

HARINGEY ANNUAL YOUTH JUSTICE PLAN

2018-2019



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Introduction

Welcome to the 2018-19 Haringey Youth Justice Annual Plan. The Plan gives an overview of the work of the Youth Justice Service in Haringey, of performance over the past year and our priorities for the coming year.

Haringey Youth Justice Service has strived to provide an effective service in the last year and achieved much; with positive feedback resulting from a Joint Area Targeted Inspection in relation to neglect and reduced reoffending rates amongst our Out of Court Disposal cohort.

The priority for the coming year will be to build on levels of partnership engagement in addressing issues of youth crime and the delivery of essential services to the youth justice cohort. The Police, Children's Services, Health Services, Probation, Community Safety and voluntary sector providers will work together to ensure delivery of high quality and effective services to young people, their families and the victims of offending.

This work is overseen by the Youth Justice Partnership Board (YJB) whose 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 overall effectiveness of the YJS continues to be monitored by the Youth Justice Board against three key national indicators:

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

This year has been challenging due to the complexity of the young lives that we work with and increase in serious youth violence and knife crime in Haringey and across London. Budgetary pressures have impacted on all partners and the Youth Justice Partnership Board will continue to work to ensure that the impact on front line services is kept to a minimum.

The Partnership Board thanks the staff for their ongoing dedication and commitment to support young people who are offending and at risk of offending in Haringey.

In 2018-19 our plans include:

- Continued focus on reducing disproportionality amongst BAME young people
- Working with partners across the system to reduce levels of serious youth violence and knife crime
- A focus across the partnership on early intervention and prevention to reduce offending and reoffending by young people
- Focus on work with victims and restorative justice approaches across the partnership

On behalf of the Management Board I am pleased to present Haringey's Youth Justice Strategic Plan for 2018-19.



Ann Graham
Director of Children's Services – London Borough of Haringey

Key priorities identified for the Board for 2018-19:

- We will continue to strengthen relationships with statutory and non-statutory partners for the ongoing effective delivery of youth justice services. Statutory requirements for partners to cooperate, at both a strategic and operational level, are important for the delivery of effective youth justice services.
- Reduce levels of serious youth violence and knife crime in the borough as a means of increasing community safety and reducing the safety and well-being concerns relating to young people.
- Different causes and manifestations of trauma are associated with offenders and victims. The recent refresh analysis of young people confirms this and therefore interventions that address the mental health and emotional well-being needs of young people is an area of attention and focus.
- The YJS will work in partnership across the local authority in order to develop restorative approaches with young people and families involving schools and Early Help. Research evidence tells us that restorative justice approaches deliver improved outcomes for young people involved in offending behaviour and other conflictual situations.

Local Demographics

Key factors pertaining to the youth offending population in Haringey, taken from the latest YJS caseload snapshot in May 2018, were;

- The Haringey youth population stood at 23,783 (2011 census) of which the YJS worked with 0.79% of the youth population.
- The latest count for the total caseload consists of 138 cases, 108 of which are statutory. This represents a 22% reduction in the total caseload since last year and 26% since 2015. The statutory caseload has increased by 1 young person since last year and is exactly the same as three years ago. This clearly indicates that the reduction over the last three years is in the number of OOCs. This is due to the recent improvements made in delivering swift diversion from the youth justice system with low reoffending rates for this cohort of young people.
- Community orders currently constitute 92% of our caseload, 5% are serving custodial sentences and 3% are serving a custodial remand.
- The ethnicity of clients (using census categories) is 51% black, 28% white, 14% mixed, 2% asian and 5% other. White has reduced by 4% and dual heritage increased by 3%, black has increased by 1%.
- Haringey black young people are disproportionately over-represented in the youth justice system by 23%, when compared to the census 2011 population figure.
- 85% of the caseload are male, 10% higher than 3 years ago. This is in part due to the reduction of lower tariff offenders on the caseload, which historically have a higher female contingent.

- Violent offences remain the highest offending category. There were 206 violent offences committed in the last year which represents 25% of all offending. Numbers are increasing which bucks the trend of most other offending categories. Drug related offending is reducing particularly supply of drugs offences and offending along county lines. Motoring now accounts for 11% (88) of our caseload compared to 4% (39) 18 months ago.
- There is an increased level of risk across the caseload; Risk of Serious Harm by 16% since last year, Safety and Wellbeing by 10% and Scaled Approach level by 6%. This infers the caseload is becoming increasingly complex.
- The caseload is getting older, 46% (52) are 17 years or older compared to 37% last year. This is due to increased use of diversion for lower level offences.

Areas of Achievement and Progress in 2017/18

- Introduction and delivery of a new induction and intervention process for young people subject to Triage and Out of Court Disposals in order to enable less complex cases to be dealt with more appropriately. This has led to an improvement in reoffending rates for those subject to triage (12.8% from 20% in the previous year) and Cautions with conditions (22% from 61%). The overall reoffending rate for those receiving a YJS intervention as part of the out of court disposal process is 15% across a total of 165 young people
- Participation in Haringey Joint Area Targeted Inspection in relation to Neglect that highlighted areas of good practice developed within the YJS
- Delivery of a successful range of reparation projects in the borough bringing added value to court orders and giving back to the community
- Integration of the YJS in CYPS
- Development and agreement of YJS / CYPS protocol; signed off in October 2017
- Implementation of a streamlined process for the sharing of information in regard to remands to Youth Detention Accommodation with Children's Social Care to improve payment processes to MoJ related to remand bed nights
- YJS Integrated Improvement Plan in relation to performance management
- Working agreement developed and delivered in relation to substance misuse services with Insight Platform, a local third sector organization. This has led to better access for YJS young people to substance misuse services with an increase of 48% in the number of monthly referrals Insight Platform during the first six months of this year
- Development and implementation of a local Young People's Planning booklet to increase user involvement in intervention planning incorporating the Signs of safety framework
- Actively working alongside the SEND team to ensure that all relevant young people have an up to date EHCP and monitoring of the ETE rate for young people on the active caseload. The latest figures demonstrate that 90% of school age young people are in appropriate education provision with 69% of young people above the school leaving age in appropriate ETE.
- Aligned processes to reflect the boroughs approach to embedding the Signs of Safety 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.

Please note that as only data up to Q3 is currently available. Performance for 2017/18 as confirmed by the YJB is as follows:

NI 19 – **Rate of Proven Re-Offending** – the new methodology for determining the re-offending rate creates more quarterly fluctuation which can make it difficult to identify trends. Our latest rate is 50% which is an increase of 3% from the previous year and 5% since 2014 cohort. Haringey's percentage is slightly higher than both London and family averages.

NI 43 – **Custodial Sentences**. Haringey's rate of custody (per 1,000 10-17 year olds) has increased from 0.73 to 1.12, an additional 8 custodial sentences, on the previous year. There were 28 custodial sentences during 2016/17 many of which were in the first half of the year wherein many serious offences were committed. Haringey's rate higher than both the family and London averages.

NI 111 – **First Time Entrants**. The rate has increased from 419 (per 100,000 10-17 year olds) last year to 455 (per 100,000) relating to an increase of 13 young people. However, Haringey's FTE remains lower than the Family (516 per 100,000) average albeit higher than the London average (380 per 100,000). There were 114 FTEs in the last year compared to 255 in 2011.

Review of 2017 -18 Youth Justice Plan developments:

Audits

Managers within the service routinely undertake case management audits on a monthly basis in order to analyse practice in relation to assessment, planning and delivery of Court orders. Additional audits have been undertaken in respect of 'neglect', National Standards and the quality of supervision. These audits have provided the information on which the YJS Internal Improvement plan is based.

SEND

A protocol has been agreed with the local authority SEND team and enhanced working practices across the two services. The YJS ETE officer works closely with SEND to ensure that all relevant young people have an EHCP in place, with additional focus on those entering the secure estate. The YJS has introduced a process whereby the Educational Psychology department are notified whenever a young person is sentenced to a Court order in order that records can be checked and assessment refreshed where necessary.

Haringey YJS has recently introduced data collection in relation to the rates of young people in education on the caseload. 84% of school age young people are in an education placement (May 2018) with 63% of over school age young people in some form of college or employment.

Substance Misuse

Substance misuse specialists from the specialist commissioned young people's service, Insight Platform, and the council's Children's Service Targeted Response Team have been available to undertake assessments and interventions with young people involved with the YJS throughout the year. Group work has been delivered to all young people receiving out of Court disposals for drug related offences.

Additional availability for the screening of all (100%) high risk young people is planned with group work for the summer months in both Tottenham and Wood Green locations enabling the YJS to

respond to need in localities that takes account of vulnerabilities linked to gang and post code issues.

Early Help

The YJS monitors referrals to Children's Services Early Help and ensures that an offer is made to all families that are not already involved with social care. A recent analysis of all statutory cases in the service found that 46% of cases were already involved with social care and that a further 28% of parent carers declined the offer of early help. Further analysis will take place in order to better understand the reasons for refusal, to inform actions to be put in place to address to support families earlier.

Gangs

The YJS Risk Management Panel is attended by the Haringey Police gangs unit and the YJS Police. Cases are now referred to the RMP when assessed as High or Very High in relation to ROSH or Safety and Well Being needs, utilising Asset Plus, meaning that young people vulnerable to harm from involvement with gangs are discussed and safety plans developed.

The YJS Service manager sits on the MASE and also the operational sub group in relation to Missing, CSE, CCE, Girls and Gangs. This enables the YJS to work closely with partner agencies to share information and develop safety plans in relation to gang affected young people.

Child Sexual Exploitation.

Training was commissioned from Safer London and delivered during 2017 specifically for the Youth Justice Service in relation to CSE. This training addressed how to identify indicators of CSE and how to approach intervening in cases where it was taking place, Staff were trained in the use of the CSE assessment tool in order to identify those at risk and make appropriate interventions and referrals.

Disproportionality

Haringey YJS is currently working with the six other YOTs using the North London Youth Court at Highbury Corner to better understand and address issues of disproportionality at Court. The Ministry of Justice will be involved in this project to analyse Court decision making, YOT practice and outcomes for BAME young people.

Signs of Safety (SoS)

The Youth Justice Service lead for SoS is an active member of the leadership group taking the model forward in the borough. SoS based supervision sessions are evidenced on casefiles and the SS consultant attached to the borough is planned to deliver additional sessions utilising the model on real cases in the YJS in order that the service explore practice collectively.

The model is being embedded in the practice of the YJS. The locally developed young people's plan has signs of safety at the core of its design with a recent audit evidencing its use in 100% of statutory cases at the start of the order.

Parent carer Involvement

Progress has been made in relation to parent / carer involvement and this has formed one aspect of the YJS Improvement Plan. The service is aiming to ensure that 80% of parent /carers complete a self-assessment at the commencement of our involvement and that 100% of parent / carers be invited to reviews.

The YJS Strategic Manager sits on a panel determining which families are selected for the locally commissioned Multi Systemic Therapy provision. The provision is being targeted at families where young people are at risk of being received into care or are on a trajectory to custody. The YJS currently has one family engaged with MST and actively assesses families suitability on a regular basis.

JTAI

Haringey was subject to a thematic Joint Targeted Area Inspection in relation to neglect during the last year. The following was commented in the final report;

In the youth justice service, there were two examples in which the 'Voice of the Child' self-assessment tool was used as part of the 'Asset Plus' assessment and the views of the child were incorporated into the assessment. The youth justice service has also developed its own 'My Plan' document, which enables the child to identify their own targets and to use it to address their offending behaviour effectively.

The youth justice service undertook a review of the 20 most prolific offenders, focusing on their life histories. It found very high levels of neglect, and the effect of trauma the cumulative consequences of neglect have in the young people's lives. The service has disseminated the findings of the review widely and is currently seeking funding to develop a trauma-informed practice model. The youth justice service is represented at the LSCB and has taken important issues relating to young people to the Board, including the issue of young people in both police and prison custody.

Training

Training has been delivered to the service on a bespoke basis in relation to CSE, Homelessness and Speech and Language by partners. In addition to this Haringey YJS took up a range of training from the London YJB Inset training and the Service Manager has been a member of the YJB London workforce development group.

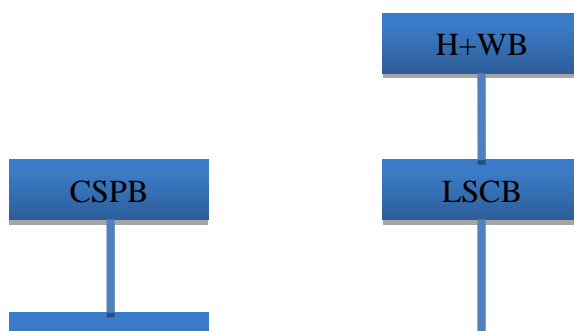
Out of Court Disposals

Changes made in relation to the management of out of Court disposals during 2017/18 has seen real improvements being made in terms of stream lining processes in order to divert young people more swiftly from the youth justice system. This has involved the introduction of an improved induction process and greater levels of management oversight. The introduction of a new senior practitioner and Triage worker have impacted positively in this area delivering swift diversion from the youth justice system and low reoffending rates.

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.

Governance Structure



YJPB: Youth Justice Partnership Board, CSPB: Community Safety Partnership Board, LSCB: Local Safeguarding Children Board, H&WBB: Health and Wellbeing Board

Youth Justice Partnership Board Membership:

DCS – 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
Assistant Director – London Borough of Haringey, Public Health
Haringey CCG
Police MPS Borough Senior Officer
Health Children’s Commissioning Lead
Mental Health CAMHS
Education Representative Head Teacher and Head of Schools and Learning
Probation Assistant Chief Probation Officer
Court Head of Courts Service
Community Safety Assistant Director

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

- Monitors performance against both National and Local Indicators receiving for scrutiny, comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Ensure that the YJS are delivered within the allocated budget and complies with the YJB grant conditions.
- Oversees the implementation of the annual Youth Justice 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’.

Resources and Value for Money

Agency

Local Authority	£ 768,900
Youth Justice Grant	£ 496,288
Probation	Seconded Probation Officer plus £5000
Health	2 x CAMHS practitioners 1 x School Nurse
Police	2 x Police Constable 1 x DS

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 the Appropriate Adult Service. Since April 2017 the appropriate Adult Service has jointly commissioned with the London Borough of Enfield. The current delivery provider is TAAS (The Appropriate Adult Service).

The YJS has provision of 1.0 WTE seconded. NPS resource is available to the service. To address national challenges in recruitment, the YJS and NPS are negotiating proposals for increased assurance of recruitment to the existing vacancy as a priority in the autumn.

CAMHS provision in respect of Youth Justice Liaison and Diversion is currently being provided through 1.6 WTE resource for the YJLD worker resourced through NHS England. Mental health provision to the YJS will be increasing to ensure that there are two full time posts covering CAMHS and L&D responsibilities in the YJS with additional support in terms of Psychology and Speech and Language.

Trauma based approaches training for YJ staff and partner practitioners involved with complex cases has been commissioned, to be delivered in November and December 2018. This will enhance the partnerships ability to intervene appropriately with young people at risk of, or involved in, violent offending thereby reducing the number of first time entrants reoffending and the use of custody, in relation to those already in the youth justice system.

Partnership Arrangements

The YJS is a multi-agency service with staff representing a range of agencies including Children Service, Probation, Health, Education, and Police. The YJS Police staff are based, locally in the Integrated Offender Management team and attend the YJS in order to deliver out of court disposals, risk management panel and organisational meetings with colleagues.

The YJS has been without a seconded probation officer since April 2018 and is currently seeking a solution to this situation. The YJS and NPS are working closely for solution in recruitment and is a priority for attention.

There are two identified CAMHS posts identified for the YJS that share responsibility for delivering interventions on Court orders and the liaison and diversion role.

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

The YJS Service Manager is a member of the Missing Children and Child Sexual Exploitation Operational Group, and Prevent Channel Panel. 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 Service Manager also represents the service at the MASE and sits on the operational group for the MASH.

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 and Haringey's Community Safety Partnership. The Head of Service also attends the London YOT network meetings.

The Director of the Children's Service is chair of the Youth Justice Partnership Board.

Services are being commissioned during 2018 / 19 with a view to securing improved outcomes in relation to the three National outcome measures of reducing FTE's, reoffending and the use of custody. These include delivering training in relation to trauma, the use of RJ processes in early help and one to one and group knife crime interventions.

Risks to Future Delivery against the three outcome measures

- Changes in offending patterns by young people at first time entry point
- Reductions in funding affecting agencies ability to meet partnership responsibilities
- Recruitment difficulties experienced by partner agencies
- National pay increases over and above predicted levels in local authority and partnership budgets
- Partners not fulfilling responsibilities to deliver agreed levels of resource.

The Youth Justice Service currently undertakes a monthly case management audits in order to inform continuous improvement. These audits have been analysed using a locally developed tool and have contributed to the development of the YJS Improvement Plan. In the coming year thematic audits will be undertaken taking account of the findings of inspections related to CSE, Out of court Disposals and Public protection. These audits will inform future practice aimed at reducing the risk to young people from the complex issues of CSE and County lines, maintaining positive practice in relation to first time entrants and addressing the prevalence of violent offending amongst a small and complex cohort of Haringey young people.

CSE: Audits will analyse practice in relation to young people that go missing from home, school or care that are at risk of CSE, gang involvement and county lines. The use of screening tools and referrals to appropriate panels and the NRM will be addressed as well as the use of home visits and communication with other professionals.

Out of Court Disposals: The introduction of an OOCSD Scrutiny panel with Court and Police input will enable the partnership to develop a better understanding of the decision making process and appropriateness of using different methods of disposal. This will be built upon with the use of audits of OOCSD's to ensure that proportionate disposals are being used to deal with offending. The reoffending rates for those receiving YJS intervention as part of an OOCSD are encouraging and should be better understood to inform other types of intervention.

Public Protection: The protection of the public is a partnership responsibility that requires all agencies to take full responsibility for this area of work. The presence of trauma in the lives of young people that harm others was a feature of our own analysis of cases, highlighted in the JTAI report, and also the HMIP thematic inspection of Public protection work by YOTs. The YJS will undertake a thematic audit of cases in relation to ROSH that seeks to identify the levels of practice

in relation to understanding trauma, identification of specific victims and effectiveness of multi agency development of safety plans. The introduction of Signs of Safety group supervision for case managers of high risk cases is a response to the need to better identify specific risks and involve individuals in managing their own behaviour from a better understanding of self.

Resettlement of young people continues to pose a challenge to the YJS and partners. The introduction of 'Haringey' resettlement meetings, in all cases six weeks prior to release, involving social care has improved our ability to ensure that young people have an identified placement prior to their return to the community. We will continue to manage this risk in the same way.

The YJS will continue to contribute as a partnership the borough approach to Youth at Risk that is the borough's emerged response to reducing knife crime and serious youth violence. The YJS are key partners contributing to the implementation and delivery of the Metropolitan Police Knife Crime Action Plan for LBOH. The service has undertaken an analysis of its repeat offenders and has found that weapon enabled crime as being a feature in repeat offending.

Improvement Plan

A detailed YJS improvement plan is currently in place. This plan was developed following on from three audits undertaken during the year including the YJB National Standards audit, a partnership audit based on the previous HMIP framework and a review of monthly case management audits carried out within the service. The improvement plan is monitored via a data set produced on a monthly basis that is discussed at monthly managers meetings with the Head of Service and Service Manager.

The following areas are included in the improvement plan;

Young person and Parent / Carer involvement

A focus on increasing levels of home visits and engagement of parents in the assessment, planning, and delivery of interventions. Young people are routinely involved in the development of plans and the use of a Signs of Safety approach has contributed toward this. This approach needs to be broadened to include parent / carers on a routine basis.

Service user consultation events will take place with the Haringey Adult Learning Service (HALS) in order to involve them in the development of a group work program for parent / carers of young people involved with the Youth Justice Service.

Targets have been set for the completion of self-assessments in the Asset Plus process and these are now included within the induction process at the YJS. The use of home visits during assessments and on Court orders has been prioritised within the service, as parental engagement in the process is known to be one of a number of pre-cursory factors for successful engagement with young offenders.

Diversity

The YJS as a service, needs to be more consistent in our attention to diversity issues as they affect young people and families involved with the service. In order to address this a social worker within the service led a discussion in a service 'away day' seeking practical ways in which issues identified in assessment can be addressed within interventions. This issue will be kept on the agenda of all monthly service meetings for supporting staff to consider their approach to address diversity in their practice.

A young people's consultation event will take place this year in order to seek young people's views on living in the borough and how issues of diversity impact upon their lives. This will inform future service development.

Managing Vulnerabilities

The YJS are represented at the LSCB, MASE and Missing, CSE, Girls and Gangs Panel (MCSEGG), and Prevent Channel Panel. This strategic involvement needs to translate into more consistent practice in relation to the service managing vulnerabilities across the cohort of young people involved with the service.

The YJS monitors young people that are missing on a weekly basis and staff are required to report all episodes to the YJS management team. This is monitored by the Service Manager and reported on to the Head of Service. Improvements are required in relation to the reporting of these young people and the referral to the MCSEGG on a consistent basis. Going forward missing episodes and referrals will be on the standing agenda for all case manager supervisions.

The YJS Service Manager will continue to oversee information sharing with the local MARAC and attend wherever individuals involved with the YJS are discussed.

Referrals to partners that can manage vulnerabilities from a specialist perspective will continue to be monitored and new ways of delivering interventions developed. A substance misuse specialist based in Targeted Response will be screening all high risk young people for need in that area in addition to running a group program for this cohort.

All young people entering the secure estate will now be receiving monthly 'welfare visits' as a minimum in order to manage vulnerabilities in the secure estate. Any issues of concern will be reported to the YJS Service manager for escalation where appropriate.

Partnerships

The YJ partnership Board will be holding an event, this winter period, for all local partner agencies to work together on assessing how we are performing in relation to delivering against youth justice responsibilities in the borough. The event will use the new HMIP framework in order to assess partner's contributions toward delivering effective youth justice services and develop a strategy for moving forward.

Haringey young people appear at North London Youth Court based at Highbury Corner. The YJS will be holding a series of events during the year for Magistrates focusing on a range of topics that will be decided upon in consultation with the Courts. These will involve the presentation of local data in addition to sessions led by practitioners related to their area of expertise.

Haringey YJS will be introducing an Out of Court Disposals Scrutiny Panel during 2018/19. This will build on the experience of a local pilot in neighbouring boroughs and involve YJS, Police and Courts in scrutinising the decision making process in relation to out of court disposals. The aim of this process will be to ensure that issues of disproportionality are addressed and the need for cases to be 'referred back' by the Courts reduced.

The YJS Police officers have not been co located since 2011. The YJS Service Manager and relevant DS are in the process of assessing the Police role in the YJS and determining priorities moving forward. A clear YJS Policy strategy will be developed that enhances practice in relation to OOCDS, restorative processes and information sharing.

Haringey CAMHS are currently recruiting to two posts that will be permanently based in the Youth Justice Service, utilising funding from NHS England and the CCG. These posts will share responsibility for providing the youth justice liaison and diversion role, screening young people at

point of first contact with the youth justice system, with providing a CAMHS service to young people subject to statutory Court orders.

Public Health commission a School Nursing Service that provides a school nurse for one day per week, term time only, dedicated to youth justice. The nurse provision will be utilised to undertake individual screenings with all young people and the additional resource of delivering sexual health sessions to groups of young people across the youth justice service.

A recent Members Scrutiny Panel report into the use of restorative processes has made a series of recommendations that are being taken forward across the partnership. The use of RJ principles will be embedded across the partnership and incorporated within the Borough Plan. Pilot projects aimed at using RJ as a means of dealing with conflict situations are targeted for Youth Workers, schools and with families engaged with the Early Help service within Haringey.

Interventions


During 2017 the partnership undertook a piece of research into 20 cases of young people that had reached the age of 18 with a long history of youth justice and multi agency involvements. This research revealed high levels of trauma dating back to a young age and impacting upon the children's lives in a multiplicity of ways. In response to this the partnership board has commissioned a trauma based approaches package to train up to 20 staff and support them in embedding learning into practice. This will be delivered during 2018/19.

Haringey YJS will continue to promote and embed the Signs of Safety model to our work with young people and families. The framework has been introduced to one to one supervision with staff and will continue to be developed in this forum and inform the development of young people's intervention plans. In the coming year a focus of developing effective practice will be the introduction of group supervision utilising the Signs of Safety framework to improve risk assessments and intervention planning. This will be a particularly important aspect of our strategy to deliver better outcomes in relation to public protection and managing vulnerabilities.

Parenting Interventions and provision has been agreed to be delivered via Early Help for families with no current social care involvement and Targeted Response where already known to the department. Group work interventions will be developed with a third sector organisation for both parents of young offenders and young men as prospective fathers.

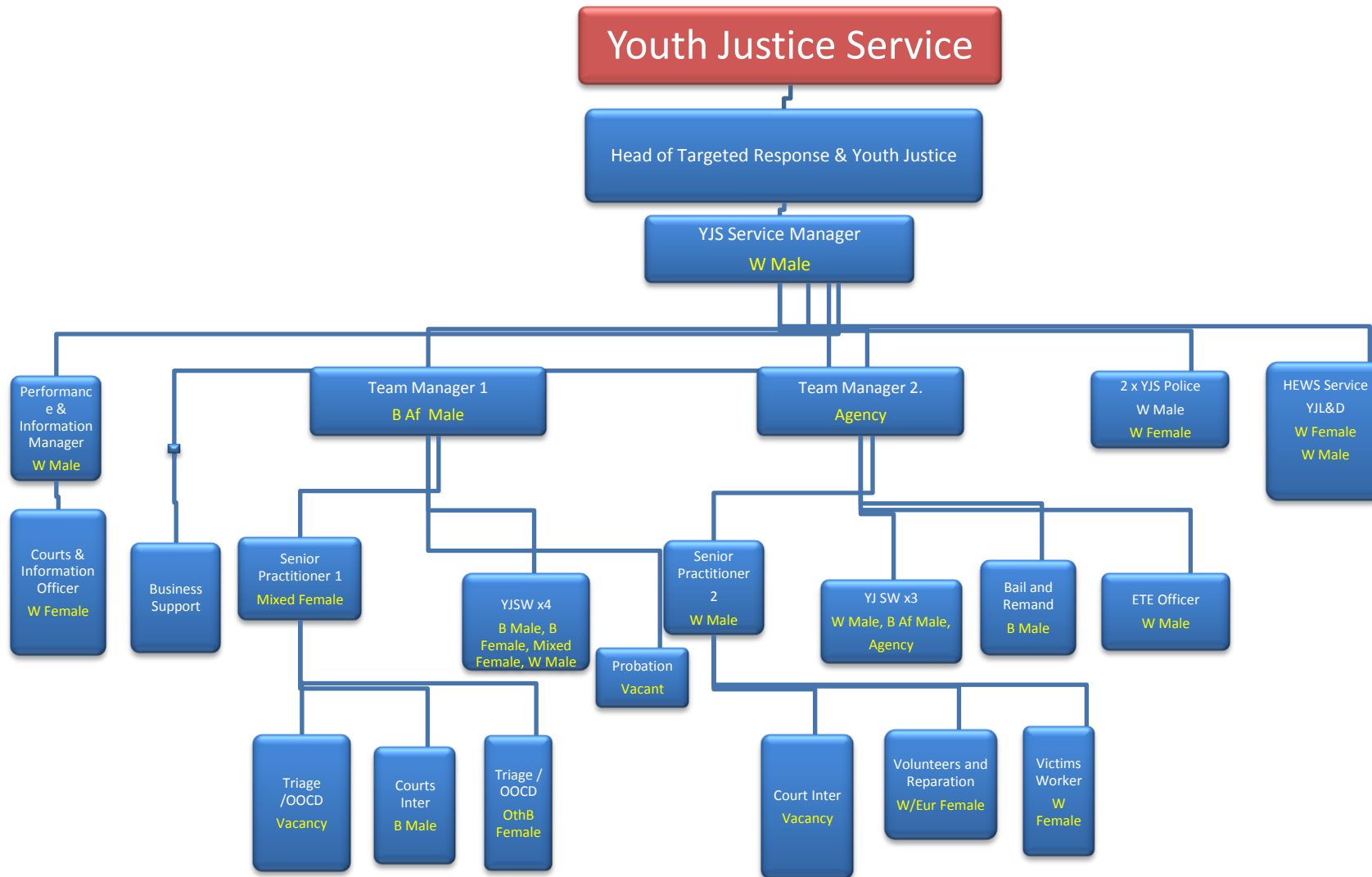
During 2018/19 a Junior Attendance Centre becomes available to Haringey young people along with those from neighbouring boroughs. This resource, commissioned from Wipers Youth, provides a digital resource for young people subject to statutory Court orders, at the weekend and fulfils the YJB guidance in relation to JAC's.

Haringey YJS will be enhancing the delivery of the weapons awareness programme and has commissioned street doctors to deliver a number of group sessions for young people affected by knife related crime. The objectives of Street Doctors modules are to equip the young people with practical, emergency life-saving skills and an understanding of the consequences of violent crime. The purpose of this is to empower young people to make informed, positive choices in the future.

Head of Service	Chair of YJS Partnership Board
Jennifer Sergeant	Ann Graham
Jennifer Sergeant	
Date: 31/08/2018	Date: 06/09/18

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

Haringey YJS Good Practice Grant

Costed Delivery 2018 / 19

Activity/Resource	Outcome supported	Developing Good Practice	Evidence	Costs
Group work/programmes. Triage worker and YJS Social Worker, Management	<ul style="list-style-type: none"> • Reduction in First Time Entrants. • Reduction in custody. • Reduction in reoffending. • Effective Public Protection. • Effective Safeguarding. 	<ul style="list-style-type: none"> • Development of strategies for reducing FTE's with partner agencies including the development of an FTE Scrutiny Panel. • Use of 'Street Doctors' to enhance weapons awareness work. • Weapons Awareness programme. • Development of substance misuse interventions in conjunction with Targeted Response and Insight Platform. • Development and delivery of sexual health sessions for young people. • Development of strategies for partnership approach to reducing knife crime and serious youth violence. • Partnership approaches to reducing levels of disproportionality affecting young black men. • Development of an 'Interventions menu'. • Parenting interventions in conjunction with partners. 	<ul style="list-style-type: none"> • Core Outcomes. • Youth Justice Plan. • Intervention material. • Audits and improvement reports. • Supervision and appraisals. • Partnership agreements and SLA's. 	£ 132000
Reparation projects, Reparation and Volunteer Support Worker, Senior Practitioner, Courts and Intervention	<ul style="list-style-type: none"> • Community payback. • Reduction in custody. • Reduction in 	<ul style="list-style-type: none"> • Continued development of a diverse range reparation projects that can also deliver unpaid work requirements for youths. • Development and implementation of 	<ul style="list-style-type: none"> • Performance reports • Consistent Inductions • Victim involvement 	£ 72200

workers	<ul style="list-style-type: none"> offending. Victim involvement. 	<ul style="list-style-type: none"> RJ policy and procedure. Use of and management of volunteers. Management link with CRC. Development of users groups targeting issue of disproportionality. Increased levels of victim engagement. 		
Performance and Information Manager and Courts and Information Officer	<ul style="list-style-type: none"> Reduction in First Time Entrants. Reduction in custody. Reduction in reoffending. Effective Public Protection. Effective Safeguarding 	<ul style="list-style-type: none"> Maintenance of Childview. Performance information that contributes toward partnership strategies to deliver against improvement plans. Extraction and analysis of performance data. Monthly improvement plan monitoring Undertaking of thematic audits and analysis in order to inform practice development. 	<ul style="list-style-type: none"> Performance reports. Core Outcome. Youth Justice Plan. 	£ 75300
Training including YJ management time in designing and delivering training	<ul style="list-style-type: none"> Delivery of Effective Practice forum Asset Plus workshops Reduction in First Time Entrants. Reduction in custody. Reduction in reoffending. Effective Public Protection. 	<ul style="list-style-type: none"> Developed internal good practice and peer support/development INSET training e.g. Court practice, Motivational Interviewing, Unconscious bias, Quality assurance in Asset Plus, AIM 2. SoS Group Supervision. Court work training. Asset Plus refresher workshops Embedding Signs of Safety in YJ practice. Trauma based approaches. Development of trauma based approaches. 	<ul style="list-style-type: none"> Training plan/log. Interventions. Materials. Supervision discussions. Workshop records 	£ 26800

	<ul style="list-style-type: none"> • Effective Safeguarding 			
Management time. Team Managers, Senior Practitioners and Service Manager.	<ul style="list-style-type: none"> • Reduction in First Time Entrants. • Reduction in custody. • Reduction in reoffending. • Effective Public Protection. • Effective Safeguarding. • Risk Management. 	<ul style="list-style-type: none"> • Comprehensive review of all YJS policies and procedures. • Staff observation of practice. • Case management audits using locally devised tool in conjunction with CYPS colleagues. • Oversight and delivery of effective Court services. • Audit analysis and improvement planning. • Embedding of Signs Of Safety approach. • YJS representative at Haringey Missing Child and Child Sexual Exploitation, Girls and Gangs Operational Group. • YJS representation at Gang Action Group. • YJS representation at MASE. • YJS representation at MARAC. • YJS representation at MAPPA. • Development of group supervision utilising signs of safety approach. • Arranging, organising and monitoring training. • Implementing and monitoring good practice in relation to Out of Court 	<ul style="list-style-type: none"> • Youth Justice Plan. • Core Outcomes. • Audits and Improvement reports. • Supervision and Appraisals. • Improved Partnership working and outcomes 	£187088

		<p>Disposals.</p> <ul style="list-style-type: none"> • Development of OOCB Scrutiny Panel. • Benchmarking practice against HMIP reports, reporting to LSCB and YJS Partnership Board. • Development of partnership arrangements to address increase in knife crime. • Development of parenting offer with CYPS colleagues. • YJS management link with CAMHS • YJS management link with NPS / CRC. • Development of YJS / Police protocol and procedure. 		
YJS Partnership Board	<ul style="list-style-type: none"> • Effective Governance. • Reduce offending. • Reduce custody. • Reduce FTE's. 	<ul style="list-style-type: none"> • Development of effective partnership board with increased partnership involvement. • Strategic direction for local area in relation to services delivered to young people that offend and their families. • Thematic partnership workshops • Partnership audit and monitoring exercises. • Administration and Business Support services to partnership board. 	<ul style="list-style-type: none"> • Partnership Board meetings • Increased participation • Evidenced outcomes • Audit and monitoring events • Strategic outcomes 	£1900
Books publications and resources	<ul style="list-style-type: none"> • Effective practice. • Learning. • Delivery of Interventions. • Improved practice. 	<ul style="list-style-type: none"> • Material and publications related to group work, AIM 2. Program /Behaviour Strategy, gangs and serious youth violence. E.g DVDs, Interactive resources, work packs, Young Peoples Plans, AYM membership. 	<ul style="list-style-type: none"> • Materials 	£1000

TOTAL				£496,288
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Appendix C – Integrated Improvement Plan

Area for improvement	Action	Description	Responsibility	Timescale
First Time Entrants	Introduction of an Out of Court Disposal Scrutiny Panel	Bi annual panel to be coordinated with YJS, Police and Courts to scrutinise out of Court decisions. This panel will examine a sample of cases in order to ensure that decisions to divert young people from the Court system are appropriate.	YJ Team Manager and Senior Practitioner	December 2018
Knife Crime	Use of Street Doctors to enhance the YJS Weapons Awareness Programme	Incorporation of programme into current group work with young people convicted of knife enabled crime.	YJS Service Manager	December 2018
	Serious Youth Violence Reduction Plan	Partner engagement in the development and delivery of the Haringey and Enfield SYC Reduction Plan.	Head of Service, YJ and Targeted / YJ Service Manager / Community Safety Offender Management Strategic Lead	2018/19
	Development of one to one and group work interventions with convicted knife enabled offenders	Purchase of programmes and embedding in practice of effective interventions with young people subject to O OCD and Court orders.	YJ Service Manager and Team Managers	January 2019

Disproportionality	Participation in 7 borough Disproportionality working group	Analysis of Court decision making and partner practice in relation to BAME young people appearing at North London Youth Court.	YJS Team Manager responsible for Courts.	April 2019
Parent / Carer Involvement	Delivery of a group work program for the parent / carers of young people involved with the YJS	Two consultation events for parent / carers. The design and delivery of a program for parent / carers that addresses self-identified needs and links participants into relevant community projects.	YJS Service Manager HALS	October 2018
Managing Vulnerabilities	Provision of and enhanced L&D and CAMHS provision within the YJS. Delivery of County Lines Film and participation event Delivery of commissioned training in Trauma Based Approaches to YJS and selected partners practitioners across Early Help	Provision of 2 dedicated L&D / CAMHS posts that screen, assess and intervene with young people involved with the YJS. Presentation of County Lines film to partners including YJS, Early Help, Social Care and Schools in order to raise awareness of issue across the partnership. 6 day training delivered by Icon for staff that introduces staff to the concepts of trauma based approaches and assists in embedding these principles in practice.	CCG CAMHS Missing, CSE,CCE, Girls and Gangs Group. YJ Service Manager CCG Icon Program	October 2018 November 2018 November and December 2018

Restorative Justice	Delivery of Restorative Justice training across the partnership.	Training to partners in Early Help and Youth services in the principles of restorative justice in order that these can be embedded in practice with young people in a range of contexts.	YJ Team Manager Targeted Response Team Manager	January 2018
Effective Management Oversight	Implementation of Thematic audits in relation to OOSD's, CSE and Public Protection	Design of thematic audit tools and use across a sample of cases representing the caseload in Haringey YJS.	YJS Service Manager	October 2018