



# Haringey Youth Justice Strategic Plan 2022-2023



# Annual Youth Justice Plan

<b>Service</b>	Haringey Youth Justice Service
<b>Date</b>	19/05/22
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## TABLE OF CONTENTS

1	Introduction, Vision and Strategy.....	5
1.1	Introduction.....	5
1.2	Vision and Strategy.....	6
1.2.1	The Vision.....	6
1.2.2	the Strategy – our priorities FOR 2022 - 2023.....	7
2	Local Context.....	9
2.1	Local Context.....	9
2.2	Overarching Plans and Strategies.....	9
3	Child First, Offender second approach.....	11
4	Voice of children and young people.....	12
4.1	Feedback about YJS Staff.....	14
4.1.1	Management Response to Feedback.....	16
5	Governance, Leadership and Partnership Arrangements.....	17
5.1	Partnership Arrangements.....	18
6	Resources and Services.....	19
6.1	2022/23 Budget.....	19
7	Progress on Previous Plan.....	21
8	Performance and Priorities.....	24
8.1	First Time Entrants.....	24
8.1.1	National Indicator.....	24
8.1.2	Local Analysis.....	25
8.2	Use of Custody.....	26
8.2.1	National Indicator.....	26
8.2.2	Further Analysis.....	26
8.3	Re-offending Rate.....	28
8.3.1	Re-offending Live Tracker.....	28
8.4	Education.....	31
8.5	Disproportionality.....	32
8.5.1	Ethnic Disparity Tool.....	32
8.5.2	Thematic Inspection.....	33
8.6	Restorative Justice, Reparation and Victims.....	34
8.6.1	Reparation.....	36
8.7	Prevention and Diversion.....	38
8.8	Serious Youth Violence and exploitation.....	41
8.8.1	Violence, Vulnerability and Exploitation Network.....	41
8.8.2	North Area Violence Reduction Group.....	41

## Haringey Youth Justice Strategic Plan 22/23

8.8.3	Serious Youth Violence Data.....	42
8.9	Constructive Resettlement and the use of custody.....	44
8.10	Personal Performance Reports.....	44
9	National Standards.....	48
10	Challenges, Risks and Issues.....	50
10.1	COVID-19 .....	50
11	Service Improvement Plan .....	51
12	Evidence-based Practice and Innovation .....	52
13	Looking Forward.....	53
13.1	Youth Crime Prevention and a Whole Family Approach.....	53
13.1.1	Existing Family Provision within the YJS.....	53
13.1.2	Planning for Implementation.....	54
13.1.3	Measuring Impact.....	54
14	Sign-off, Submission and Approval.....	55
15	Appendix 1 - Board Membership.....	56
15.1	Youth Justice Management Board Membership.....	56
15.2	Terms of Reference.....	58
16	Appendix 2 - Service Structure Chart & ethnicity.....	63
16.1	Youth Justice Structure.....	63
16.2	Children and Young People Structure .....	63
16.3	Staff Ethnicity Breakdown.....	64
17	Appendix 3 Operational Improvement plan – inc NS.....	65
18	Appendix 4 YJS Partnership Plan.....	73
19	Appendix 5 YJS Training Plan.....	82
20	Glossary .....	88

# 1 INTRODUCTION, VISION AND STRATEGY

## 1.1 INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

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

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

In 2022-2023 our plans include:

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

**Child first,  
offender second**

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

Ann Graham

Director of Children's Services – London Borough of Haringey

## 1.2 VISION AND STRATEGY

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

### 1.2.1 THE VISION

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

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

### 1.2.2 THE STRATEGY – OUR PRIORITIES FOR 2022 - 2023

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

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

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

## 2 LOCAL CONTEXT

### 2.1 LOCAL CONTEXT

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

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

### 2.2 OVERARCHING PLANS AND STRATEGIES

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

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

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

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

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

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

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

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

### 3 CHILD FIRST, OFFENDER SECOND APPROACH

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

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

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

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

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

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

As a Children Services directorate we are committed to

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

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

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

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

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

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

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

## 4.1 FEEDBACK ABOUT YJS STAFF



### Feedback about Participation Event

"Why do the meetings have to be so long"?

"duration of appointments is drag"!

"We have to come what can change that"

"I didn't know there was a choice" (when asked about interventions)

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

"We liked the go karting"!

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

### Feedback about Boxing at Selby

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

#### IMPACT:

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

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

### Feedback from Exit Questionnaires

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

“Supported me to attend football trials”

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

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

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

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

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

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

### Feedback regarding stop and search with the Police

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

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

“The vest and big boots give them power”

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

## 4.1.1 MANAGEMENT RESPONSE TO FEEDBACK

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

## 5 GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

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

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

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

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

See Appendix for Board Membership and updated Terms of Reference.

## 5.1 PARTNERSHIP ARRANGEMENTS

### Safeguarding

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

### Looked After Children

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

### MACE

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

### PREVENT

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

### MARAC

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

### MAPPA

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

### Supporting Families

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

### Gangs Programme

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

### CAMHS & Substance Misuse

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

### Community Safety & Early Help

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

## 6 RESOURCES AND SERVICES

## 6.1 2022/23 BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

## 7 PROGRESS ON PREVIOUS PLAN

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

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

## Haringey Youth Justice Strategic Plan 22/23

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

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

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

## Haringey Youth Justice Strategic Plan 22/23

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

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

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

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

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

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

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

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

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

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

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

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

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

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

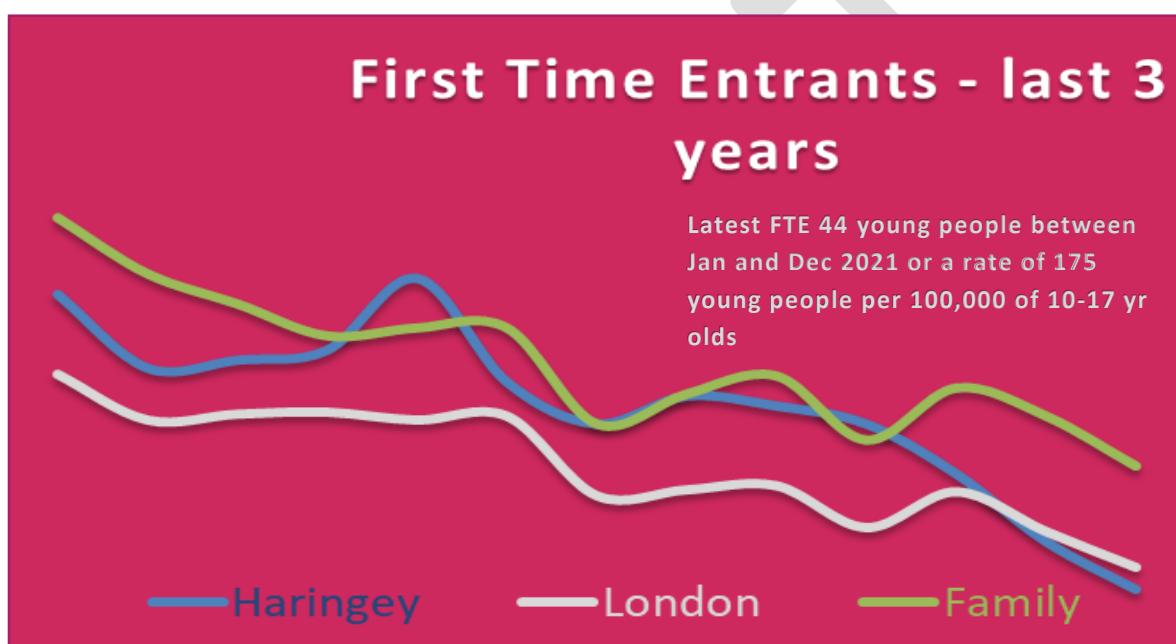
## 8 PERFORMANCE AND PRIORITIES

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

### 8.1 FIRST TIME ENTRANTS

#### 8.1.1 NATIONAL INDICATOR

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

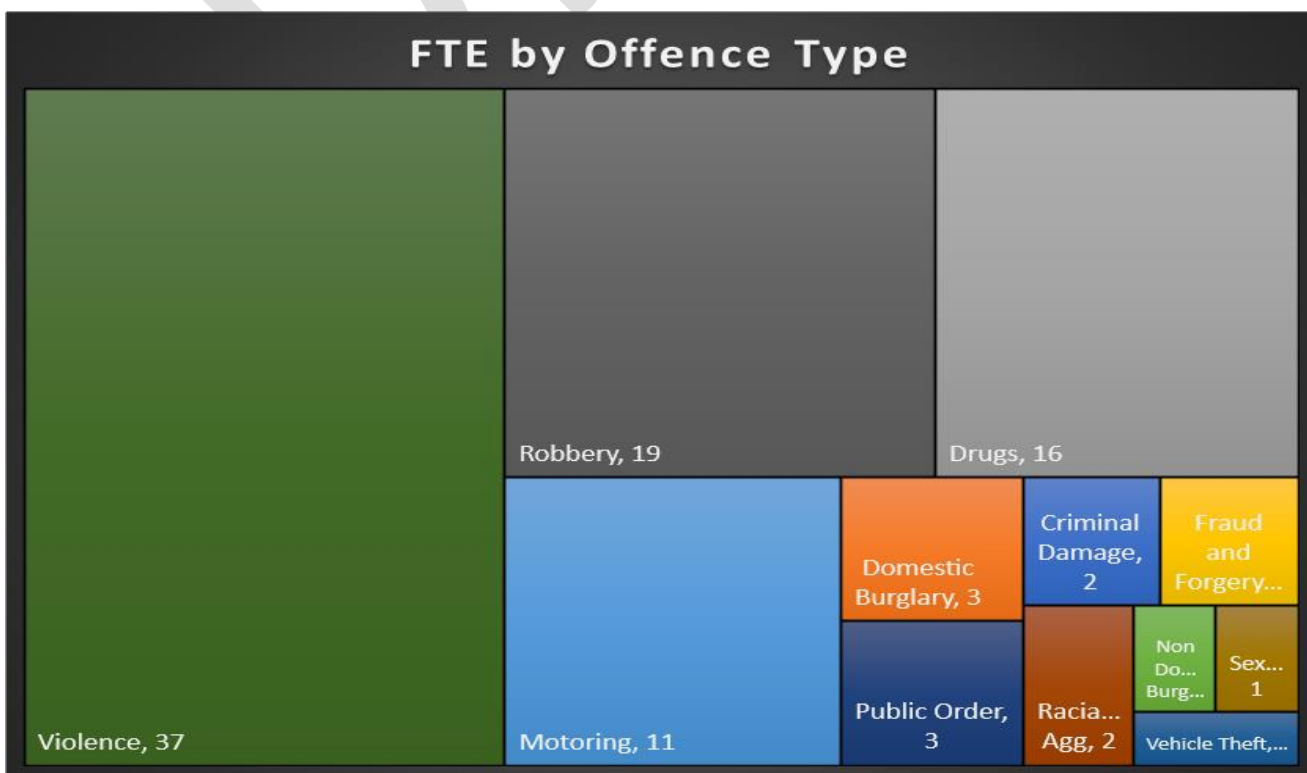
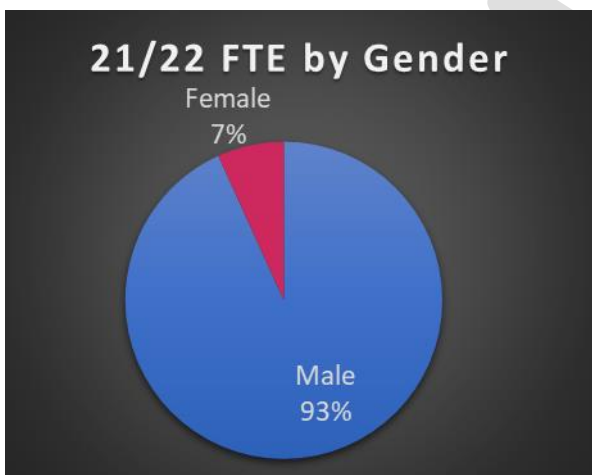
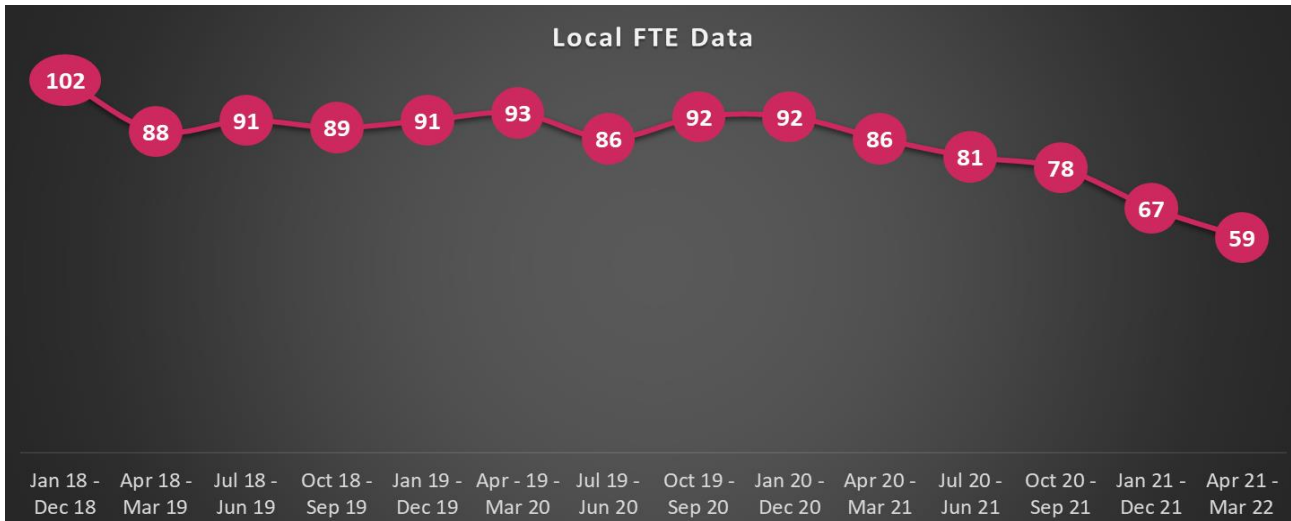


The latest data period, January to December 2021, indicates that 44 young people entered the youth justice system for the first time. This is a reduction of 33% compared to the previous year and a reduction of 58% compared to three years ago. The current figure is the lowest number of first-time entrants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

**Current FTE rate is the lowest ever in Haringey**

### 8.1.2 LOCAL ANALYSIS

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



## 8.2 USE OF CUSTODY

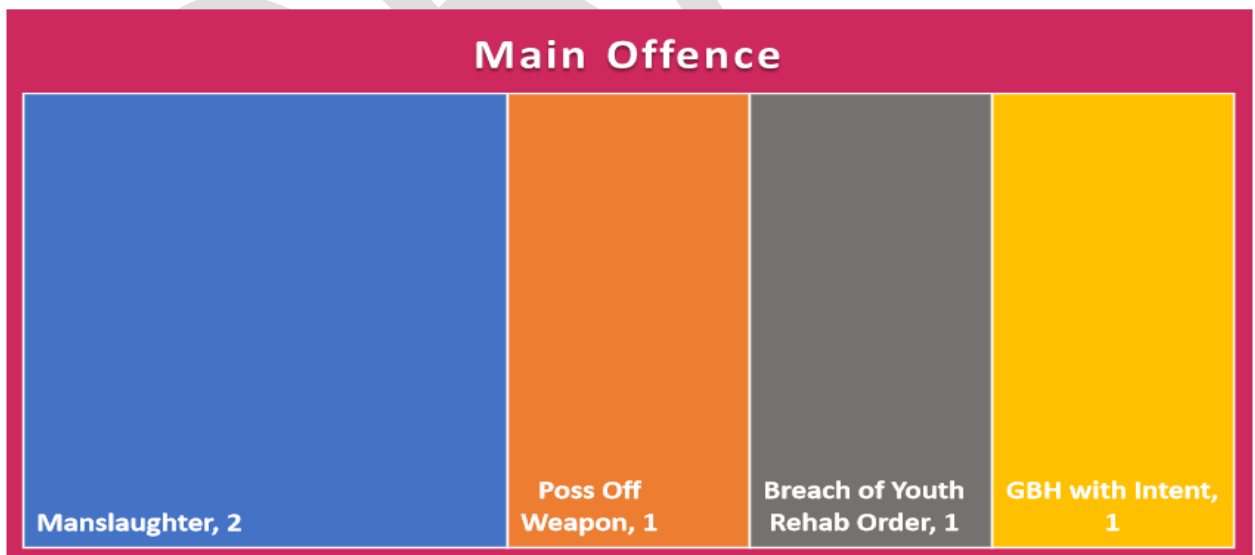
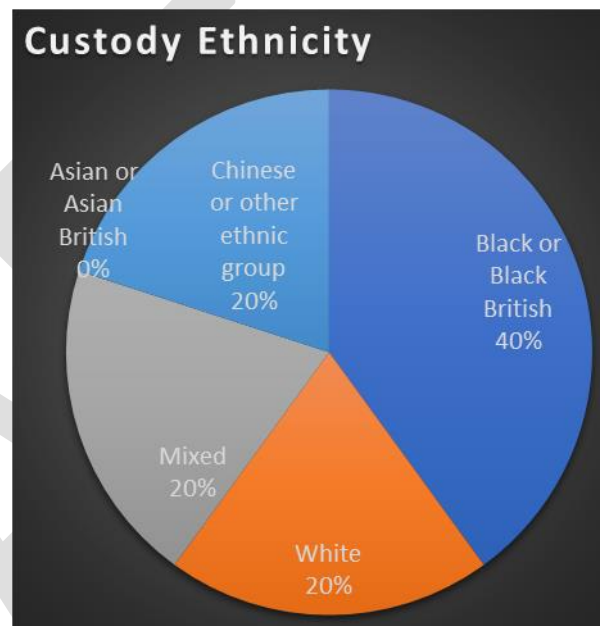
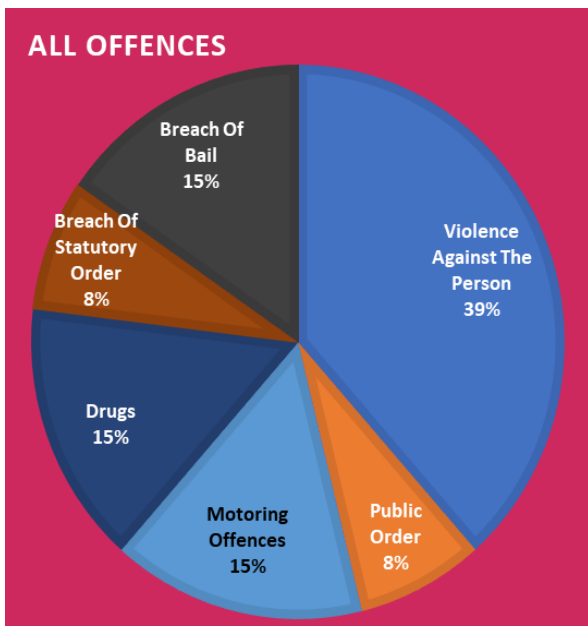
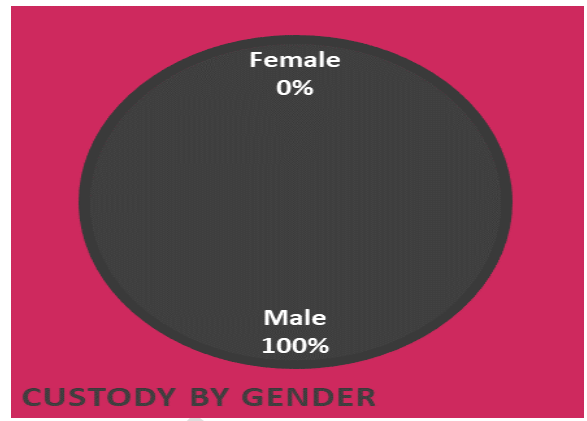
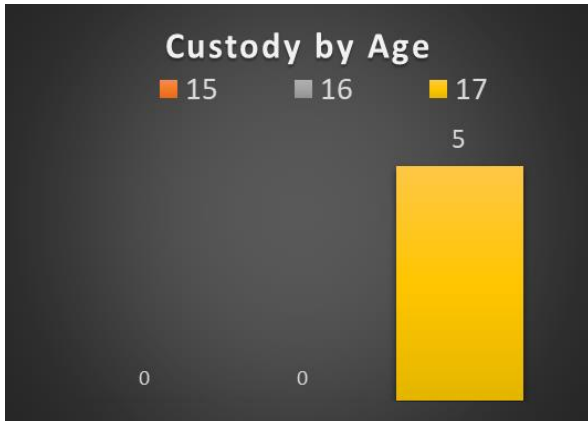
### 8.2.1 NATIONAL INDICATOR

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



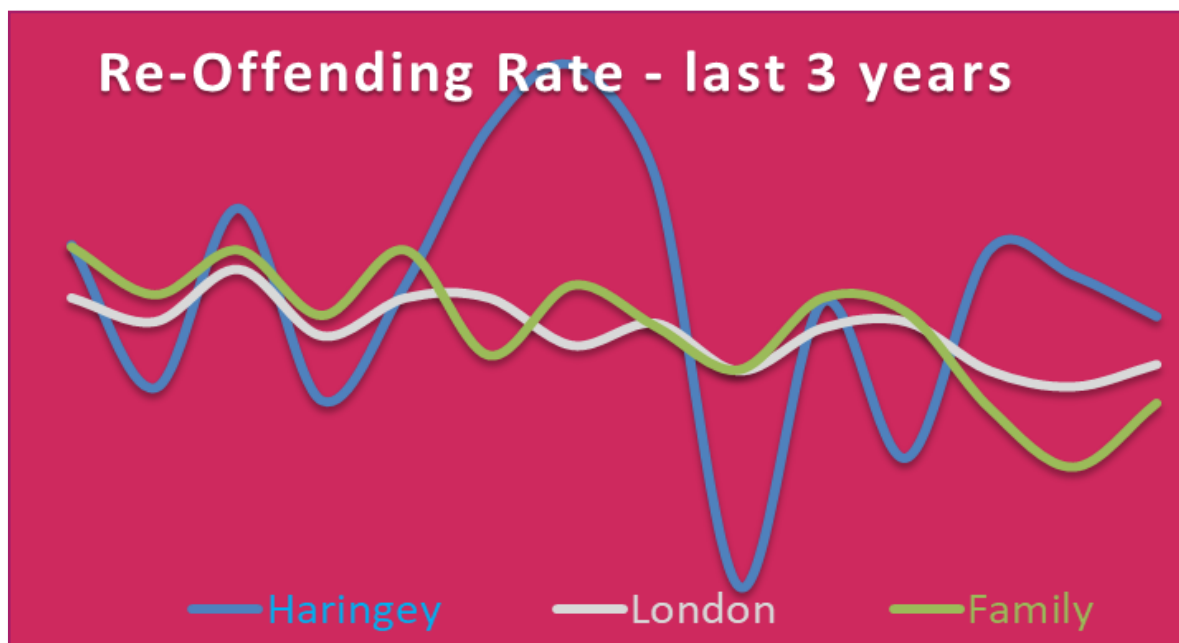
### 8.2.2 FURTHER ANALYSIS

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



### 8.3 RE-OFFENDING RATE

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



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

#### 8.3.1 RE-OFFENDING LIVE TRACKER

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

## Main Findings

### Headline

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

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

137 young people are in the cohort

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

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

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

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

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

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

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

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

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

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

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

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

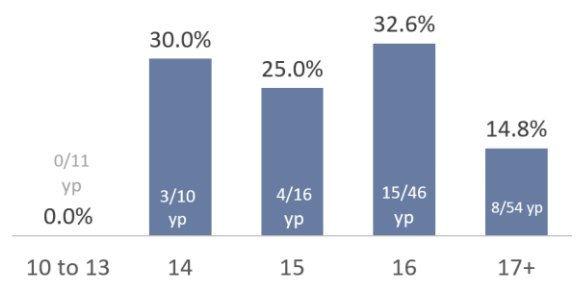
Time to First Offence – The earlier the young person re-offends, the more likely they are to commit further offences throughout the year

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

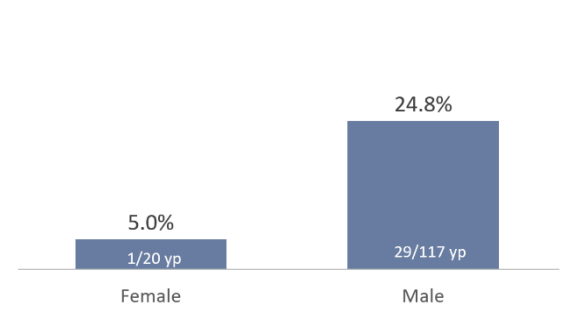
Seriousness - 25% re-offended at a more serious level. 32% re-offended at a less serious level

### Haringey Youth Justice Strategic Plan 22/23

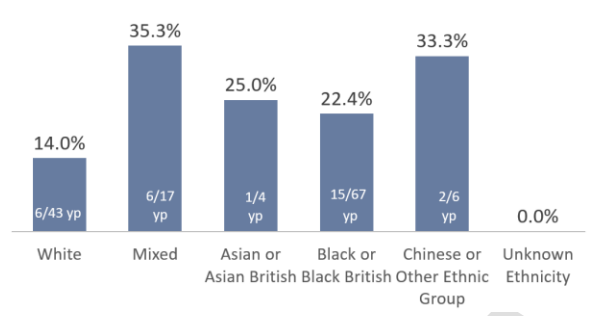
Binary reoffending rate by age



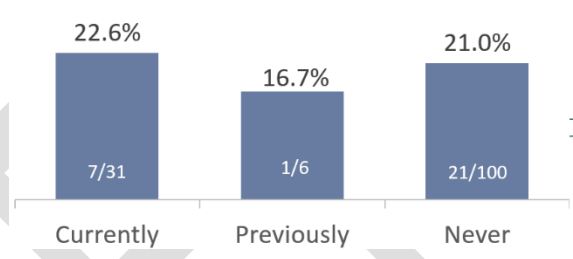
Binary reoffending rate by gender



Binary reoffending rate by ethnicity



Reoffending Binary Rate by Legal Status



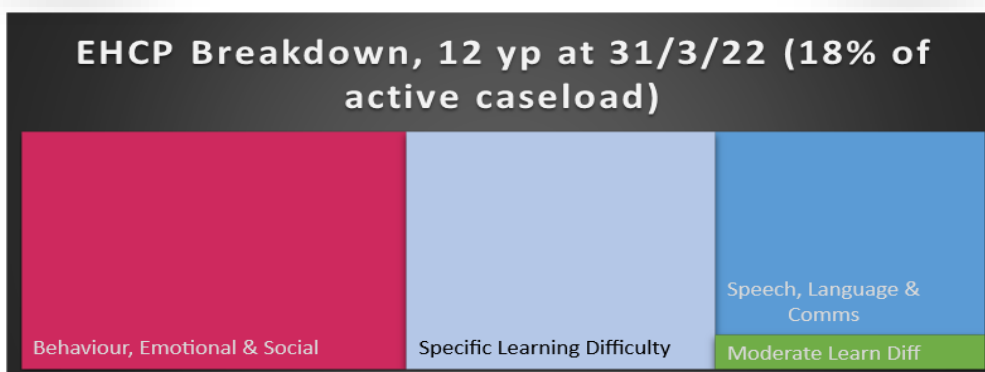
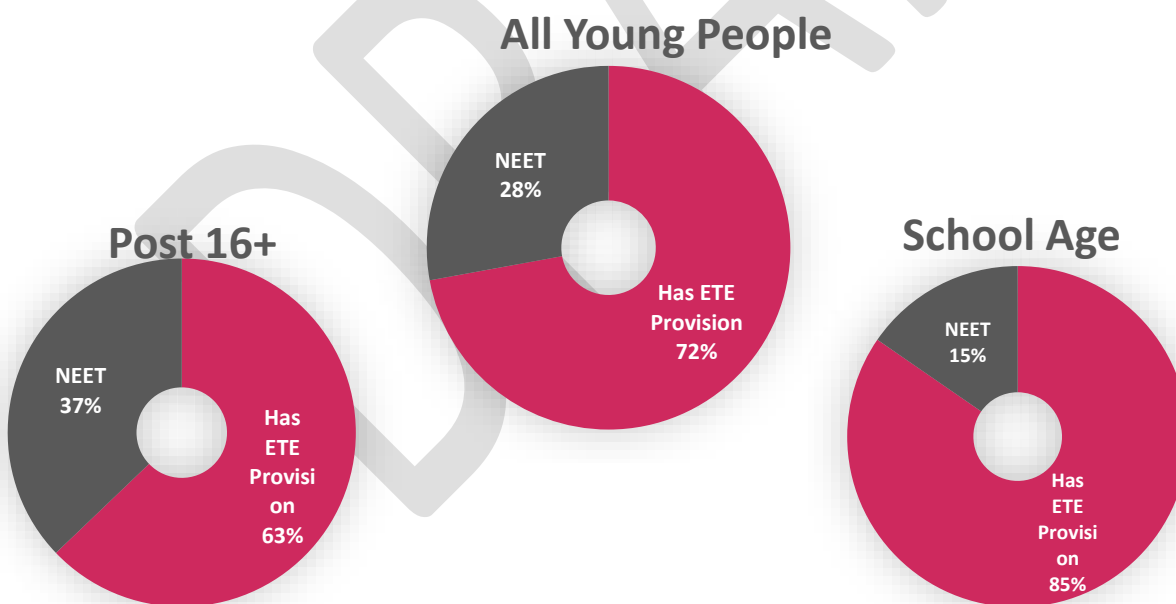
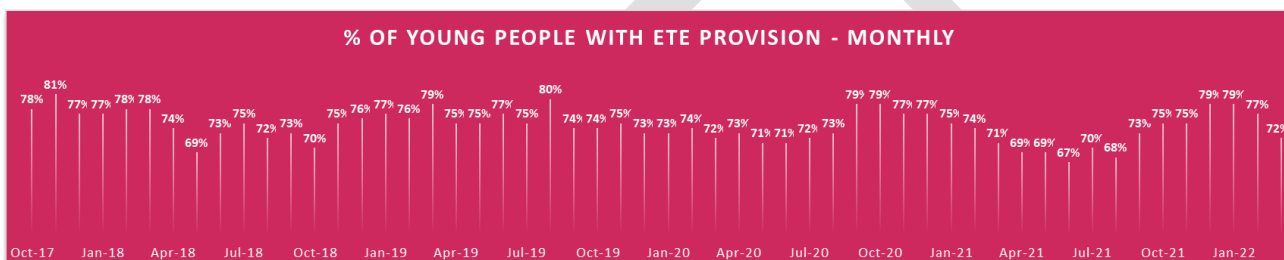
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8.4 EDUCATION

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

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

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



8.5 DISPROPORTIONALITY

8.5.1 ETHNIC DISPARITY TOOL

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

**23,783**

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

**131**

Number of children cautioned or sentenced

**31%**

Proportion of children of White background

**Black children**

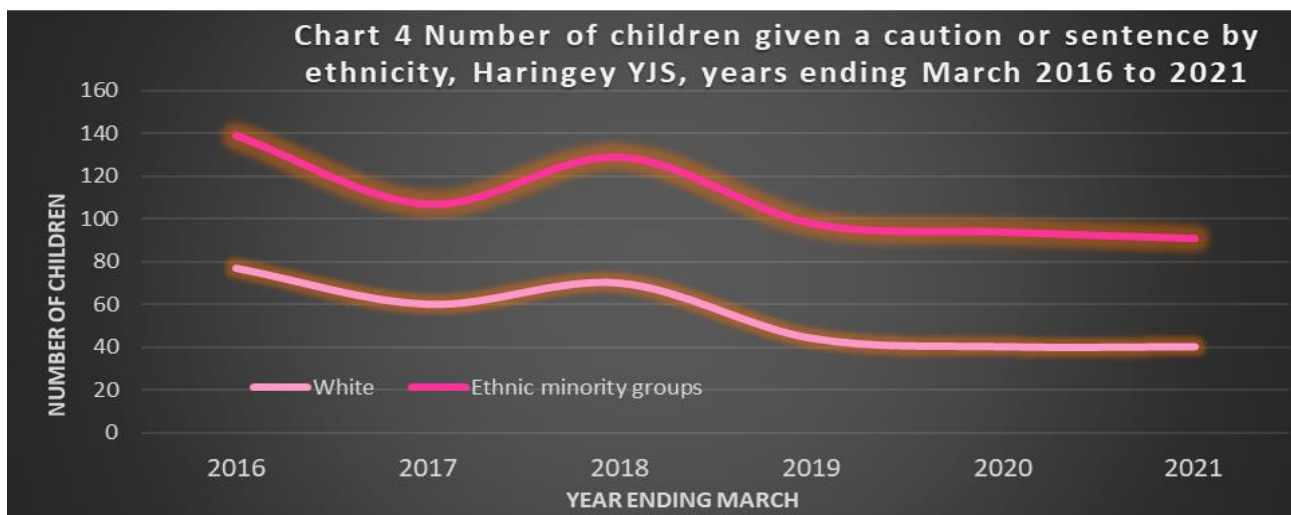
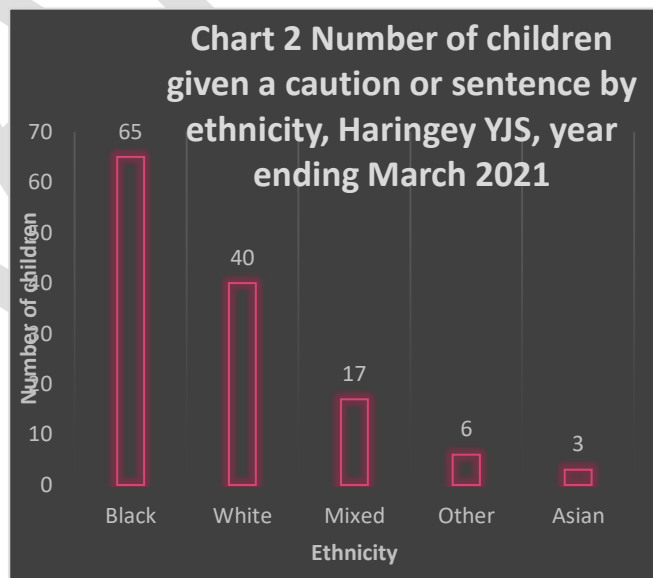
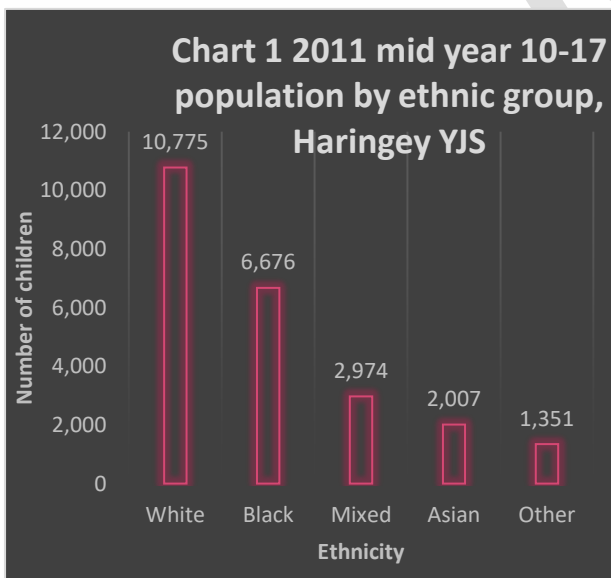
Ethnicity group with highest relative rate index

**Black children**

Ethnicity group most likely to be charged for a serious offence

**Mixed Heritage**

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



## 8.5.2 THEMATIC INSPECTION

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

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

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

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

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

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

### Progress

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

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

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

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

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

## 8.6 RESTORATIVE JUSTICE, REPARATION AND VICTIMS

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

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

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

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

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

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

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

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

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

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

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

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

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

### 8.6.1 REPARATION

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

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

## 8.6.1.1 REPARATION PROJECTS



## Projects this year included: -

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



## 8.7 PREVENTION AND DIVERSION

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

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

### Out of Court Disposals (OOCDC)

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

## Out of Court Disposals Scrutiny Panels

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

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Total OOCB Caseload



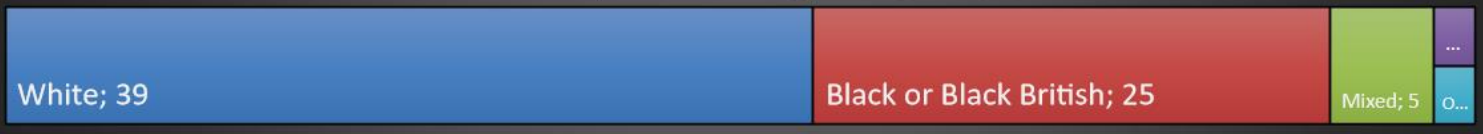
2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 2019/20 2020/21 2021/22

ALL OOCBs Re-offending

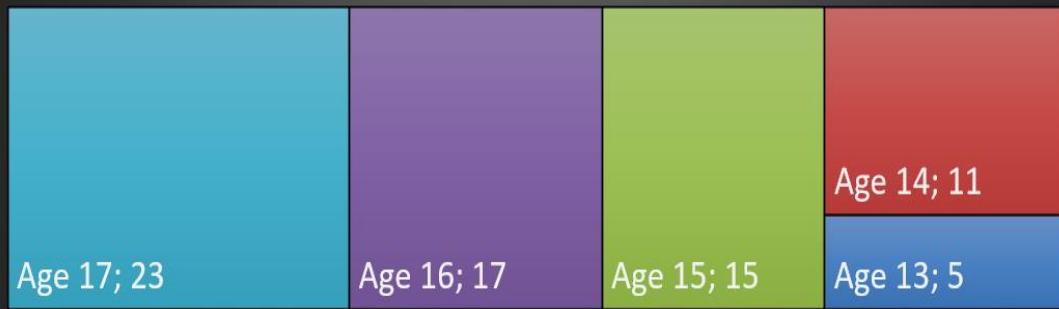


2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 2019/20 2020/21

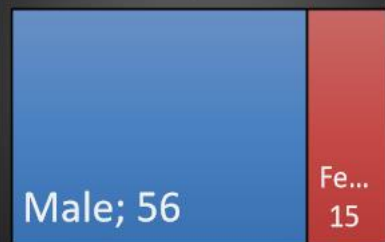
OOCB by Ethnicity 5+1, 21/22



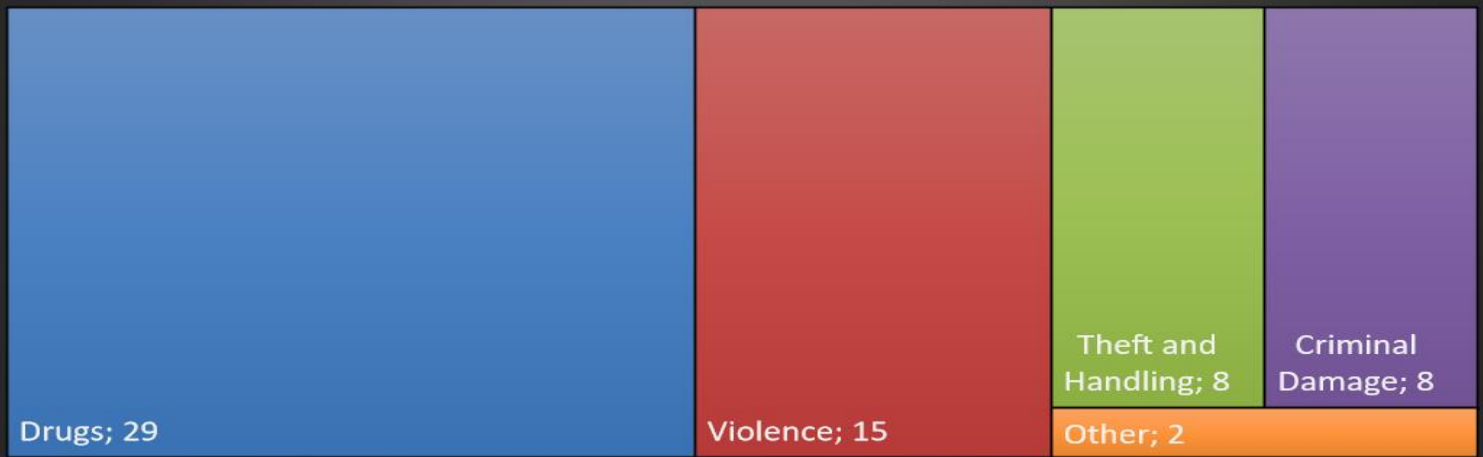
OOCB by Age 2021/22



OOCB by Gender, 21/22



OOCB Offences 2021/22



## 8.8 SERIOUS YOUTH VIOLENCE AND EXPLOITATION

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

### 8.8.1 VIOLENCE, VULNERABILITY AND EXPLOITATION NETWORK

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

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

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

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

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

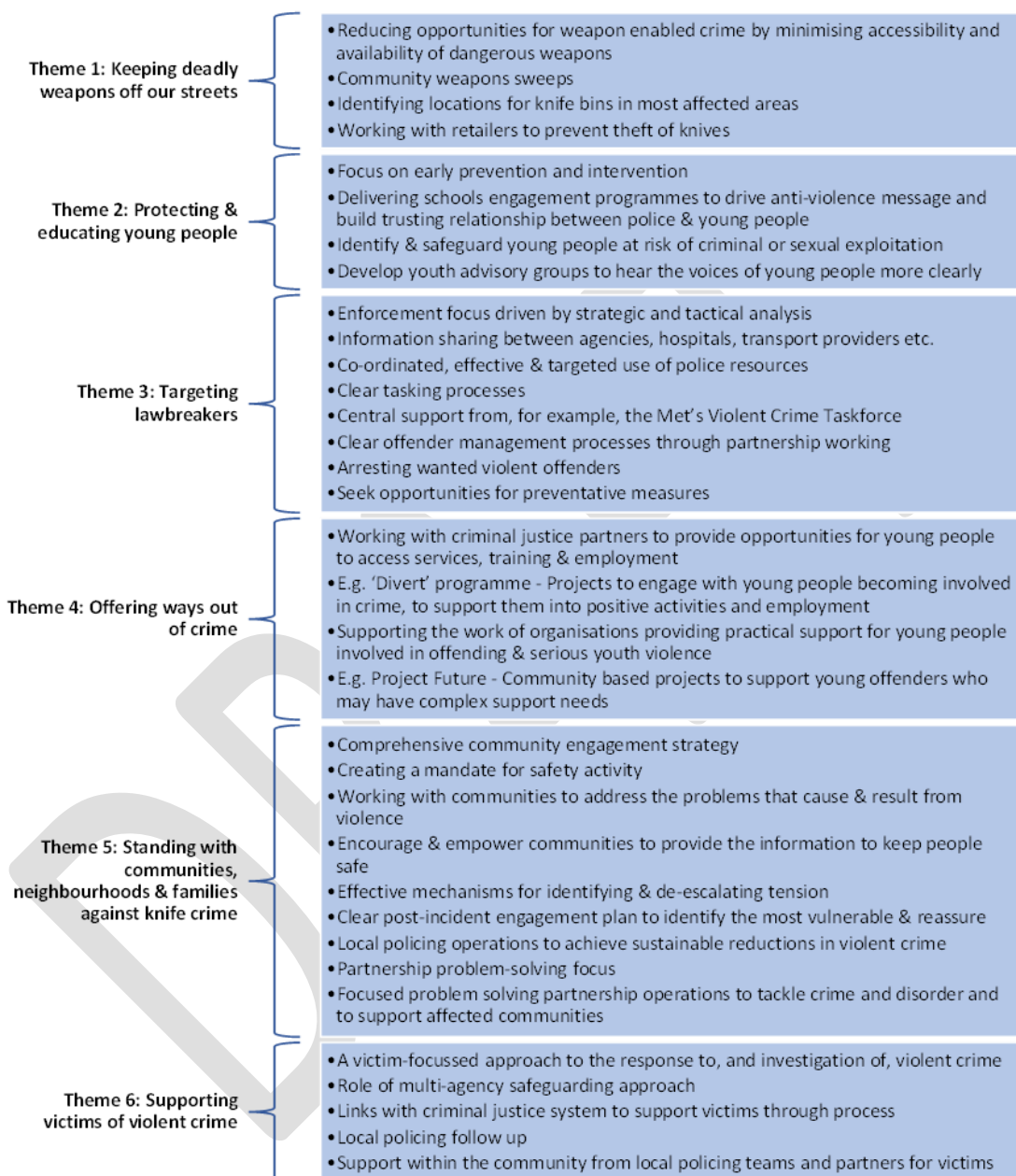
**Intervene** - utilise through CIN /CP plans in the most extreme cases to offer support and advice from a multi-agency perspective to safeguard.

### 8.8.2 NORTH AREA VIOLENCE REDUCTION GROUP

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

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

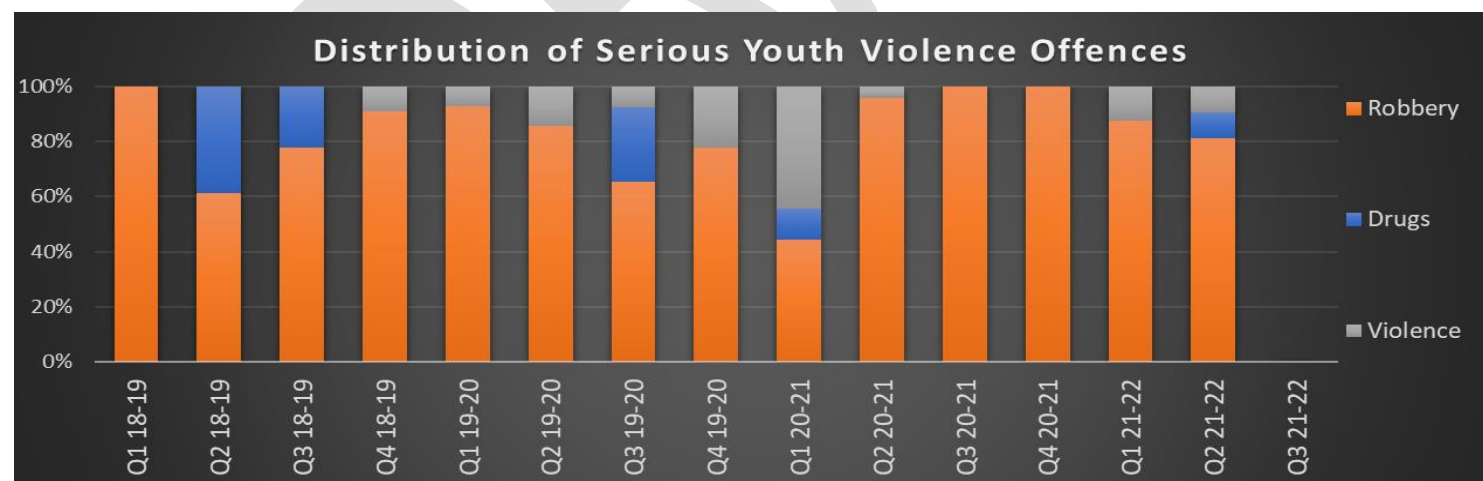
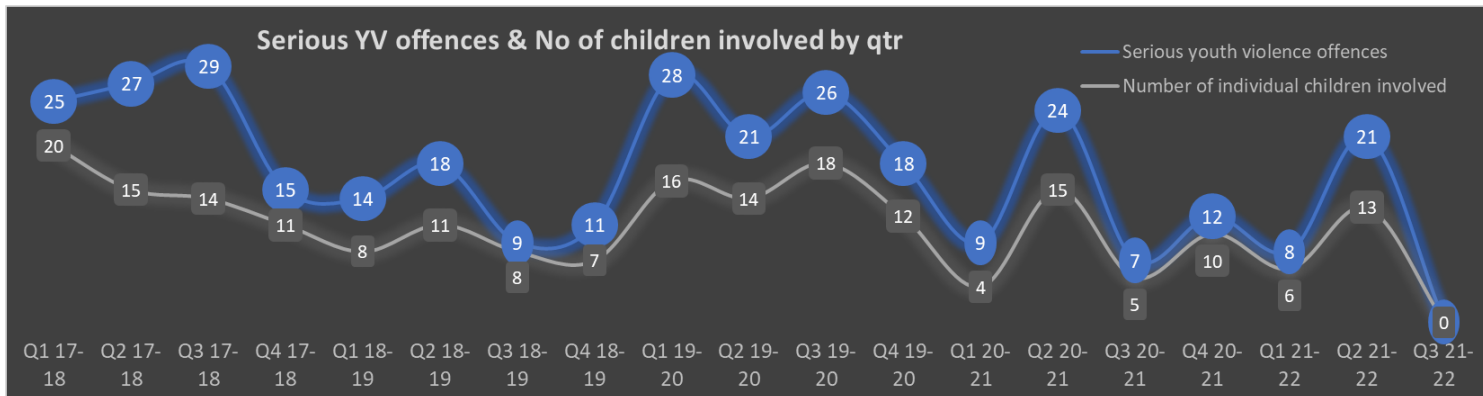
## Haringey Youth Justice Strategic Plan 22/23

**North Area Violence Reduction Group - Six themes to achieve a genuinely collaborative approach:****8.8.3 SERIOUS YOUTH VIOLENCE DATA**

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

Haringey Youth Justice Strategic Plan 22/23

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



## 8.9 CONSTRUCTIVE RESETTLEMENT AND THE USE OF CUSTODY

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

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

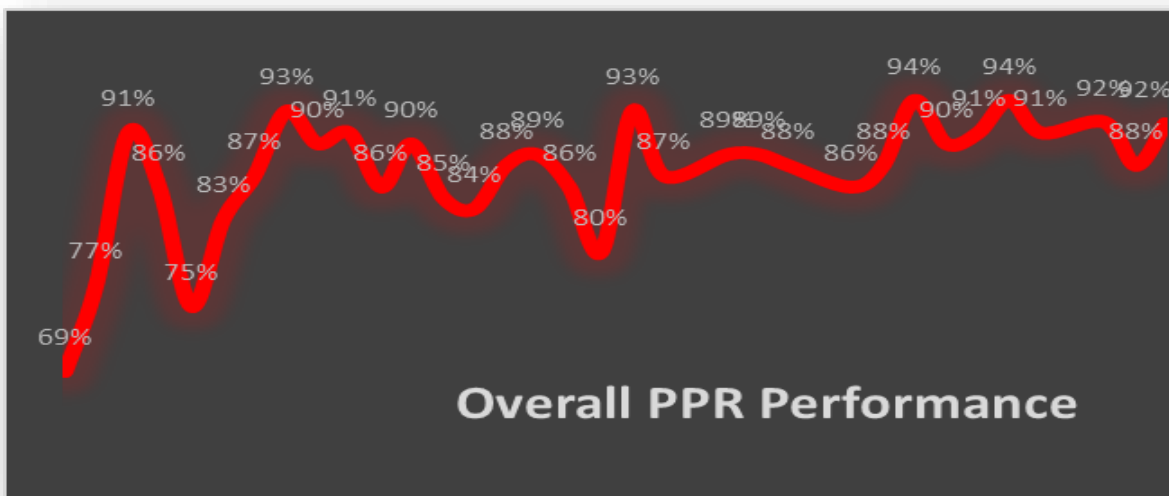
Despite this, we have a policy and guidance document to address the need for constructive resettlement – however part of our ongoing development of the service in this area, will be to explore how we can support our young people to constructively resettle after intensive community work/contact with our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

## 8.10 PERSONAL PERFORMANCE REPORTS

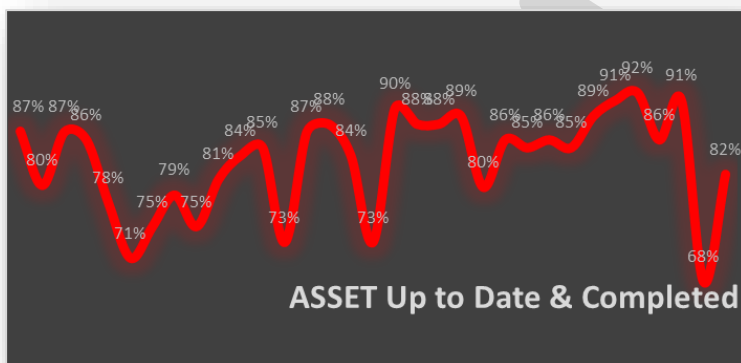
The service undertakes monthly analysis of key process recording on our case management system with a view to improve practice and perform effective management oversight. This is presented to staff and their managers with an expectation that we reach a target of 80% accuracy in all areas of data recording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

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

Monthly Performance since April 2019



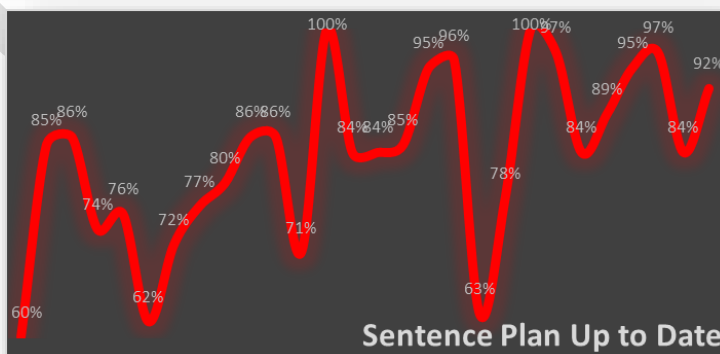
Overall PPR Performance



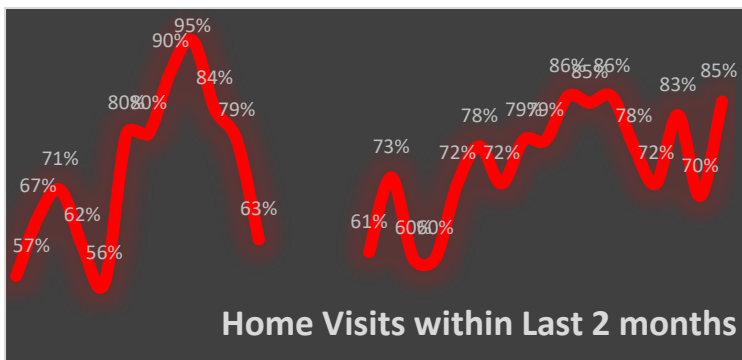
ASSET Up to Date & Completed

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

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

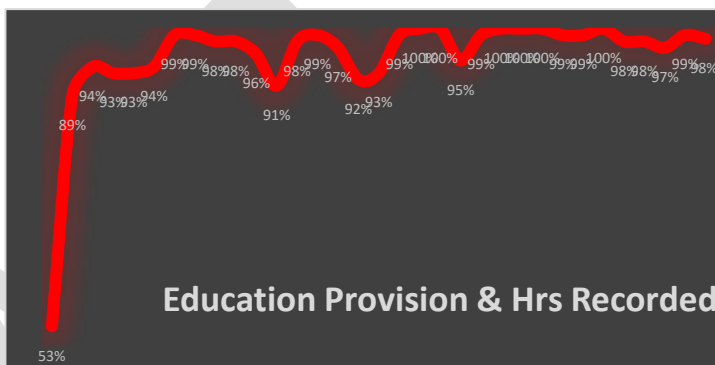


Sentence Plan Up to Date

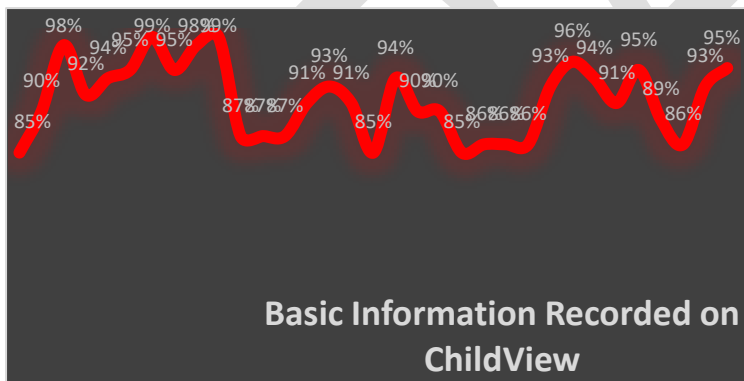


This measure identifies those that have had a Home Visit in the last two months to ensure we maintained contact with young person in the family environment particularly during the lockdown. There was a period between May and August 2020 where we were unable to undertake home visits due to the national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

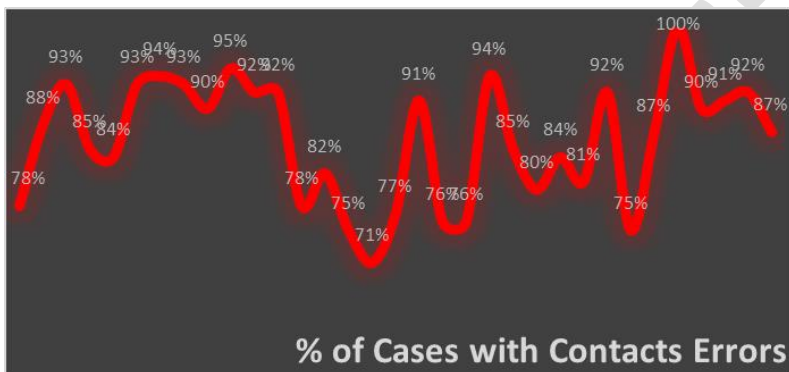
This analysis tracks whether the educational provision and hours have been recorded correctly. There was an immediate improvement from 53% to 89% when we started tracking and we now consistently score in the high 90's.



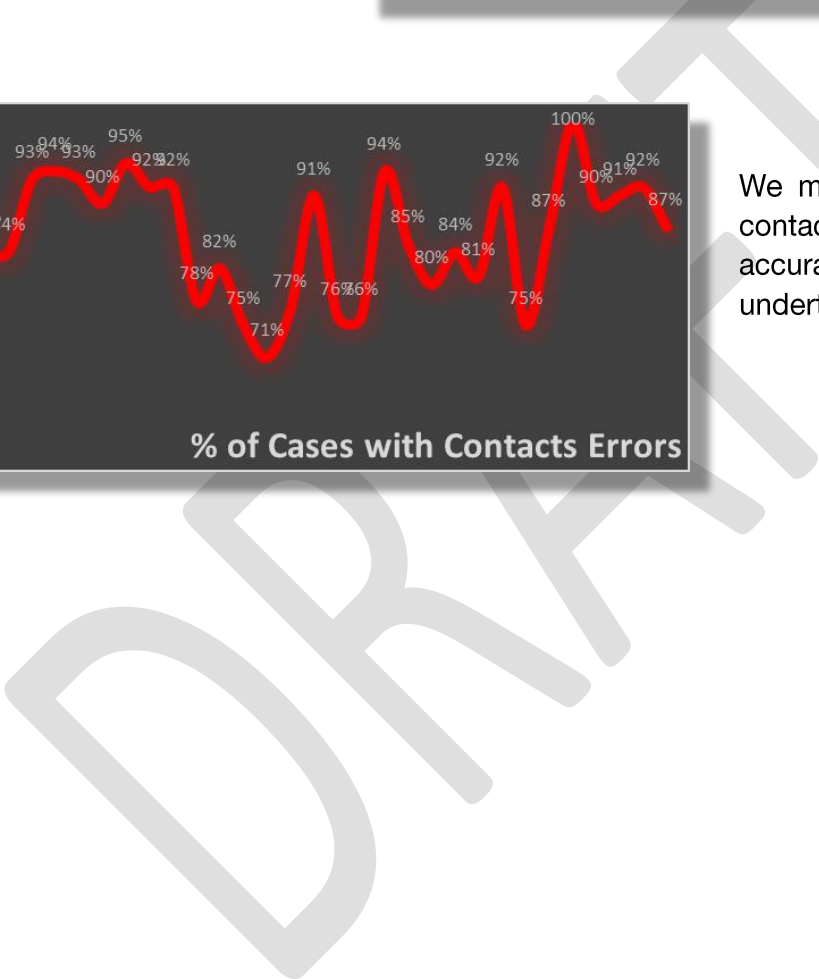
Basic information pertains to Ethnicity, religion, nationality, address, language, accommodation suitability and living arrangement for young people. We consistently score in the mid-90s accurately recorded on our system.



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



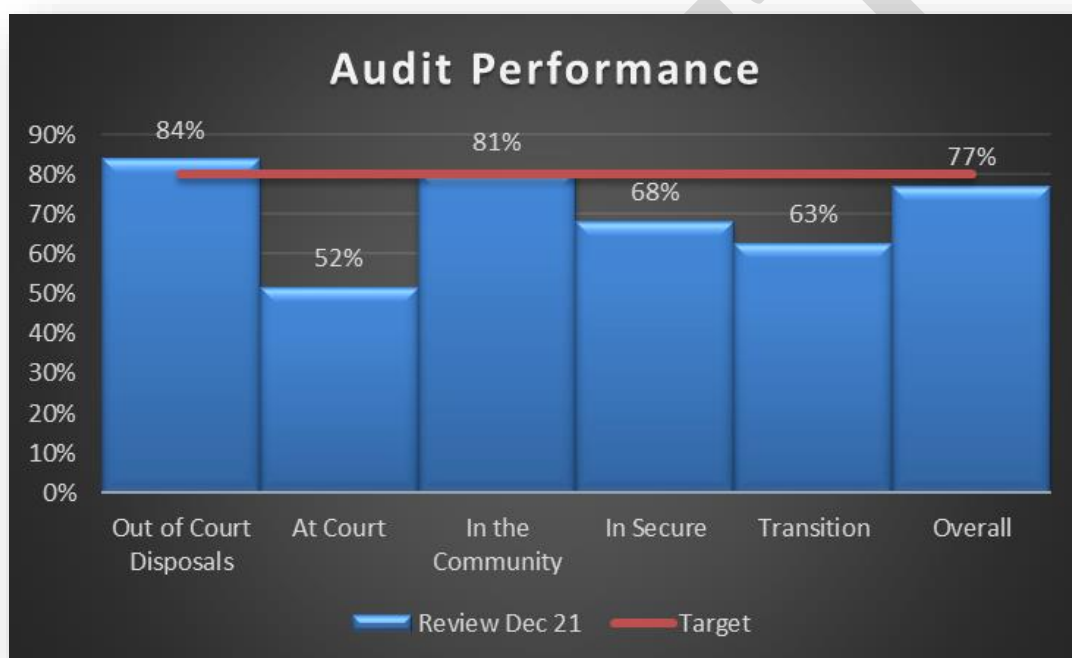
We monitor errors with recording contacts to ensure we have an accurate portrayal of the work undertaken during the intervention.



## 9 NATIONAL STANDARDS

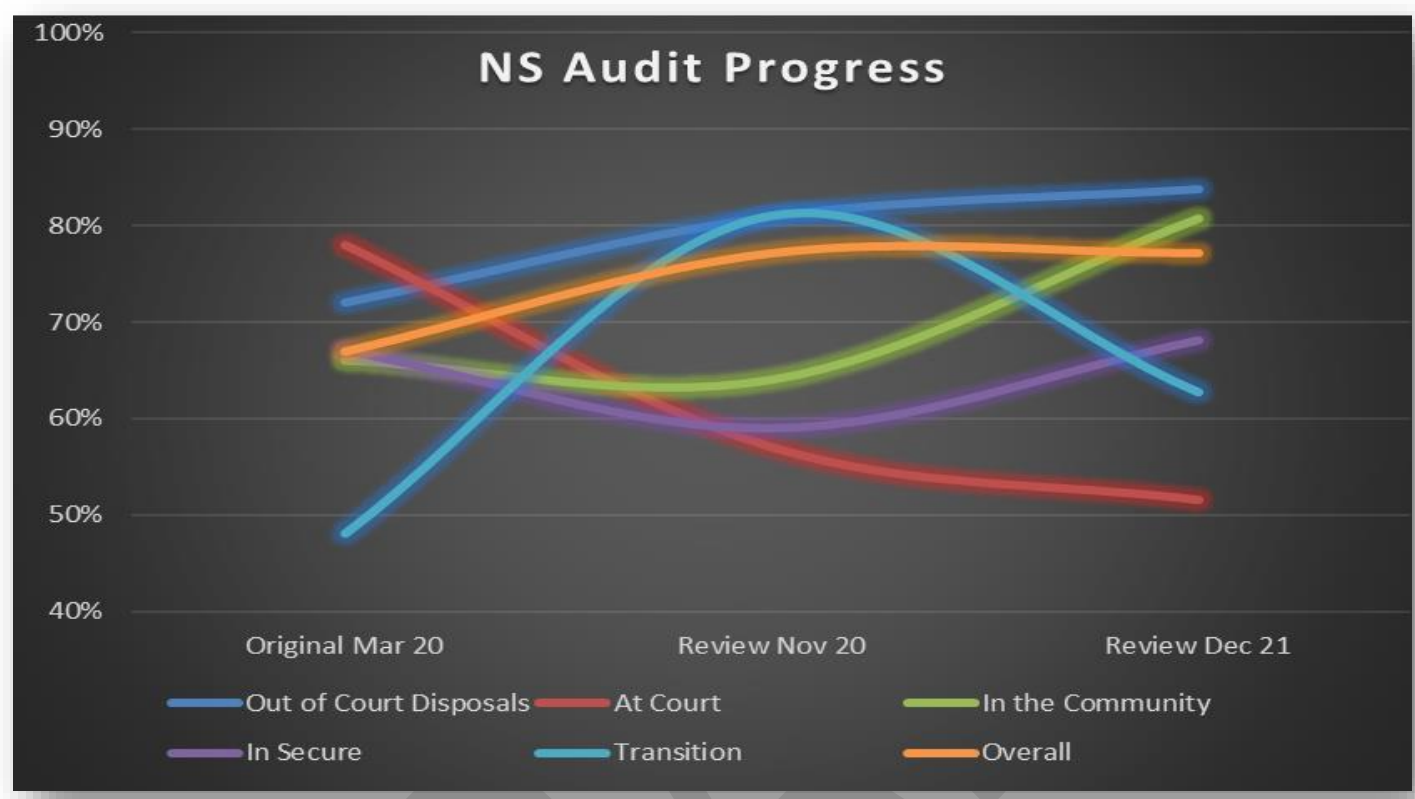
The National Standards Audit was undertaken over 3 months between August and December 2021. We audited and analysed 50 cases over this time across OOCs, Court, Community, Secure and Transition & Resettlement. We set ourselves a target of meeting standards in 80% of cases. Overall, we scored 77% equivalent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

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



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

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



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## 10 CHALLENGES, RISKS AND ISSUES

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

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

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

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

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

### 10.1 COVID-19

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

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

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

**For the YJS the most significant challenges were: -**

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

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

#### How we met these challenges: -

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

## 11 SERVICE IMPROVEMENT PLAN

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

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

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

## 12 EVIDENCE-BASED PRACTICE AND INNOVATION

**Systemic Training**

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

**Your Choice CBT Training**

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

**Development of a prevention arm to the YJS**

See section on [Looking Forward](#)

**Family work “Whole Family approach”**

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

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

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

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

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

## 13 LOOKING FORWARD

### 13.1 YOUTH CRIME PREVENTION AND A WHOLE FAMILY APPROACH

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

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

#### 13.1.1 EXISTING FAMILY PROVISION WITHIN THE YJS

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

### 13.1.2 PLANNING FOR IMPLEMENTATION

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

### 13.1.3 MEASURING IMPACT

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

14 SIGN-OFF, SUBMISSION AND APPROVAL

Chair of YJS Board	Ann Graham
Signature	
Date	

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## 15 APPENDIX 1 - BOARD MEMBERSHIP

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

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

## 15.1 YOUTH JUSTICE MANAGEMENT BOARD MEMBERSHIP

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

## Haringey Youth Justice Strategic Plan 22/23

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

## 15.2 TERMS OF REFERENCE

### Terms of Reference: How We Work

For Board March 2022

To review January 2023

#### A) Introduction

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

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

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

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

Statutory partners are:

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

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

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

#### B) Statutory Requirements of a Youth Justice Partnership Board

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

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

### **Haringey YJPB Governance: The Strategic Board**

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

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

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

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

#### **D) The role of board members:**

Individual Board members should:

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

#### **c) Attendance at Meetings:**

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

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

Board Member attendance will be monitored.

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

#### **D) Board Forward Plan:**

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

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

#### **E) Meeting Quorum:**

Quorum is established as when at least the following are present

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

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

#### **G) Board Membership:**

See 15.1

#### **H) Agendas:**

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

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

#### **I) Frequency and Administration:**

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

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

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

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

#### **J) Board communications:**

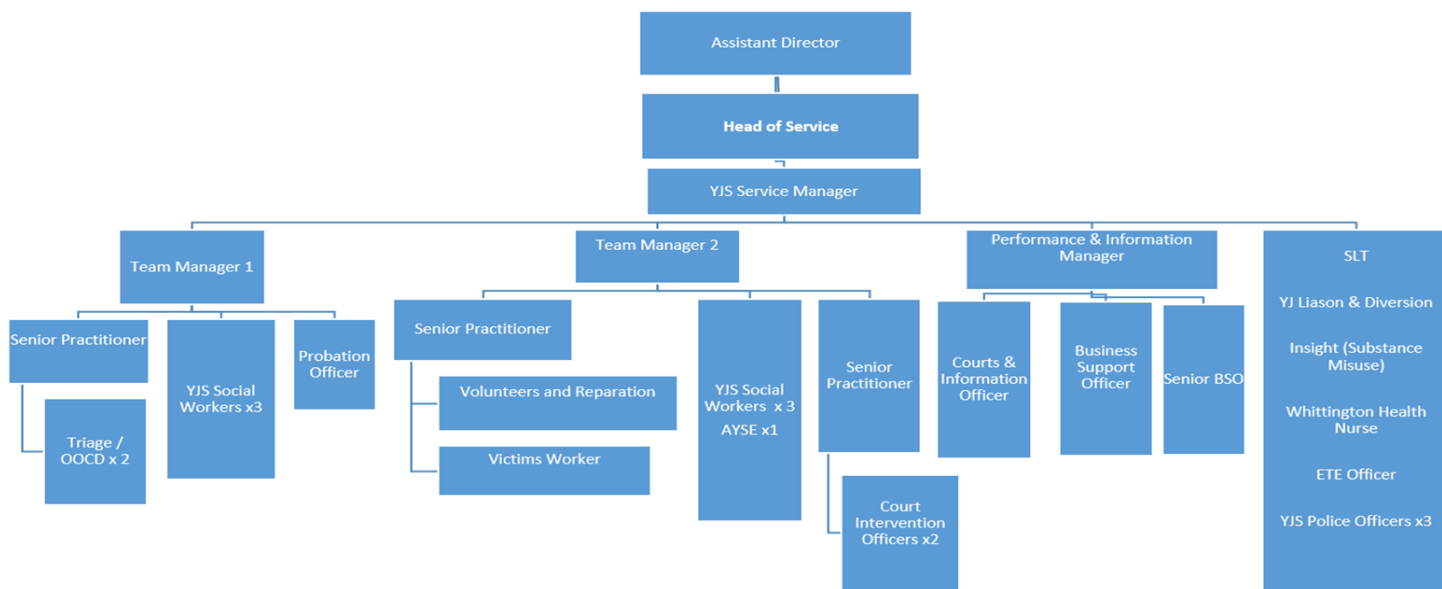
The Chair and head of service to maintain Quarterly briefings for Board members which updates them on current youth justice issues at Haringey, regional and national levels. These briefings are to be also shared with YJS staff.

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

DRAFT

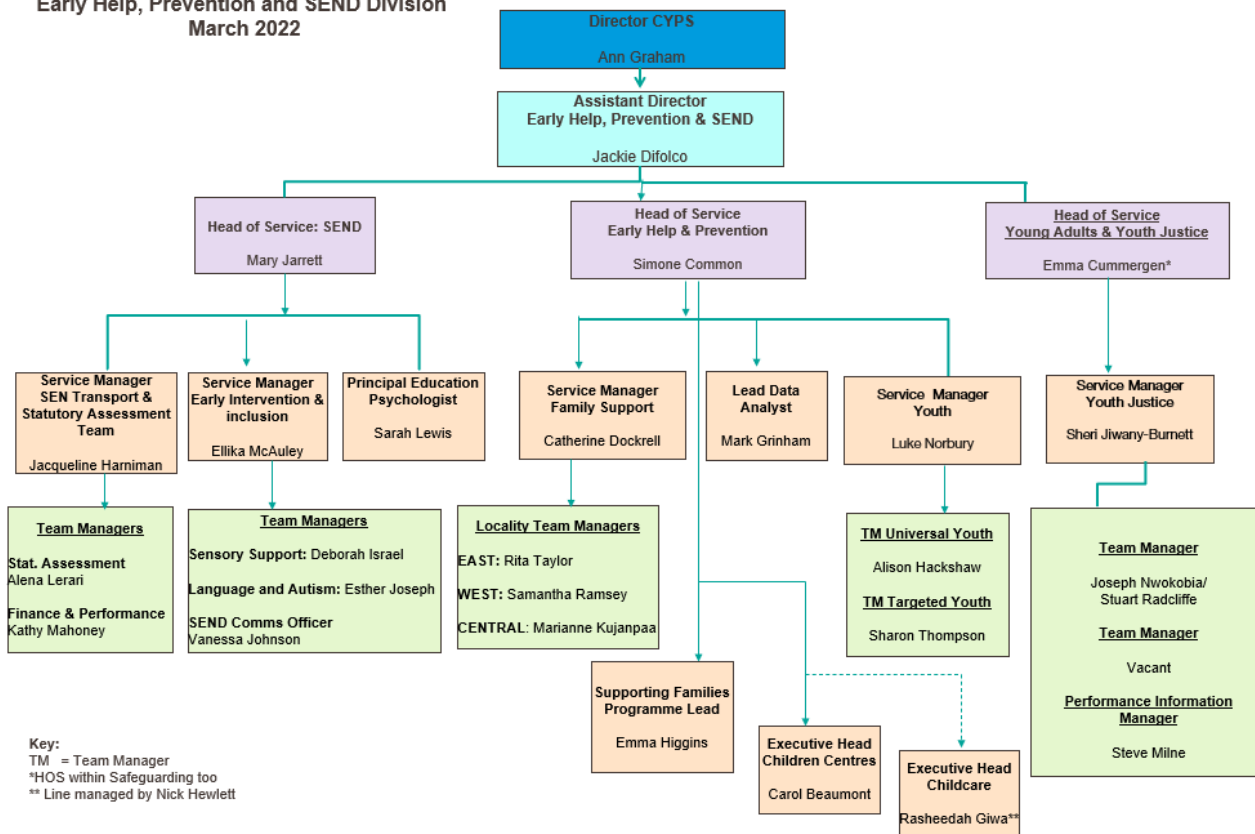
16 APPENDIX 2 - SERVICE STRUCTURE CHART & ETHNICITY

16.1 YOUTH JUSTICE STRUCTURE



16.2 CHILDREN AND YOUNG PEOPLE STRUCTURE

Early Help, Prevention and SEND Division  
March 2022



## Haringey Youth Justice Strategic Plan 22/23

## 16.3 STAFF ETHNICITY BREAKDOWN

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

## 17 APPENDIX 3 OPERATIONAL IMPROVEMENT PLAN – INC NS

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

## PART A

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

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## 18 APPENDIX 4 YJS PARTNERSHIP PLAN

**Glossary re: Key Leads –**

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## 19 APPENDIX 5 YJS TRAINING PLAN

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

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

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## Haringey Youth Justice Strategic Plan 22/23

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

## 20 GLOSSARY

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

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