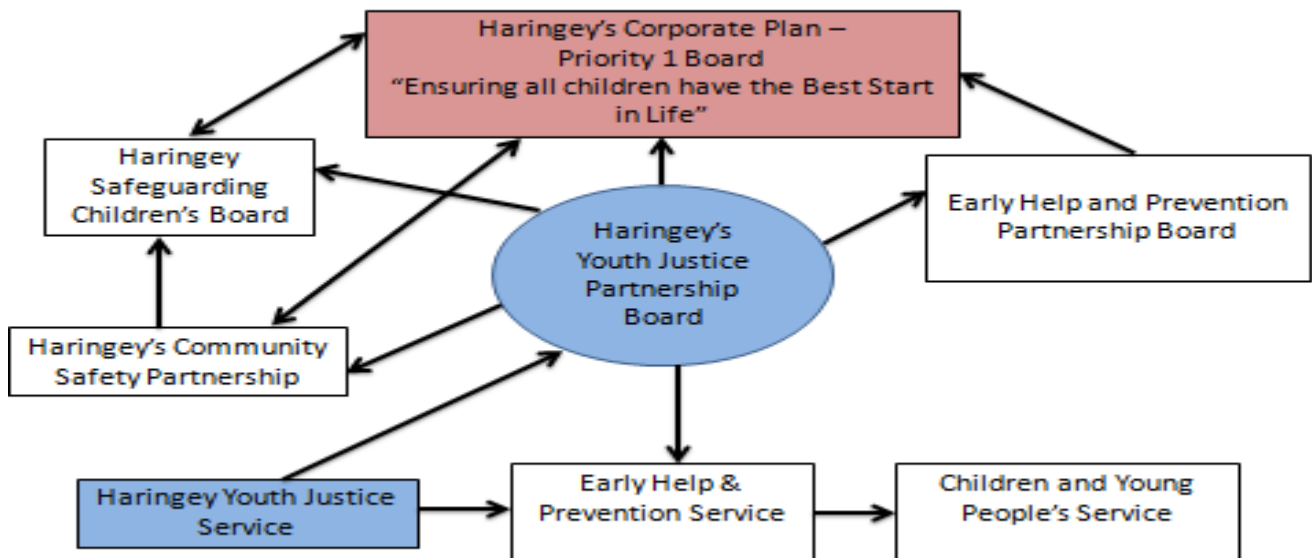
Commissioned services are awarded on a value for money basis, with the Appropriate Adult Service – a statutory service providing trained adults to accompany arrested young people if parents are unable or unwilling to attend the police station – contracted to Catch 22. This service contract has been extended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

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

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

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

## Haringey's Youth Justice Partnership Board Governance & Structure



### Partnership Arrangements

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

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

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

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

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

### *Youth Justice Liaison and Diversion (YJLD)*

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

### ***Haringey Emotional and Wellbeing Service (HEWS)***

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

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

### ***Appropriate Adult service***

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

### ***Weapons Awareness***

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

### ***Electronic Monitoring***

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

### ***Integrated Offender Management.***

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

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

## **Risks to Future Delivery against the three outcome measures**

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

### ***Risks***

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

## **Developments for 2016 onwards**

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

## **Pre Court and Court work**

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

## **ASSET Plus**

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

## **Effective Practice Forums**

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

## **Quality Assurance.**

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

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

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

## **First Time Entrants**

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

## **Reducing Re-offending rates**

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

## **Health and Mental Wellbeing**

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

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

## **SEND**

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

**Prevent**

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

**Channel**

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

**Troubled Families**

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

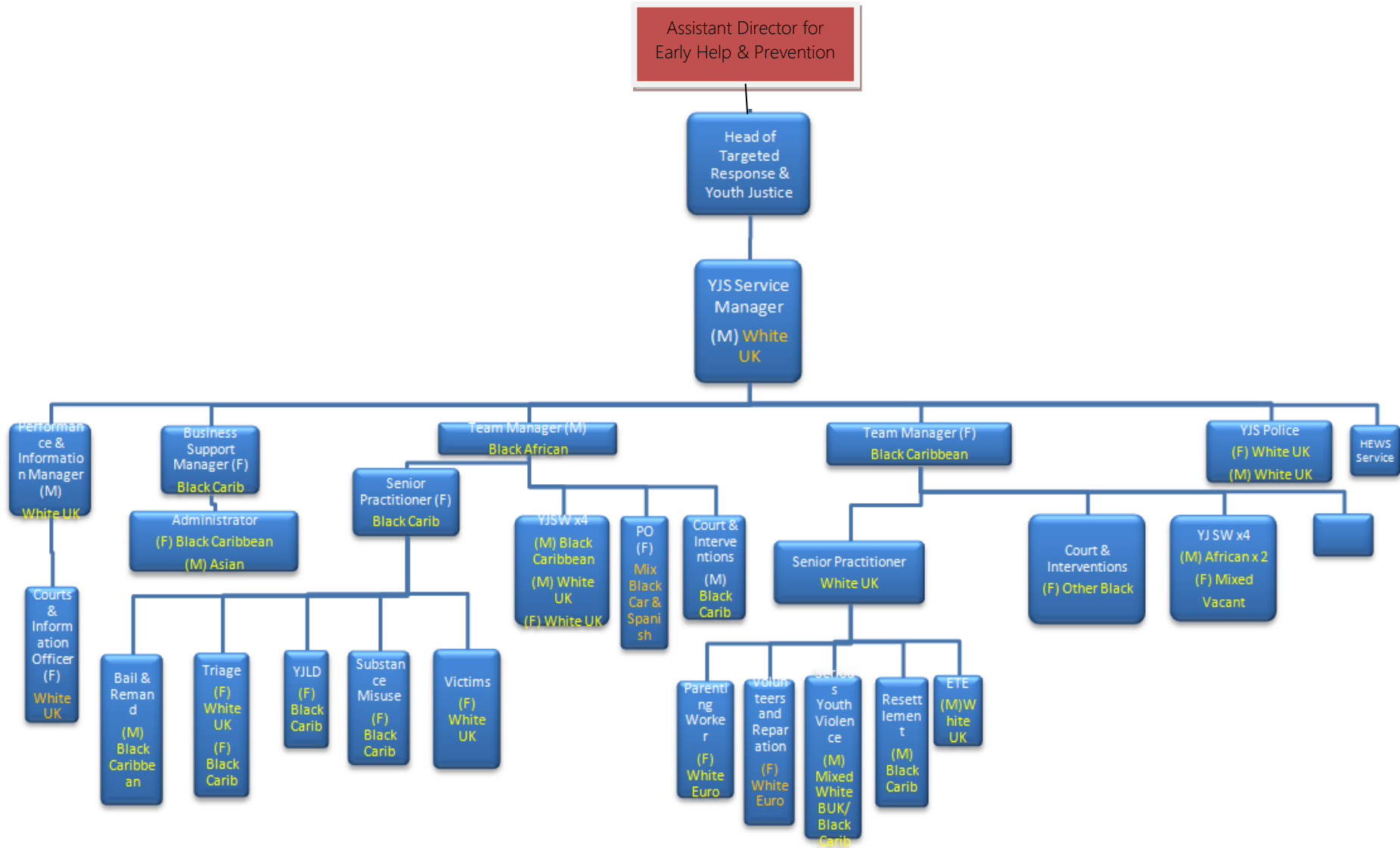
**Members Scrutiny of Disproportionality in the Youth Justice system**

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

|                          |                                       |
|--------------------------|---------------------------------------|
| <b>Head of Service</b>   | <b>Chair of YJS Partnership Board</b> |
| <b>Jennifer Sergeant</b> | <b>Zina Etheridge</b>                 |
|                          |                                       |
| <b>Date:</b>             | <b>Date:</b>                          |

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

Appendix A - Existing staff structure



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

Appendix B – Costed plan

**Appendix B: Haringey YJS Good Practice Grant**

**Costed Delivery/ Improvement Plan 2015-2016**

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

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

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

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

## Appendix C – Integrated Improvement Plan

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

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

This page is intentionally left blank