



House of Parliament Tour

Haringey Youth Justice Strategic Plan 2023-2024



Summer Fun Day Event



Stop and Search Programme



Street Doctors



Animation Project

Annual Youth Justice Plan

Service	Haringey Youth Justice Service
Date	May 2023
Service Manager/ Lead	Sheri Jiwany-Burnett, Service Manager: Youth Justice
Chair of YJS Board	Ann Graham, Director of Children's Services

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1 INTRODUCTION, VISION AND STRATEGY

1.1 INTRODUCTION

Welcome to the Haringey Youth Justice Annual Strategic Plan for 2023 – 2024.

The Youth Justice Service (YJS) Strategic Annual Plan gives an overview of the work of the Youth Justice Service and our wider partnership within Haringey over the last year and outlines our priorities for the year ahead. Within this plan, we have shared:

- our governance, leadership, and partnership arrangements,
- our vision and priorities for children and young people over the next 12 months,
- local key performance targets for 2023 – 2024,
- celebrate the innovative practice which has led to improving and good outcomes for children and young people.

Haringey Youth Justice Service has striven to provide an effective service in the last year. Many of the achievements and outcomes for our children and young people have been as a result of the diverse range of interventions and the service's widely recognised work on disproportionality and racial disparity.

This report highlights the progress from April 2022 to March 2023, 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 Strategic Partnership Board (YJSPB) 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. There remains a high level of serious youth violence and criminal exploitation. Competing demands and budgetary pressures have impacted on all partners, despite this, there is strong commitment from the Youth Justice Strategic 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 strategic 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 for children and young people within the youth justice cohort. Our colleagues within the Police, Children's Services, Education,

Health Services, Probation, Community Safety, and voluntary sector providers will work together with the Youth Justice Service to ensure delivery of high quality and effective services to children, young people their families, and the victims of offending.

In 2023-2024 our plans include:

- To continue Haringey's commitment to "child first, offender second" within our wider partnership.
- To continue to reduce levels of serious youth violence within the borough.
- To improve outcomes for our most vulnerable cohort of young people within the youth justice system, in particular children in care, care leavers and those with special education needs and disabilities (SEND).
- To ensure earlier and effective resettlement both from custody and long-term community orders.
- Embedding our trauma informed approach to ensure practice is effective,
- Continued focus on reducing disproportionality amongst Black and Asian Minority Ethnic young people within the criminal justice system.
- Strengthen our participation work to ensure young people, parents and carers are engaged fully in planning and decision making which informs personalised approaches and service improvement.
- Working with partners across the system to reduce the disparity on permanent school exclusions and NEET status 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 underpinned by the objectives in the Turnaround Programme.

- A focus on improving health outcomes for young people within the criminal justice system, particularly in relation to mental health and speech, language and communication.
- Strengthen our strategic partnership response for cross cutting priorities and adherence to our national standards.

On behalf of the Management Board, I am pleased to present Haringey's Youth Justice Strategic Plan for 2023-24.

Ann Graham

**Director of Children's Services: London Borough of Haringey
Chair of Haringey Youth Justice Strategic Partnership Board**

Marco Bardetti

**Detective Superintendent - Metropolitan Police Service
North Area BCU (Enfield & Haringey)
Vice Chair of Haringey Youth Justice Strategic Partnership Board**

1.2 VISION AND STRATEGY

1.2.1 THE VISION

- We reaffirm our commitment to Child First principle.
- Collaboration and partnership continue to be 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 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.
- We will continue to ensure the most vulnerable young people in our service, children in care, children with needs around safety and wellbeing and those at most risk of harm, have strong multi agency plans of support to ensure positive outcomes.

1.2.2 THE STRATEGY – OUR PRIORITIES FOR 2023 - 2024

1. To continue Haringey's commitment to "child first, offender second" approach, which is managed through a trauma-informed, contextual safeguarding and whole family approach to assessment intervention and delivery.

2. Through investment, introduce evidence-based approaches 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.

3. To improve outcomes for our most vulnerable cohort of young people specifically Children in Care, 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.

4. To strengthen and develop closer alignment between the management board and wider youth justice service.

5. To continue our work to reduce the use of custody as a sanction for young people.

6. Underpinned by Haringey's Early Help Strategy and Youth at Risk Strategy, and the Turnaround funding, embed our 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.

7. To work with our partners to increase our Out of Court Disposal work as part of our early intervention model to enable children and young people to access appropriate and earlier support.

8. 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.

9. 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.

10. To continue the work of supporting Haringey young people around the issue of

Stop and Search address the impact in terms of disproportionality and racial disparity as well as the safeguarding impact of the lived experience on our young people.

12. To improve the health offer and health outcomes for young people, particularly in relation to mental health, speech and language communication.

13. To continue our focus on restorative justice throughout the service and the partnership, increasing the number of victims engaged and promote the value to the restorative process.

14. To continue our work 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.

15. Increase and strengthen the participation and voices of children, young people and their families.

See Appendix 3 and 4 for Operational Delivery plan and Partnership 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 54,422 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 264,300 which continues to increase annually. 55% of Haringey residents aged between 10 and 17 are from global majority ethnic backgrounds.

- There are over 180 languages spoken by Haringey residents and for 30% of our residents English is not their first or main language. This is the 6th highest rate in London and is above the statistical neighbour and London averages.
- 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 Northumberland Park, Tottenham Hale and Tottenham Green
- In 2022, 8,663 children in Haringey live in relative poverty. One in six Haringey children (16.6%) claim free school meals.
- 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 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
- The Corporate Delivery Plan 2023
- Haringey Early Help Strategy 2021-2023
- Haringey Young People at Risk Strategy 2019 – 2029
- Alternative Provision in Haringey: A Model for Change 2020-2023
- Haringey's Health and Wellbeing Strategy 2020-2024

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

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 continued 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. Participation is a key priority of our work with a greater focus on families and parents as well as continuing with our vital participation and feedback sessions with our young people.

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 are 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. The continued priority of our strategy for 2023 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 delivering 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 (OOCD), 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.

4 VOICE OF CHILDREN AND YOUNG PEOPLE

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. The Youth Justice Service (YJS) hosts 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. Young people are given the opportunity to share their views with the board directly or via the Manager within the YJS.

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 exit questionnaire feedback forms
- Group work 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 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

*"ALWAYS FELT INCLUDED AND
LISTENED TO AND WAS HONEST"*
YOUNG PERSON EXIT QUESTIONNAIRE
15/4/22

- Our social media presence is in its infancy and young people's participation will be integral to growing this area of the YJS

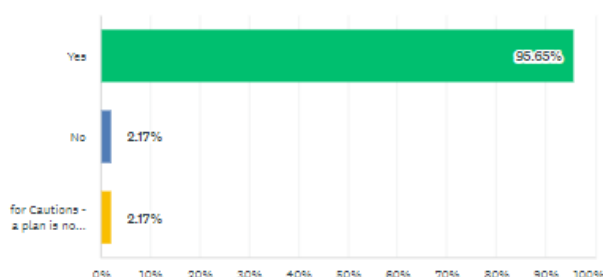
Examples of our work in youth participation, in April 2023 the YJS involved young people in the recruitment of the Head of Service for Youth Justice and Youth at Risk role, holding a 25% of the final score for the successful candidate. Not only did the young people directly contribute to the recruitment decision but they also designed the task that they felt would be meaningful to what they were looking for in the right candidate to lead a service so close to their needs. We also connected our young people to the All-Party Parliamentary Group – Children in Police Custody Evidence Hearing. This gave young people who had experience of invasive search procedures the chance to have their experiences heard directly by MP's and Parliamentarians, to directly effect change for children's experience in custody and around procedure around strip searching children and young people in the UK.

4.1 FEEDBACK – EXIT QUESTIONNAIRES

We undertake exit questionnaires completed by young people in the last six weeks of their intervention. We have analysed those exit questionnaires completed in the last 3 years. This relates to 48 completed forms, there was a hiatus during lockdown due to the difficulties obtaining completed forms during this time.

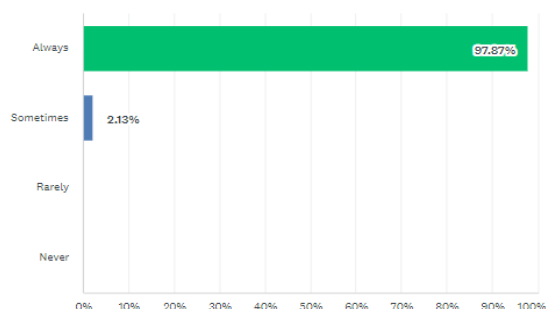
Did you feel involved in the making of your plan?

Answered: 46 Skipped: 2

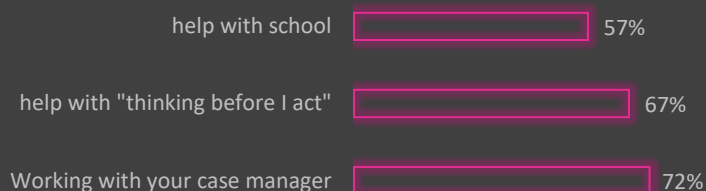


My worker listened to me

Answered: 47 Skipped: 1



The Best Parts about Working with the YJS were (Top Three Responses):-



Narrative

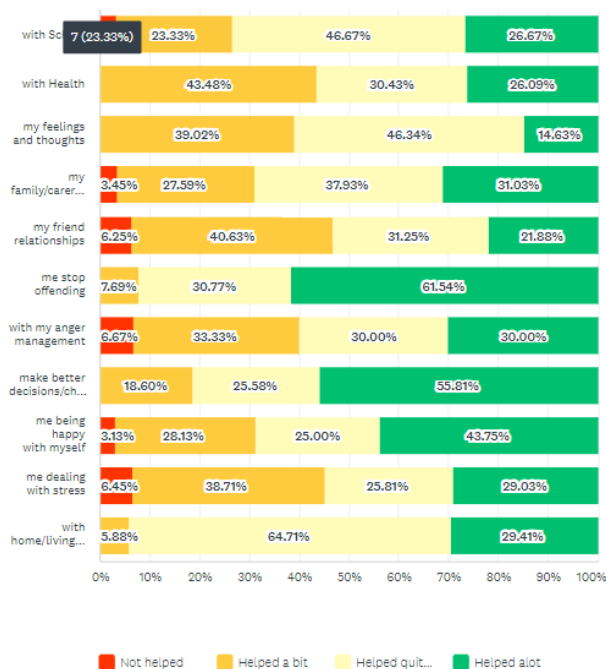
72% of young people stated that "Working with their Case Manager" was the best part of working with the YJS. Other areas that scored well were "Thinking Before I Act" (67%) and help with school/education issues (57%). Reparation (46%) and talking through problems (43%) also scored high.

The least selected favourite areas were Paramedics/Ambulance (7%), Housing issues (17%) and Health issues (20%).

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Haringey Youth Justice Service has helped:-

Answered: 48 Skipped: 0



Narrative

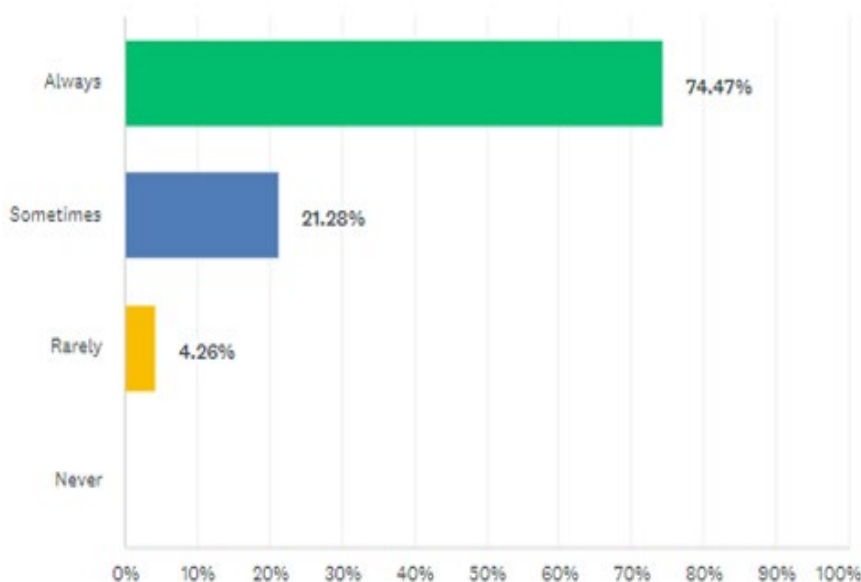
The more "Green" on the graph shows where young people tell us that we have helped most. Conversely, the "Red" in the graphs show where young people have told us that we helped least. Those where help was not required have been excluded from this graph.

The areas where we helped most were "To Stop Offending" 62%, "help me make better decisions" 56%, "being happy with myself" 44%.

The areas where we helped the least were "Anger Management" 7% and "Dealing with stress" 6% and "Friends/relationships" 6%.

I was asked for my views/opinions

Answered: 47 Skipped: 1

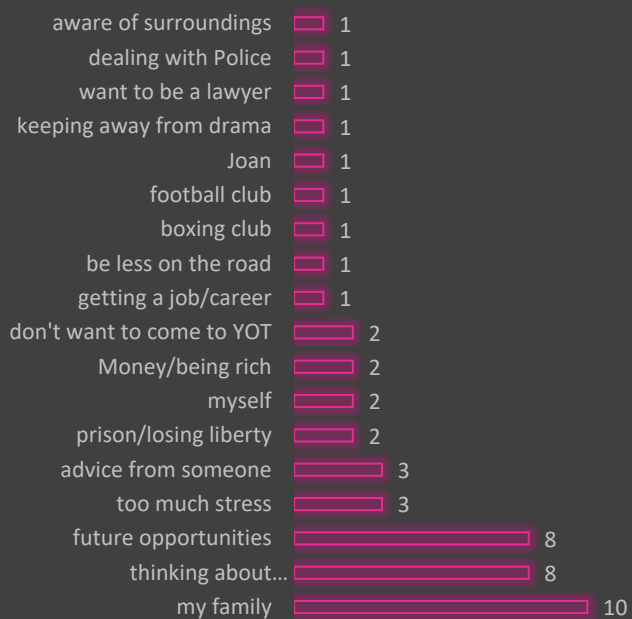


Narrative

This is also a free text response which can be difficult to obtain any form of response. The responses were grouped into the given categories.

We received a variety of responses but "thinking before I act/consequences" (18%) was the most common followed by thought of prison or losing liberty (12%). 12% said "family" would make them stop offending and 10% said "getting a job/career".

What would stop you offending in the future?



Comments received from exit questionnaires completed since April 2022 and participation session in February 2023.

I enjoyed working at
the food bank with the
reparation officer,
10.1.23

Very good to have
someone to talk to, the
help you were giving was
good but I was not ready
to accept, 19/10/22

I always felt
included and
listened to, my
worker was honest
15/4/22

I felt the group work
programmes were helpful
and I felt welcomed and
as my point of view was
heard, 21/4/22

There was no worst part, I
had to be punished 10/1/23

I am not in a gang but it
helped with distancing
from friends, 22/9/22

I felt I was in control
and involved the whole
time 21/4/22

Re: plan - She made it
relatively easy as she was
understanding. 24/9/22

She would always involve
me, we sat down and we
decided what was
helpful, 19/10/22

4.1.1 RESPONSE TO FEEDBACK

Feedback	Response
Exit questionnaires	These questionnaires are invaluable to our process, they help us build on our own areas of strengths and address any area of needs going forward, midway questionnaires will be collected to see if there are messages that we need to hear before the Order is over to ensure young people are given every opportunity to share anonymous feedback to us. Going forward we would like to extend these online questionnaires to parents and carers to grow our whole family approach.
My social worker changes too often – experiences of some of our Children in Care	Some feedback comes up more often and some of our young people do tell us that their social workers in safeguarding changes too often. We are able to use our advocacy role to support young people to ensure young people's views are shared with colleagues in social care and where possible which has ensured better communication and smoother transition between social workers. Sometimes these changes are out of the control of services however we spend time to hear the young people and make sure we maintain as much stability as we can in the YJS, for instance where possible, we continue to support Children in Care placed in neighbouring boroughs oppose to requesting the borough caretake, to ensure stability and recognise the impact of change.
Where we can help more: Anger Management Dealing With Stress Friends and relationships	Within exit questionnaires, young people told us these were the areas in which we can help more. This is excellent and tangible feedback that we can incorporate into future resources, group work and session plan. We have recently recruited to our CAMHS officer. Stress and Anger Management can be a focus of work that is delivered from this offer. Friends, relationships, and contextual safeguarding will continue to be areas that we explore and work on with our young people as it is such a pertinent issue in the lived experience of our young people.
Stop and Search	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. Our young people are also contributing their views to a new ground-breaking Stop and Search App which has the potential to impact children across the UK
Young People's Relationship with Police	Our work with the Stop and Search group goes a long way to break down barriers – however further work is needed to improve this – we continue to feedback to our police colleagues; we also have a high-ranking police officer as Vice-Chair of our management board who will have a direct line to all our feedback as we continue with participation sessions.

5 GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

The Youth Justice Strategic 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 provide scrutiny and challenge, receives 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 1 for Board Membership and current 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.

Children in Care

YJS report to the Corporate Parenting Advisory Committee (CPAC) and operationally the YJS staff attend CIC 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 BOARD DEVELOPMENT

Haringey YJS has done some significant work to develop our Management Board. In January 2023 we held a Management Board away day a key outcome of this was to engage board members directly in our self-assessment of our 'National Standards' within 2023. We now have a plan that include round table discussions to merge strategic partners and YJ practitioners to strength the link and ensure meaningful connection for strategic decision making and practice development. We have also renewed and improved our Board handbook (click image below) which sets out induction and expectations for all board members.



7 PROGRESS ON PREVIOUS PLAN

- Haringey YJS has maintained consistently strong performance over the past two years, with 82% overall compliance on the personal performance reports. Whilst there was a dip at the end of the 2022, we still managed to achieve 76% of assessments completed within timescales, 88% for sentence plans completed within timescale, and 81% for home visits undertaken every two months for 22/23.
- Over 70% of young people supported by the YJS are in full-time Education Training and Employment and 80% of young people received accreditation for the work they completed 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. The YJS were successful in a joint bid for the MOPAC Disproportionality Challenge Fund. This bid has allowed us to commission identity based intensive mentoring provided by our partner from Wipers and also and academic study. Haringey YJS remain a key advocate for these issues across the local authority.
- We continue to offer substance misuse support, general health nurse and recently have filled our full time CAMHS officer post. We still have a part time CAMHS role to recruit to which is

currently vacant. The additional full-time role was commissioned to respond to the growing need for emotional wellbeing with the service.

- The YJS completed a 6-day Introduction into Systemic Practice delivered by the Institution of Family Therapy. We have an implementation session booked for Spring Summer 2023. This training was for all front facing staff to ensure all staff will have a deeper understating and clinical lens to our work.
- We continue our commitment to Child First Offender Second approach, in 2022 saw a stronger focus on well-being, participation, young people feedback, and in house group work that focused on identity, health and wellbeing.
- We launched a new QA tool in Jan 2022 – this placed us more in line with colleagues from social care and helped us measure practice qualitatively using the HMIP inspection framework thus giving us tangible inspection-based results to inform our improvement plans. After a year of the new tool, we were in a position to fully evaluate it and developed it further, with a relaunch In January 2023. The tool interrogates our work further with the aim of more accurate results in line with inspection framework.

In terms of our Management Board Partnership plan last year, we were ambitious setting out 27 targets, with the majority of those achieved. Those that were incomplete have been progressed to this year's plan.

7.1 KEY ACHIEVEMENTS 22/23

London Accommodation Pathfinder Project

The Northeast London House launched in May 2023

Implementation of Constructive Resettlement

Haringey YJS are currently focused on implementing the Nacro identity lens toolkit to support the shift in how children and young people in Haringey view themselves and to support the move from pro-criminal to pro-social identity.

Redevelopment of YJS building

Creating meeting rooms oppose to "interview rooms" this is an ongoing development that includes focusing on staff wellbeing as well as improving the experience for children and young people using the building

Launch of the Communications Passport

This passport helps Judges and Bench Partners have a clear understanding of communication needs of Haringey young people attending court,

Haringey YJS is piloting a **Social Prescribing** programme Therapeutic activities with a holistic approach and focus on wellbeing. An alternative to using statutory services and an opportunity to give young people new experiences.

Youth Justice video (currently on Harinet)

Video showcasing the amazing work of our Restorative Justice and Victim offer.

Woodside Pilot project launched. A prevention programme aimed at supporting young people at risk of exclusion, offending and ASB, the projected was launched in September 2023 and has expanded to 2 other schools in 2023

Systemic training for the team – In 2022 YJS has completed 6-day introduction to systemic practice course delivered by the Institute of Family Therapy. In the Summer of 2023, a brief update session will be held focusing on implementing the methods to YJS Practice

Improved Health offer – new YJLD officer & CAMHS now sits on RMP. Full time dedicated CAMHS officer has been recruited to and is developing the YJS wellbeing offer alongside our colleagues from the Whittington Hospital and Insight Platform

Lowest ever re-offending rate of 32.8%. Together with one of the lowest re-offence rates in London.

Highest number of reparation hours ever completed in last year. We undertook 220 hours in q3 alone. The projects have been in the heart of the community including Haringey Parks and Selby Food Bank

Redeveloped a **new management oversight auditing tool** to learn from lessons in 2022 to aid further insight into case audits and operational improvement

The Development of inhouse group work **Health is your Wealth.** Focusing on the impact physical wellbeing has on emotional wellbeing.

Haringey won a joint bid for the **Disproportionality Challenge Fund** – providing one to one mentoring for up to 8 young people who identify as black or mixed heritage and the opportunity to contribute to an academic study on the lived experience of young black and mixed heritage young people involved with Youth Justice

Youth Participation YJS continues to have quarterly participation sessions gaining direct feedback from young people straight to the leadership team, as well as having young people weigh into the recruitment of our new Head of Service in April 2023. Our sessions continue to draw feedback so we can continue to have young people's voices impact and support service development and change

7.2 GROUPWORK ACTIVITY

We have worked together with partner agencies to provide a number of interventions and keep the young people engaged and motivated with our service while on court orders. We have advocated and co-ordinated group activities which have been beneficial to our young people both for their overall development, wellbeing, inclusion as well as offending behaviour.

Groups this year have included: - Ether Project, Rise and Reach, Venturous Project, VRI 1:1 Mentoring, Summer Trips, Aspire Higher, Exodus, London Fire Brigade Motivational Session, Summer Family Fun Day, Street Doctors, Stop and Search, Houses of Parliament Trip, Old Bailey Trip, Social Prescribing, Health is Your Wealth.



8 RESOURCES AND SERVICES

8.1 2023/24 BUDGET

Agency	Payment in Kind	Other delegated funds	Total
Police and Crime Commissioner	£190,750		£190,750
Probation	Seconded Officer	£5000	£35,208
Health (Clinical Commissioning Group)	Seconded Officer	£18,000	£73,000
Local Authority		£1,082,784	£1,082,784
YJB		£604,732	£604,732*
Other (NHS England L&D post)	Seconded Officer		
Public Health School Nurse Substance misuse	Series of commissioned contracts		
MOJ Turnaround Fund	£152,480.50		£152,480.50
Total	£343,230.50	£1,710,516	£2,138,954.5

**The YJB have not yet confirmed what our grant will be for 2023/24 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 extending the services capacity by way of investing the Turnaround Ministry of Justice Funding, by increasing capacity to deliver early intervention and prevention approaches, underpinned by a systemic whole family approach, alongside widening the whole services remit to deliver the borough's Youth at Risk Strategy.

The current structure has not fully allowed 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. In 2022 we redirected existing resources to refocus some of our work on more preventative and whole family approaches and working with Schools. The Turnaround Funding has allowed a further review of the management structure and remodel to build on the work initiated and will give Haringey the opportunity to strengthen the 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, in due course, take the leading role for delivering against the priorities within the Youth at Risk Strategy, and further align with the Supporting Families Programme and our Early Help Strategy.

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 partnership investment in the Youth Justice Service is captured in above and sets out the Turnaround Funding.

In 2023/24 we will see the recruitment of a dedicated full time Head of Service for Haringey Youth at risk who will have strategic responsibility for the delivery of our Young People at Risk Strategy and responsible for our Youth Justice service, streamlining and creating a leaner management structure, to ensure a viable model to deliver the current and new responsibilities going forward. An additional Team Manager post has been created to support the delivery of the objectives within our Young People at Risk Strategy and ensure successful delivery of the Turnaround project.

In 2023/24 we will 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. The YJB grant continues to be 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 alongside a range of other governance boards with interdependencies such as the SEND Executive, Start Well Board and Community Safety Partnership.

The YJS are also match funding the Integrated Care Board (ICB) 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.

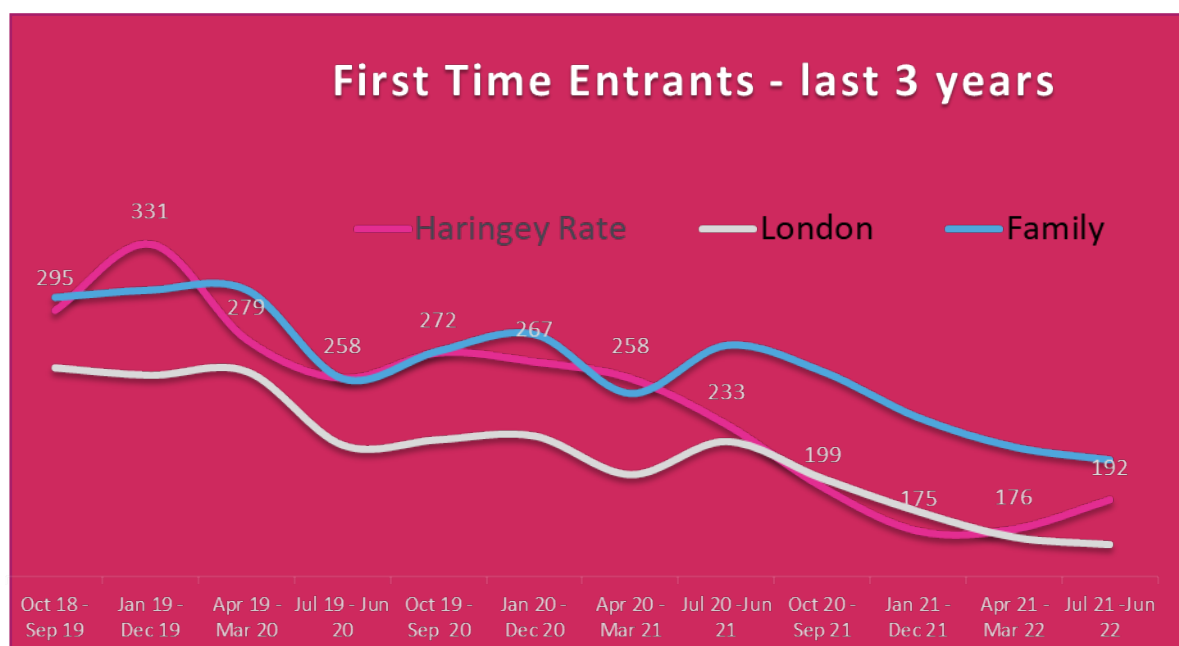
9 PERFORMANCE AND NATIONAL KEY PERFORMANCE INDICATORS

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.

9.1 FIRST TIME ENTRANTS

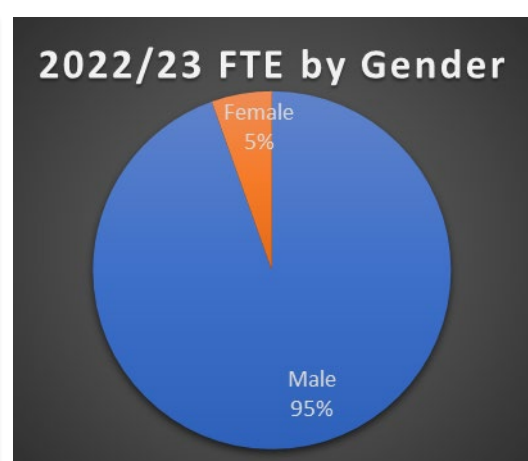
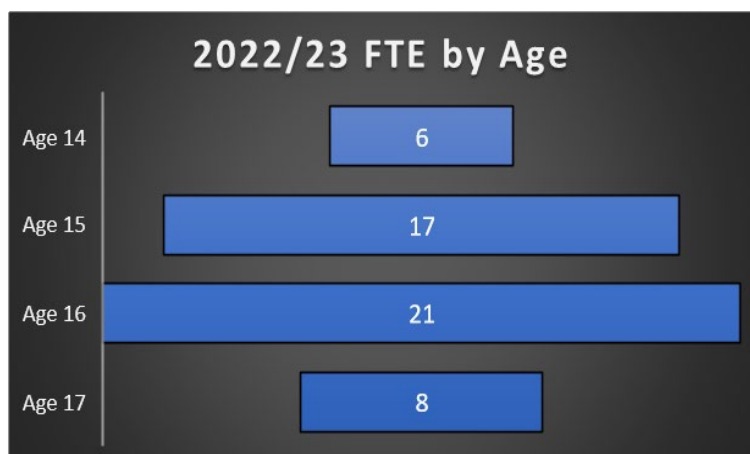
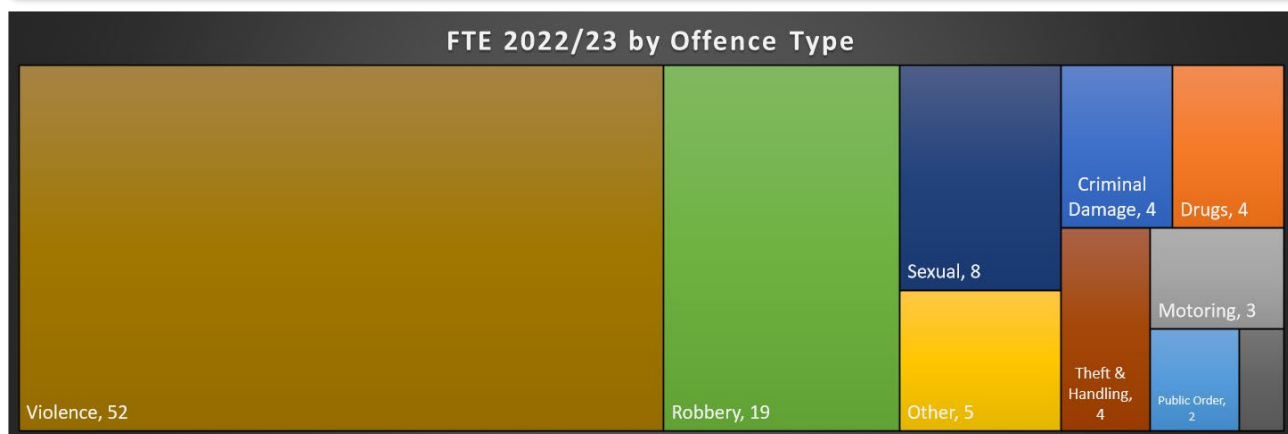
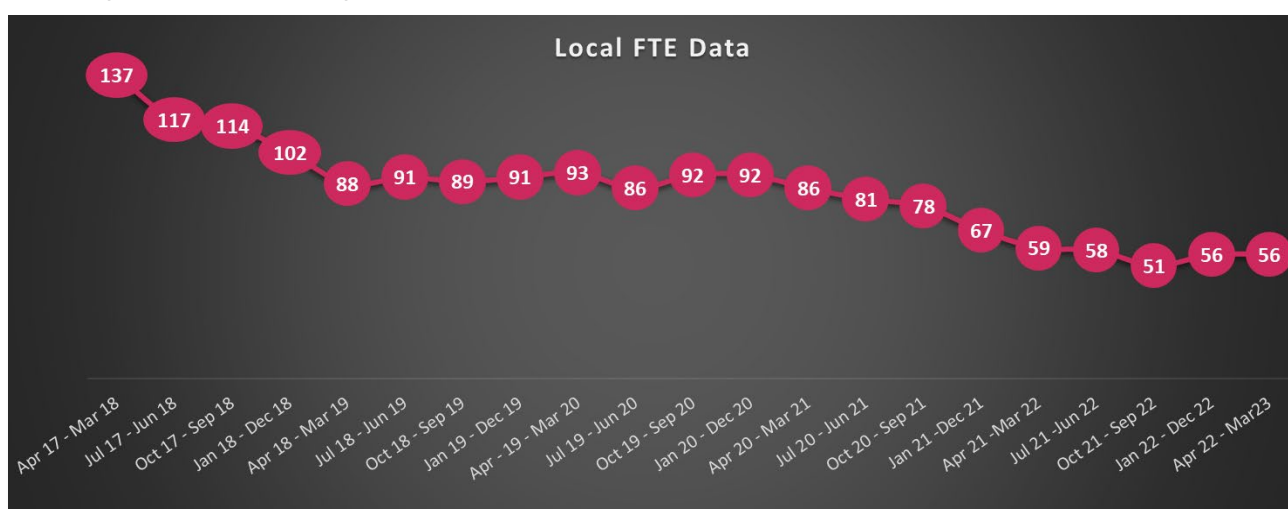
9.1.1 NATIONAL INDICATOR

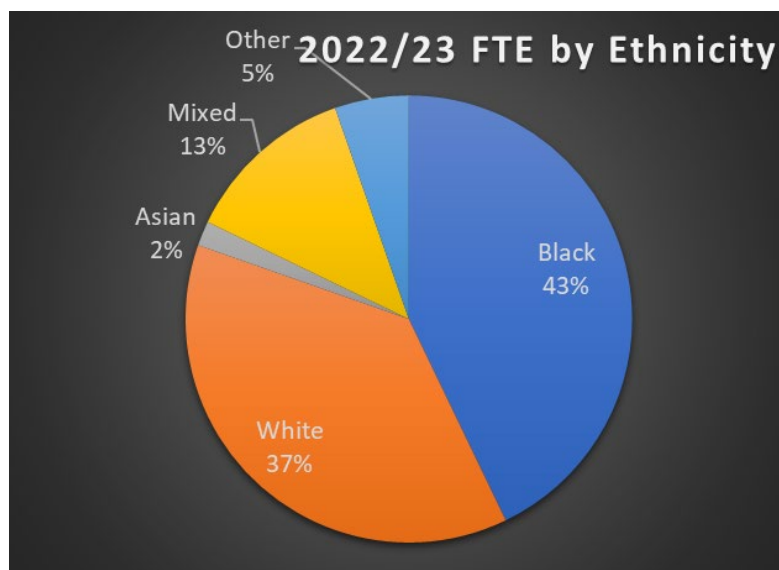
Between October 21 and Sep 22 (latest available period) Haringey has seen an increase of 2% in first time entrants to the youth justice system compared to the same period 21/22. This relates to one young person. This still marks a decrease of 30% compared to three years ago. Haringey has the sixth lowest rate of FTE in our family of YOTs and 25th lowest in London. The Haringey rate is lower than the Family but higher than the London average.



9.1.2 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 the YJS to cross check for discrepancies. Local data is likely to be a more accurate portrayal of first-time entrants. The numbers appear to have reached a plateau and remain consistently around the mid-fifties for the last year. 95% of FTEs were male, the average age is 16.5 years and most likely to commit a violent offence. The ethnicity profile of FTEs is far less disproportionate than the ethnicity offending profile of the caseload in recent years. There has been a concerning increase in sexual offences recently and we are likely to expect more due to recent influx of Merlins (notifications of young people coming to the attention of police) detailing offences of harmful sexual behaviour. Due to this trend, we have ensured that staff are receiving adequate training.

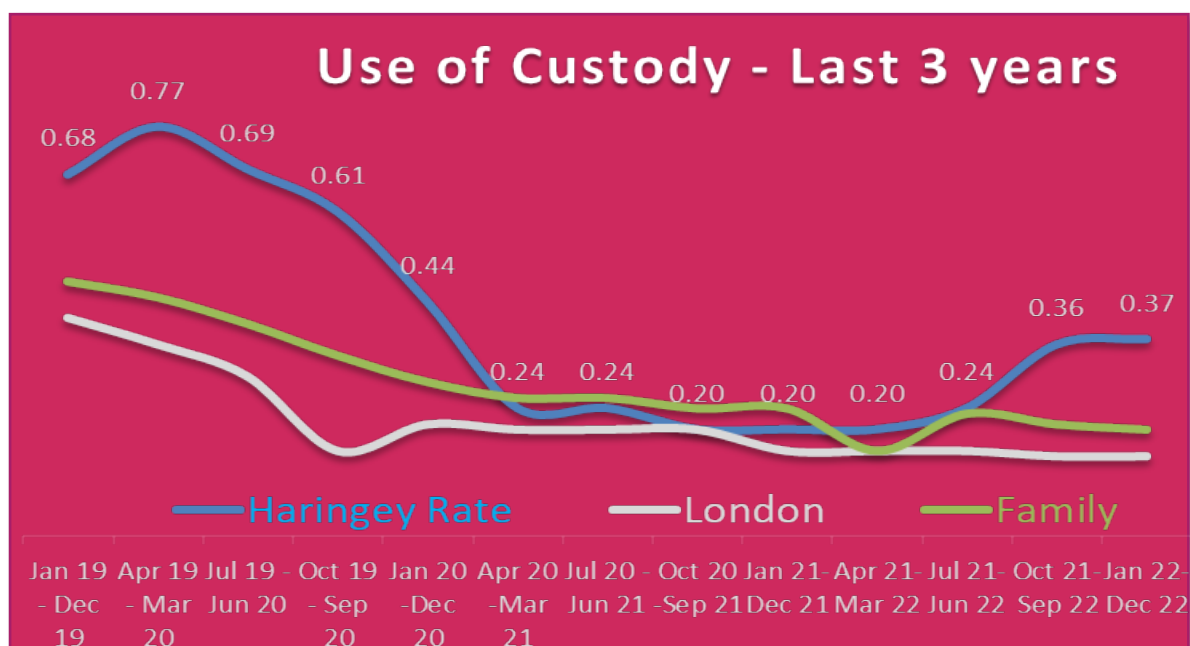




9.2 USE OF CUSTODY

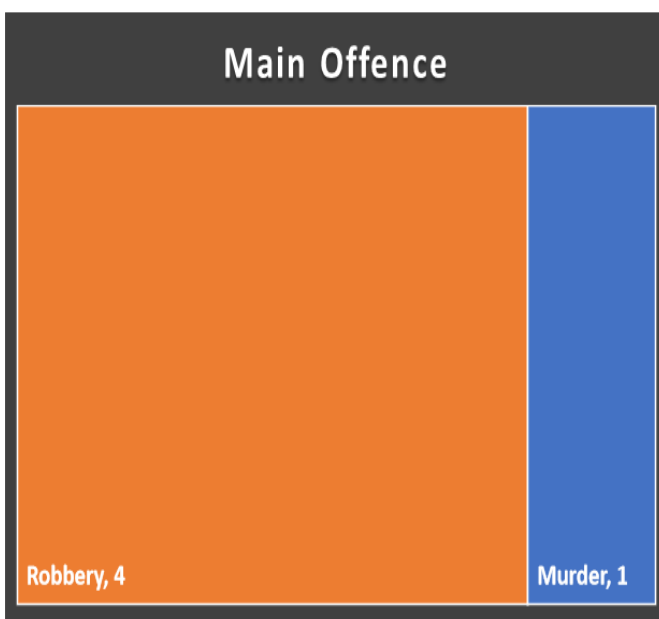
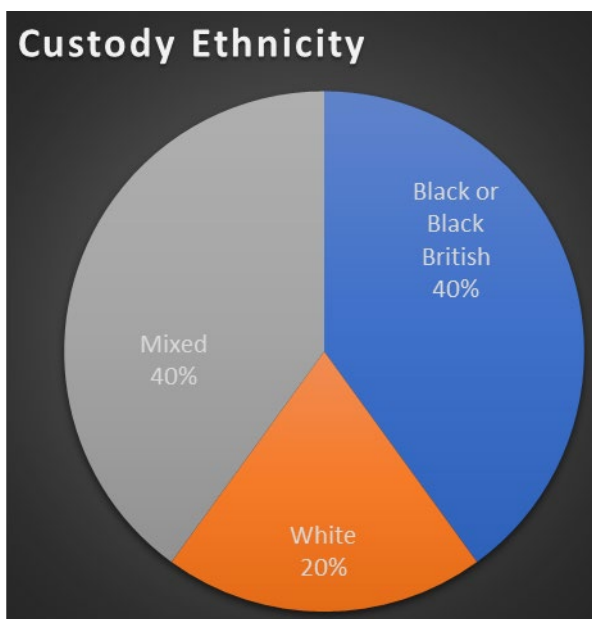
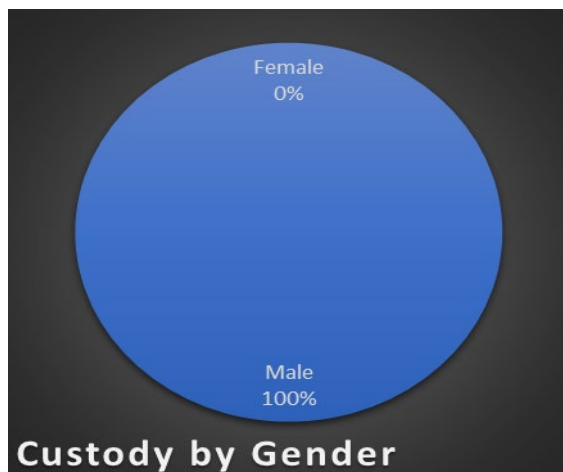
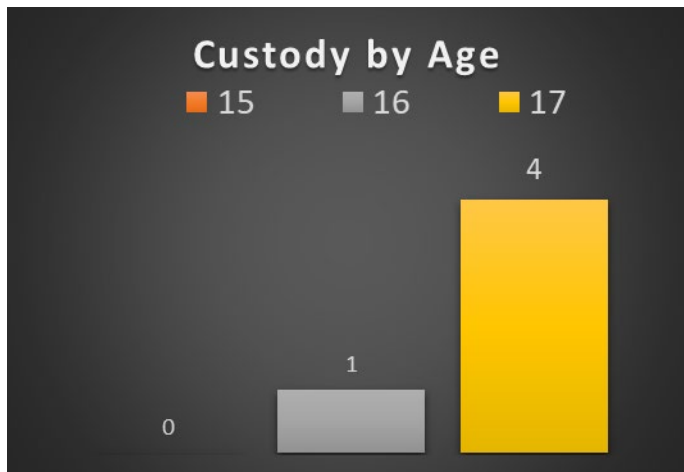
9.2.1 NATIONAL INDICATOR

The number of young people sentenced to custody has increased by 80% or by 4 custodial sentences since the last year. However, three young people received a concurrent Detention Training Order (DTO) and s250 in the same sentencing occasion which had to be counted separately in terms of our YJB returns and has negatively distorted the Haringey rate. One of the same young people also received a further custodial period whilst already serving. There were nine custodial sentences (actually relating to five young people) between January and December 2022. This still represents a decrease of 47% compared to three years ago. The current figure is the highest in our family and across London.



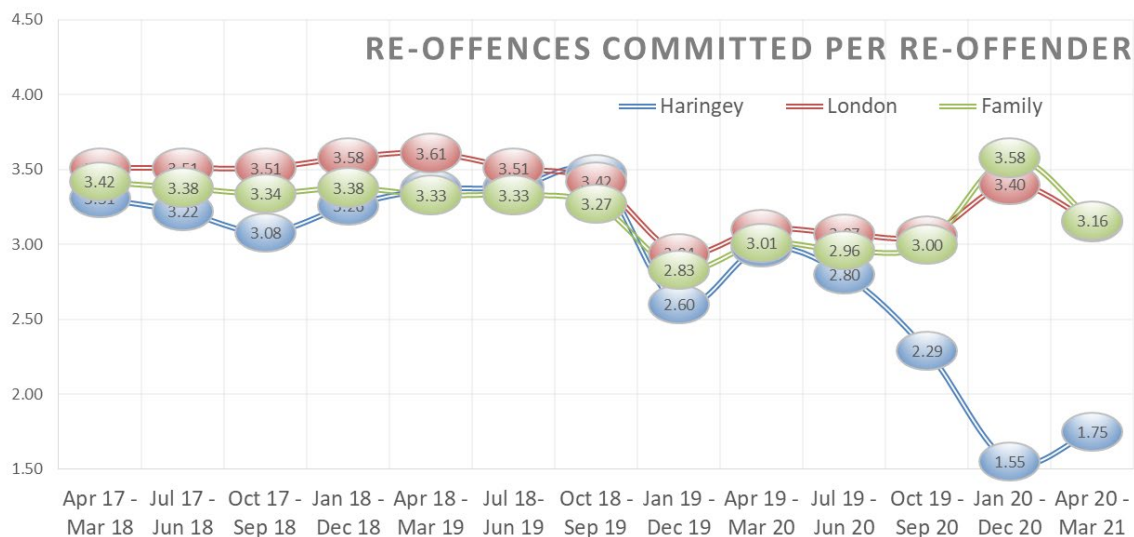
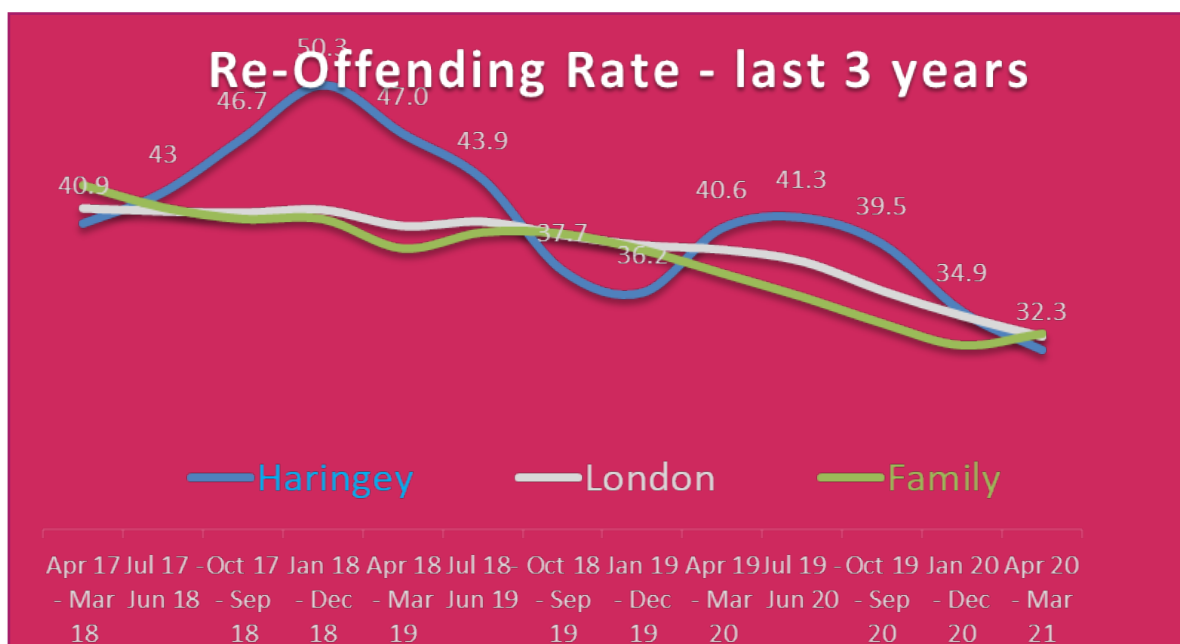
9.2.2 FURTHER ANALYSIS

All five young people sentenced to custody were male, 80% were 17 years old, 67% were sentenced due to robbery offences, 45% were black/black British.



9.3 RE-OFFENDING RATE

The Haringey re-offending rate continues to reduce and has reduced for the last four consecutive quarters. It is currently at the lowest rate since we started tracking re-offending.



The latest return for the annual re-offending rate was 32.3% re-offending. This relates to 40 young people re-offending from a cohort of 124 committing 70 re-offences. This compares to 40.6% re-offending for the previous year and 40.9% 3 years ago. Haringey has the lowest re-offences rate

(1.75) across London. The rate is expected to reduce even further as predicted by our live tracker tool. This is largely due to the continued reduction in arrest rates, the decriminalisation of young people and the impact of interventions. We are recognising that Reoffending is mostly committed by our most complex young people therefore reoffending rates relate to a small cohort of existing young people on the YJS caseload.

9.3.1 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 (Key Performance Indicators). By identifying trend and patterns we are able to tailor delivery, for instance offence related interventions and having a key focus on our children in care who unfortunately disproportionately reoffend.

Headlines

The cohort used for this analysis is those young people that have offended between 1/4/21 and 31/3/22. The young people are then tracked for one year from the date of their offence to obtain a re-offending rate. This is the first analysis of this cohort

We will track those over 18 years using PNC reports (awaiting final reports)

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

101 young people are in the cohort

24 (24%) young people re-offended. 22% at same time last year.

The 24 re-offenders have committed 54 re-offences, an average of 2.25 each. 75% of re-offenders committed a Violent, Robbery or Drugs offence.

I have identified a top 10 "at risk of re-offending" list using YOGRS score and offending history, three have offended thus far

Age - re-offending rate increases as you get older

Gender - 22 re-offenders thus far were male. Relates to 25% of males re-offending. Two of the 15 females have re-offended (17%)

Ethnicity - Black young people re-offending binary rate is 27% (12 from 44 yp re-offended), Other 0% (0 from 2), Asian 33% (1 from 3), Mixed 27% (4 from 15) and White 19% (7 from 36)

Ethnicity - Mixed and Black young people re-offending frequency are highest (both 2.50 offences per re-offender), followed by White (1.43)

Location - West Green wards 75% (3/4) and Noel Park 50% (4/8) have the highest re-offending rates followed by Tottenham Hale 40% (2/4)

Legal Status - Currently LAC 21% (4 from 19), Never LAC 21% (17 from 79), Previously 100% (3 from 3)

Intervention Tier - Custody 0% (0 from 1), Community 10% (2 from 20), First Tier 31% (13 from 42), Pre Court 27% (3 from 11), No intervention 22% (6 from 27). Those on lower tiers and no interventions have a higher re-offending rate

Original Offence Type - Drugs offences have the highest re-offending rate 30% followed by Robbery and then Violence 25% and 23% respectively

Time to First Offence - If they commit their first offences within a month, they are more likely to commit a higher number of re-offences in total

YOGRS - The re-offending rate usually increases with the YOGRS score as expected. Low risk of re-offending = 20%, Medium Risk = 27%. Only 4 high YOGRS scores in cohort (score 77 and above). One has re-offended

Seriousness - 29% re-offended at a more serious level. 25% re-offended at a less serious level

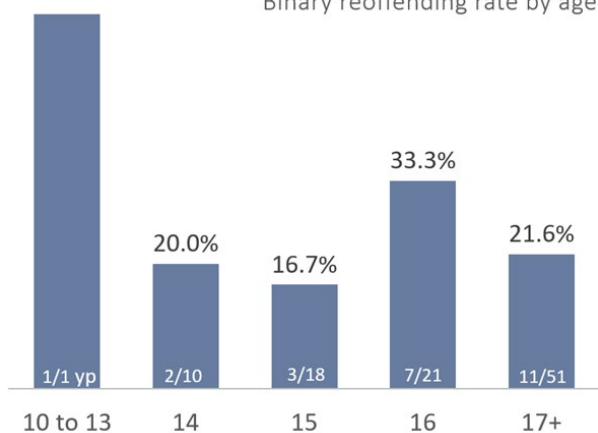
Re-Offending Cohort 1/4/21 to 31/3/22, Tracked for 1 Year (31/3/23)

- Number of young people NOT re-offended
- Number of young people reoffended

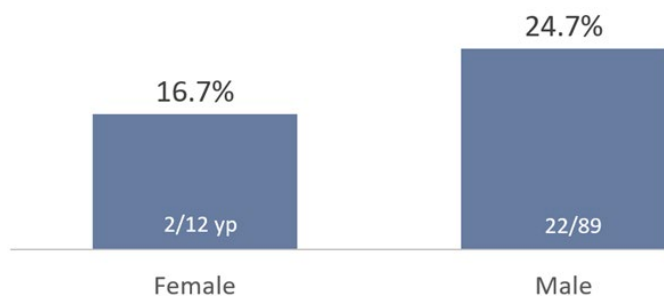


Haringey Youth Justice Strategic Plan 23/24

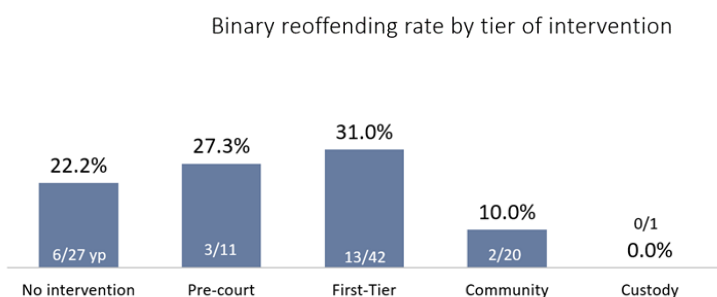
Binary reoffending rate by age



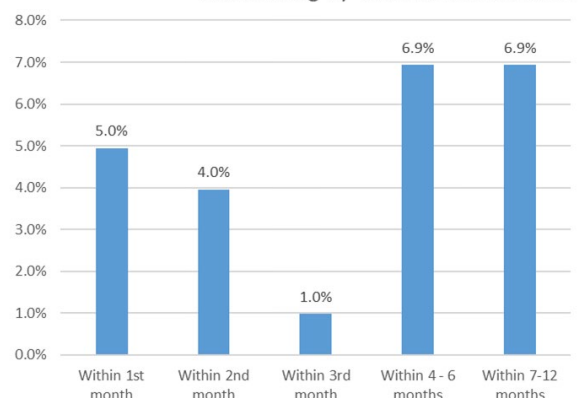
Binary reoffending rate by gender



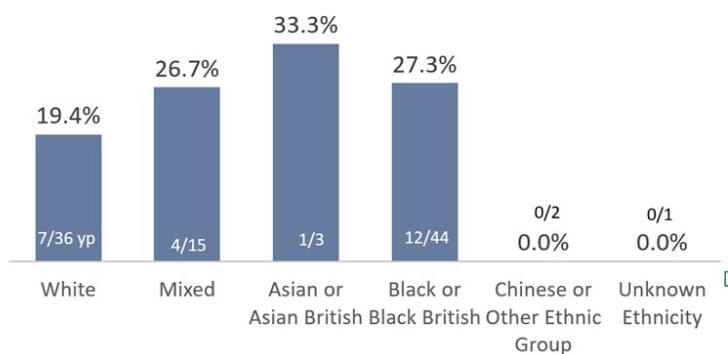
Binary reoffending rate by tier of intervention



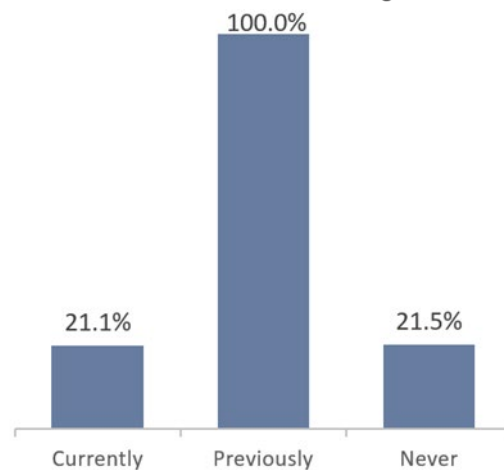
Reoffending by Time to First Reoffence



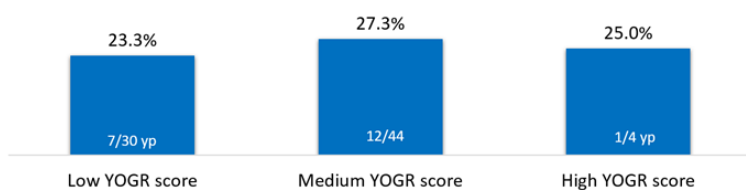
Binary reoffending rate by ethnicity



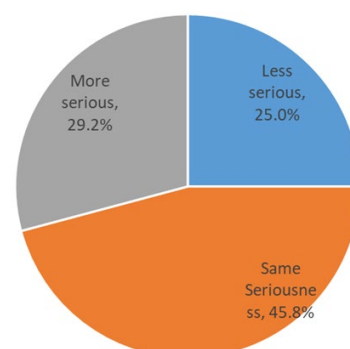
Reoffending Binary Rate by Legal Status



Binary reoffending rate by YOGRS band



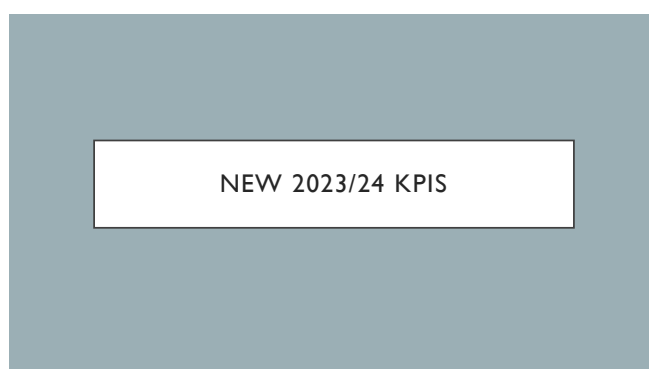
Reoffending by Seriousness



9.4 ADDITIONAL KEY PERFORMANCE INDICATORS

The new KPIs have been presented to staff together with the changes in processes and recording required in order to collate the data. We have devised a bespoke training package which will be used in the training/presentation (click below). Fortunately, the majority of recording is already in place therefore substantial changes are not required.

The main challenges are the new processes for mental health and substance misuse recording. CAMHS and Insight already record this information on their own case management system and this will therefore involve duplication of work which can be frustrating for the staff members.



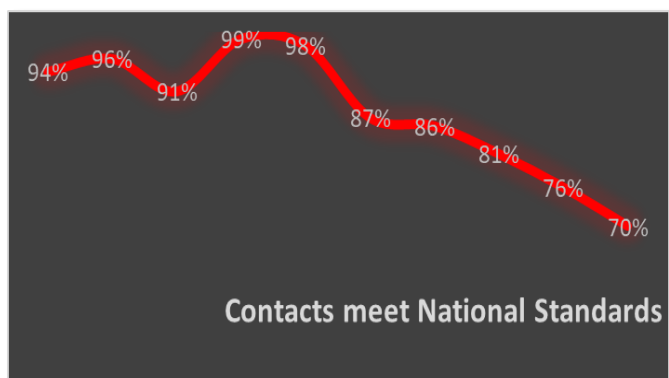
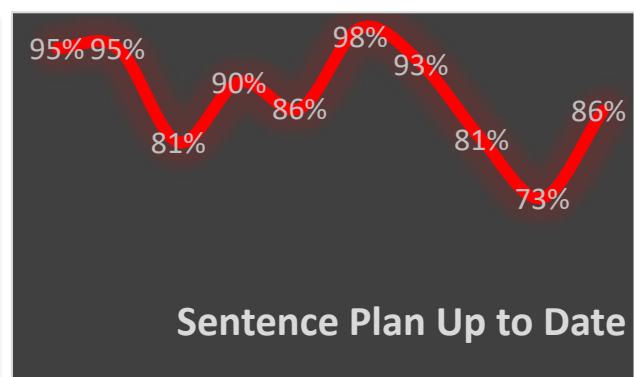
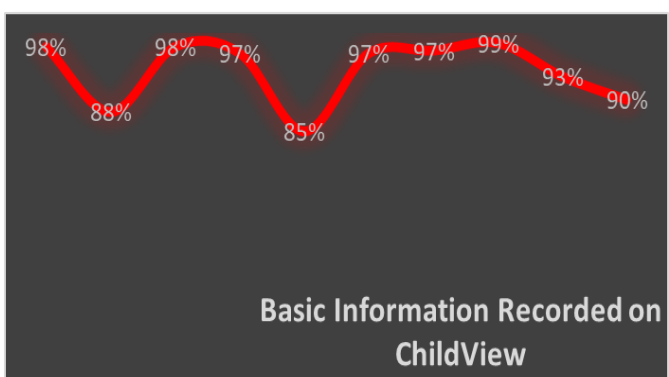
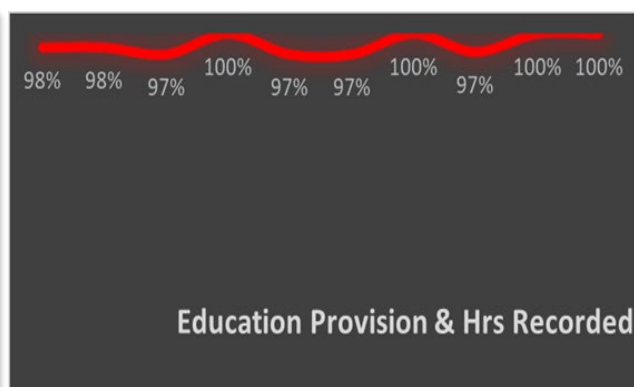
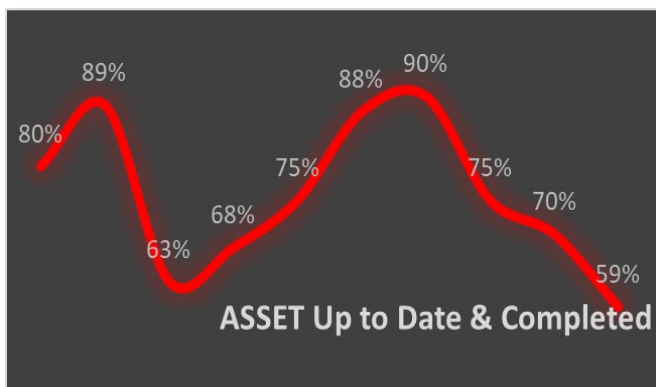
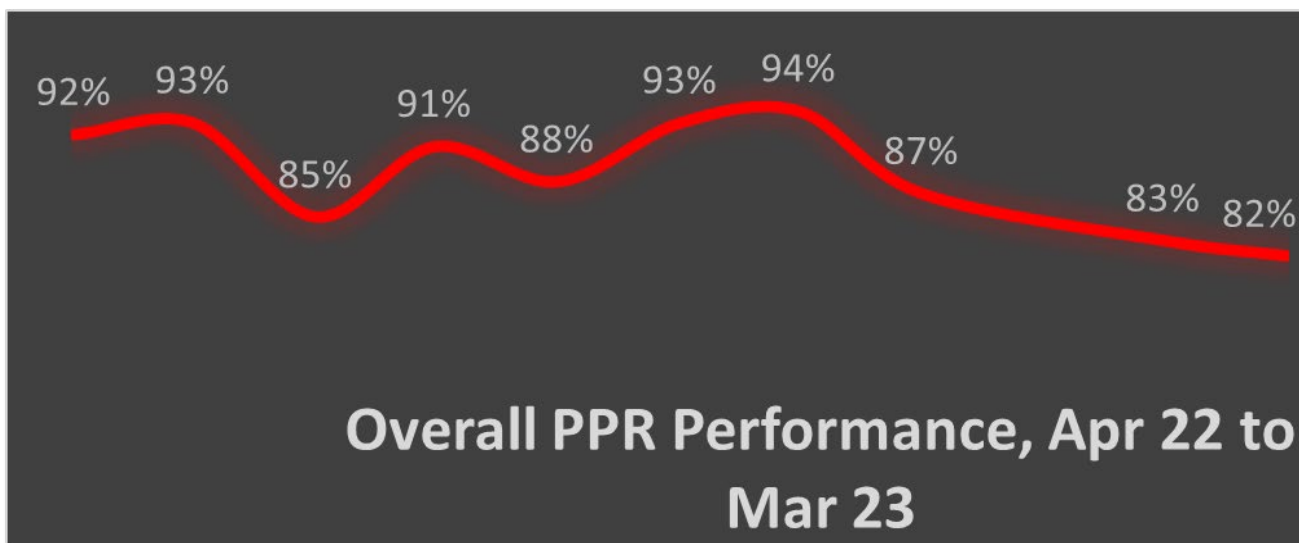
9.5 PERSONAL PERFORMANCE REPORTS

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 clinics are held with Case Managers and their supervisor where this target is not achieved by each case manager. Overall, we finished the year with 82% which meets the overall target. Areas for improvement are: -

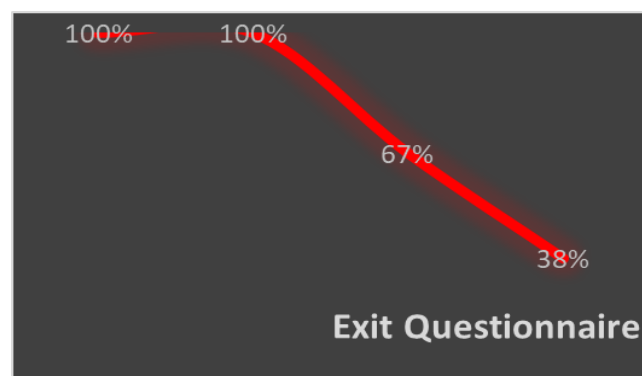
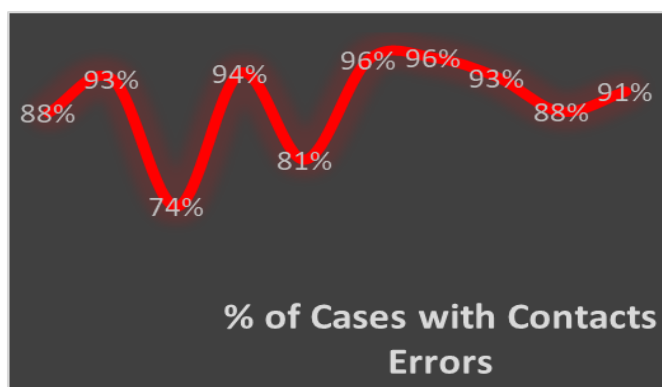
- ASSET+ completion within timescales (59%)
- Contacts meeting National Standards (70%)
- Exit Questionnaire Completion (38%)

Performance dipped at the end of the year which was mostly due to an increase in sickness across the service, both short-term and long term which in a relatively small service really impacts upon remaining staff.

9.5.1 PPR GRAPHS



Haringey Youth Justice Strategic Plan 23/24



9.6 2023/24 YJS TARGETS

No	Area for Development	Target	22/23 Output	23/24 Target
1	National Indicators	1.1 Reduce the Use of Custody 1.2 Reduce the rate of Re-offending. 1.3 Reduce the rate of first-time entrants into the Youth Justice System	9 sentences 32.3% 51 yp	6 sentences 30% 45 yp
2	Education	2.1 Increase the % in suitable Education, training and employment	70%	80%
3	Management Oversight Audits	3.1 Increase the overall Audit % for the Planning Section 3.2 Increase the overall Audit % for the Resettlement section. 3.3 Increase the overall Audit % for the Custody section	58% 58% 59%	70% 70% 70%
4	Case Management (PPRs)	4.1 Increase the % of ASSET+ completed within timescale. 4.2 Increase the % of Home Visits undertaken every two months as a minimum. 4.3 Increase the % of Sentence Plans completed within timescale	76% 81% 88%	90% 90% 90%
5	Children in Care	5.1 increase the number of CIC who actively participate in ETE. 5.2 Increase the number of CIC who have an assessed need for Substance Misuse support access to said service. 5.3 To support our CIC with robust risk plans to reduce the number of CIC who get assessed as High Risk across Serious Harm Safety and Wellbeing and Reoffending	76% 67% 26% 68% 32%	65% 60% 20% 60% 25%

NB – PPR all percentages relate to the live case load – a number that changes from month to month

10 CHILDREN FROM GROUPS WHICH ARE OVER-REPRESENTED

10.1 ETHNIC DISPARITY TOOL

This dataset pertains to the latest data available from the YJB, the 21/22 ethnic disparity tool (latest available). Black children continue to be over-represented in Haringey. In 21/22 44% of the youth offending population was black compared to 23% residing in Haringey, according to the 2021 Census. This relates to black children being 21 percentage points over-represented. Haringey had the sixth highest disproportionality rate in London. Local analysis shows that the rate is likely to widen to 27 percentage points over the next year.

Black children are over-represented in youth justice system by 21% in Haringey.

2021 Census

Asian 8%
Black 23%
Mixed 11%
Other 11%
White 53%

21/22 Offending

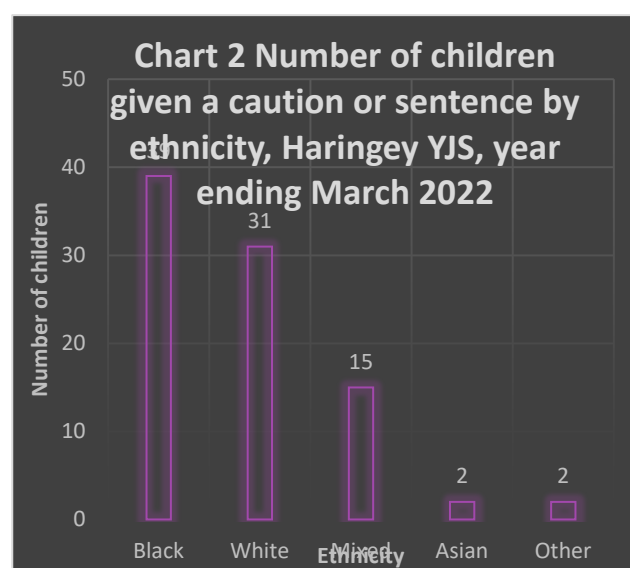
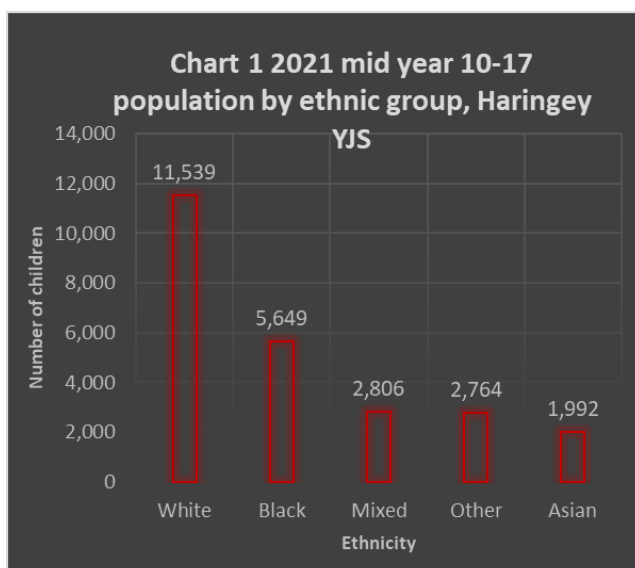
Asian 2%
Black 44%
Mixed 17%
Other 2%
White 35%

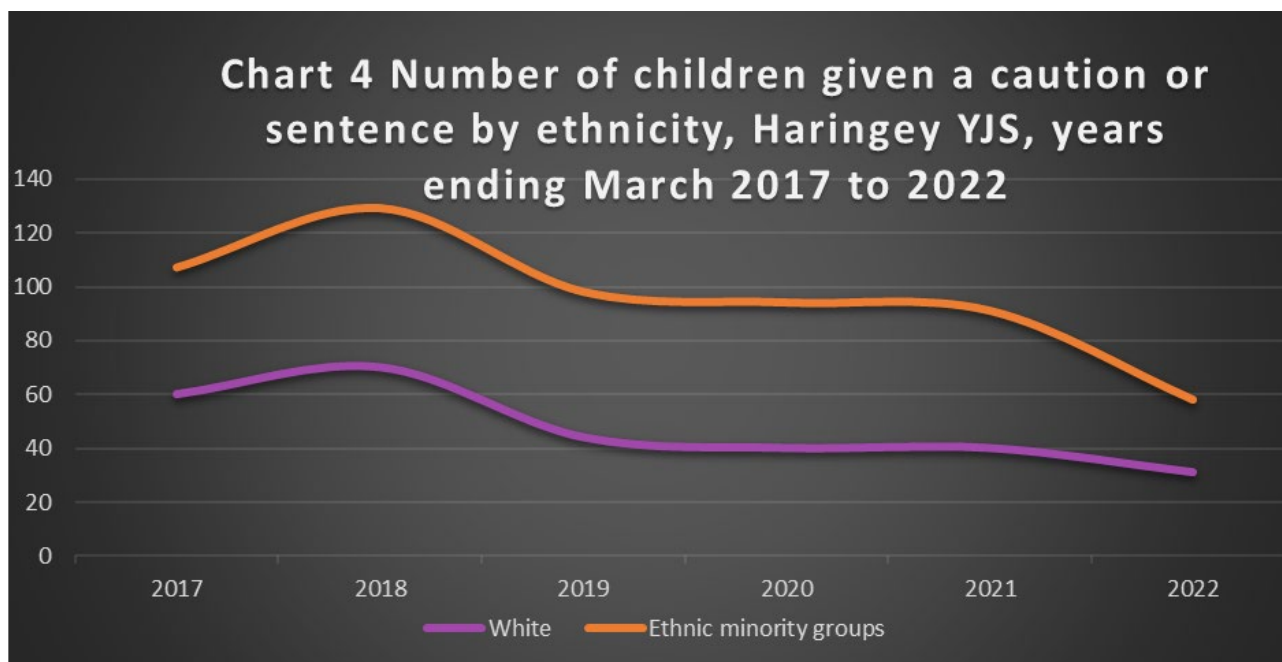
Black children are 2.6 times more likely to be cautioned or sentenced for an offence.

Proportion of offending children that committed a serious offence in 21/22

Black 33%
White 14%
Mixed 13%

Average disproportionality across London is 14%





10.2 OTHER AREAS OF DISPROPORTIONALITY

As of 1st April 2023, these are the other areas of disproportionality: -

- Boys and young men currently represent 88% of our current caseload. This is not unique to Haringey although the % difference has increased over the last 10 years.
- 62% of our caseload have emotional wellbeing concerns according to their latest assessment.
- 60% have substance misuse concerns.
- 45% have a high risk of safety and wellbeing.

10.3 YJS RESPONSE TO DISPROPORTIONALITY DATA

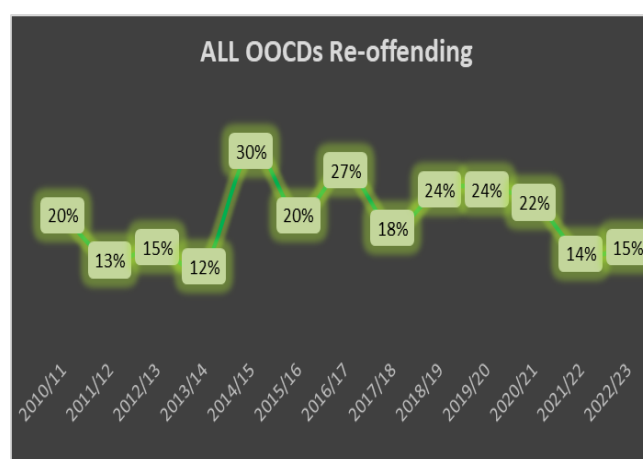
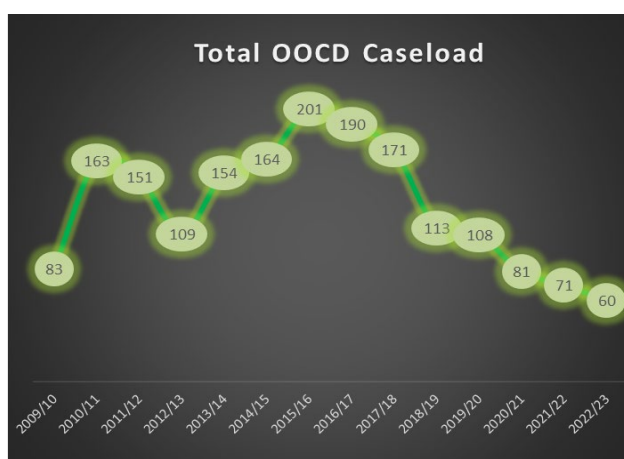
- Haringey YJS continue to commission our partners from Wipers to deliver the Ether project, this is an identity lead programme aimed at young people from the global majority
- Haringey YJS won a joint bid for the MOPAC Disproportionality Challenge Fund – this gives our young people across the cohort access to one-to-one mentoring with a mentor from Wipers and the opportunity to contribute to an academic study around young people's experiences of racial inequality and disproportionality
- The YJS is currently working with the Howard League on a project around Disproportionality and custodial remand – the aim of the project is to impact policy and judicial change for young people from the global majority impacted by the criminal justice system.
- The YJS are planning bespoke and home grow group work responding to trends amongst young people, specifically young men such as online misogyny.

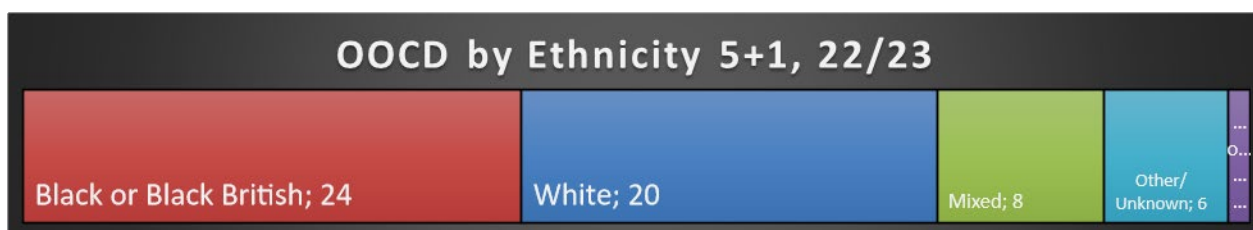
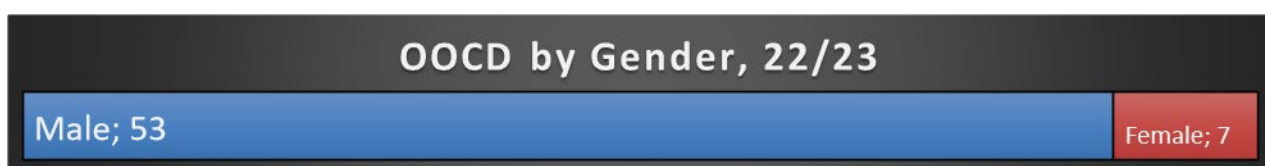
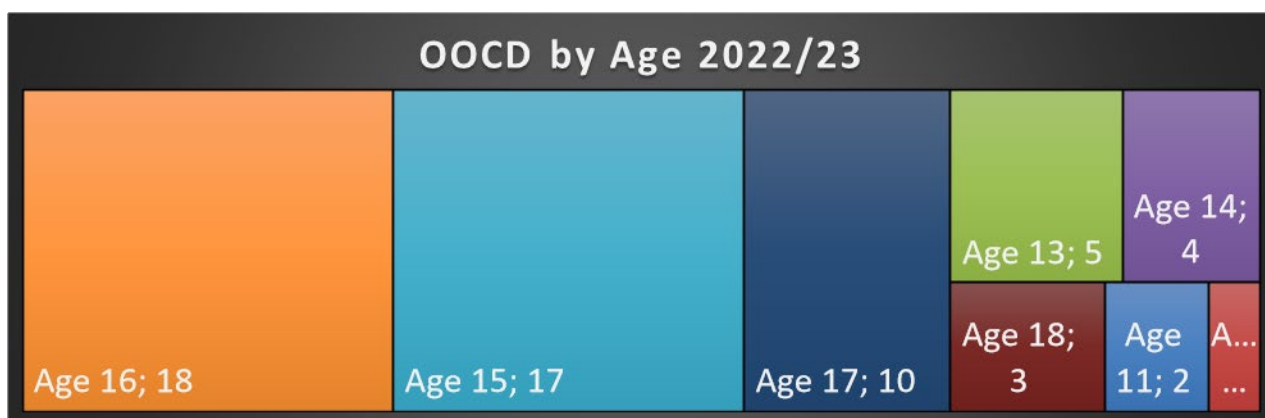
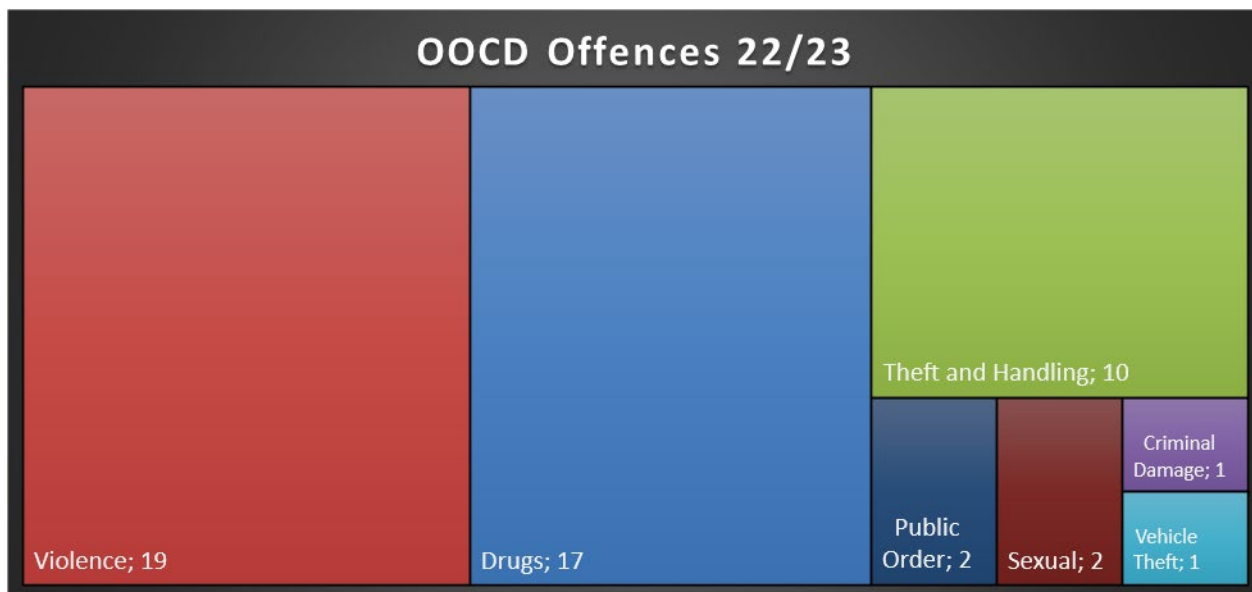
11 PREVENTION AND DIVERSION

We regularly monitor and analyse the OOCd cohort for its effectiveness and to inform future planning of services. The caseload reduced by 15% overall, which is similar to the local and national picture in 22/23. However, as we embed our early intervention and prevention response underpinned by the Turnaround Programme objectives, we are confident that the numbers of children and young people supported through prevention will increase. Continuing reduction in arrest rates and the increase in Community Resolutions continue to impact the number of OOCd that come through the service.

There were 61 OOCds in 22/23. 7 Prevention 17 Community Resolutions 15 Triage 5 Youth Cautions 17 Youth Conditional Cautions	This is a 15% reduction (prev 71) compared to 21/22 and 44% reduction (prev 108) since 2019/20	Youth Conditional Cautions had the highest re-offending rate, 27% which relates to 3 from 11 from the 21/22 cohort re-offending after 1 year
Of the 22/23 cohort, 88% were male, 65% were BAME, the average was 16.3yrs, 70% were Drugs or Violent offences	Of the 22/23 cohort, 7% were CiC 5% were on a CP Plan 10% were on a CIN Plan	Latest ASSET data 98% had concerns re: safety and wellbeing 71% behaviour was cause for concern 63% vulnerable to criminal exploitation 60% concerns re: education 55% concerns re: attitude to offending
Of 61 cases, 30 were successfully completed 22 refused the programme 9 did not complete the programme	Of the 7 Prevention cases, 4 were successfully completed	2022/23 had the lowest number of Triage programmes since they were introduced. A reduction of 90% since 2016/17.

22/23 OOCds	22/23 Interventions	Re-Offending Rate %	No Successfully Completed	% Successfully Completed
Prevention	7	n/a	4	57%
Community Resolutions	17	14%	1	6%
Triage	15	11%	5	33%
Youth Caution	5	14%	2	40%
Youth Conditional Caution	16	27%	11	69%
22/23 Total	60	15%	23	38%





Out of Court Disposals (OOCd)

The OOCd panel co-chaired on a weekly basis by the Metropolitan 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.

Out of Court Disposals Scrutiny Panels

The panel ordinarily 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. with a total of 12 cases reviewed which represented all the disposal options. Panel members agreed with the majority of decision reached in all of the cases.

Outcome of Scrutiny	No
Appropriate disposal consistent with policy & guidance	4
Appropriate but with panel observations	1
Inappropriate or inconsistent with policy/guidance	0
Panel fails to reach a conclusion	1

12 EDUCATION

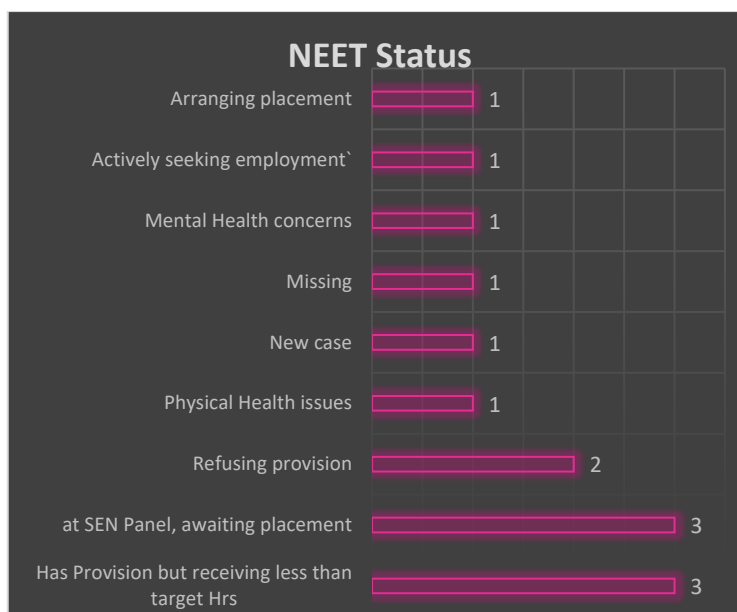
In 2022/23 an average of 71% of our young people were in full time education training or employment (ETE). This significant and successful outcome is especially significant as we only account for full time attendees of 25+ hours of ETE, 16+ for above school age. We track our NEET caseload for reasons to ensure we are doing everything possible to ensure that our young people have what they need to access ETE. Of the 26% NEET the reasons we found were: -

- young people being in transition between placements due to recent exclusions,
- young people receiving home tuition (less than 16 hours)/other part-time ETE,
- young people missing or refusing their placements – where they are meant to be accessing ETE.
- they are a missing person.
- where they have ill health

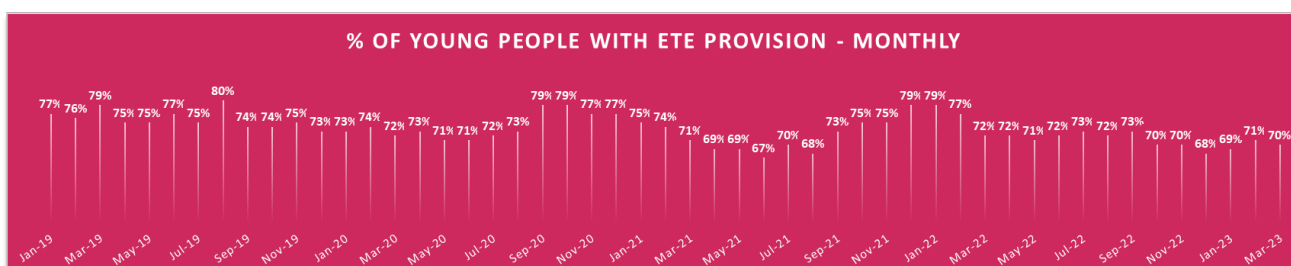
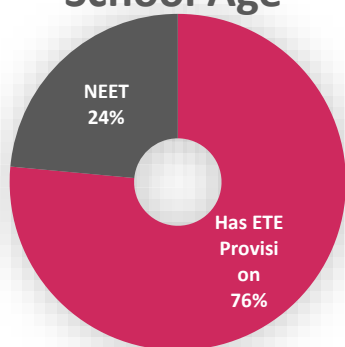
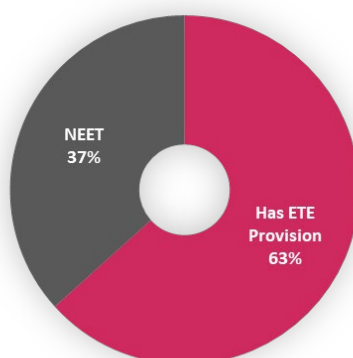
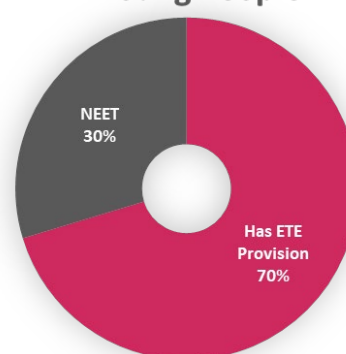
We ensure that we regularly review this list and are in regular contact with the virtual school and all relevant partners to ensure our ETE rate remains high.

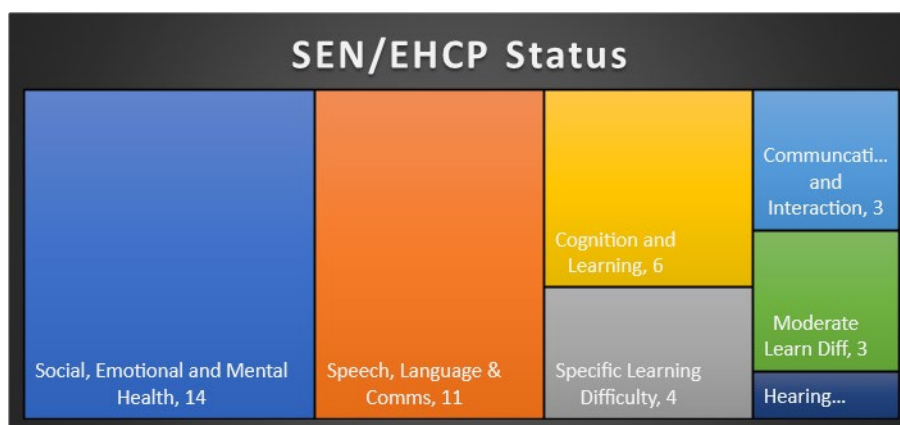
Next Steps for YJS Education: We have set a new priority to increase our EET to 80% for the cohort, in addition to continued roll-out of Prevention in School Project. Employment offers locally for young people aged 16 and 17 years (currently Haringey Works only work with 18+). Monitor the new YJS education KPI for education suitability and how we support change for young people's education (if it's assessed as being unsuitable).

Haringey Youth Justice Strategic Plan 23/24



As expected, the post 16 cohort ETE rate (63%) is lower than those of school age (76%) mostly due to the lack of available provision.

**School Age****Post 16+****All Young People**



Our colleagues in SEND ensure that they share information regarding plans for all YJS children and young people who have EHCP's. These plans are then overseen by our CAMHS and Education officer to ensure we following the guidance need as set out in the plan. It is vital that the work we do with young people is in line with their EHCP should they have one.

13 RESTORATIVE APPROACHES AND SUPPORT FOR VICTIMS OF CRIME

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.

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.

"I recently had a case where an emergency worker was a victim of assault. I would say that it was successful case as the victim provided. The Young person who was involved in the incident was very sorry about what happened and completed a letter of explanation and apology which was given to the victim. The Young person was quite resistant about his contribution to the offence at first, however gaining consent from the victim to share the Victim assessment with the young person in our session was useful in helping the young person to develop empathy and understanding. The young person was able to articulate regret so much, so the young person was willing to participate in a face-to-face RJ meeting. Despite the victim choosing not to participate in the face-to-face meeting both participants were satisfied with the engagement and support provided." Kayon – Victim Support Officer

We created a You Tube video which has been presented to all Children's Services and is available on our website. This was aimed at preventing the cycle of offending and re-offending and explained the support available for offenders and victims.

Haringey Youth Justice Restorative Justice Video



13.1 REPARATION

Over the past year, our young people have continued there 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.

“The strength of Haringey Reparation is the variety of valuable projects for young people to work on that are on offer in the community.

Year on year, these projects are revaluated as the needs of the community changes. Examples include participating in community events, learning different landscaping skills by working in local parks and gardens or helping to achieve the desired green flag standard. Young people see the value of working in the local park as many have used them when they were younger, their siblings play in them, and young people speak with joy talking of the activities they have done with their family or friends. Park users speak to our young people and praise their work, parks staff give us valuable support and advice in how to tackle more challenging tasks.

All young people have a choice of projects they wish to attend. The sessions are planed together around their family/school/work/health schedule.

Haringey is always looking for new projects and one that is highly valued is the local partnership with Selby Centre Food bank. This is quite labour intense work but there is a task that can be suited for everyone’s capability. Young people’s feedback is captured and shared with the organizations not just internally and it is a valuable part of our Restorative Justice offer. Some of our panel members have attended and supported these sessions.”

Jelena – Reparation Officer

13.1.1 REPARATION PROJECTS

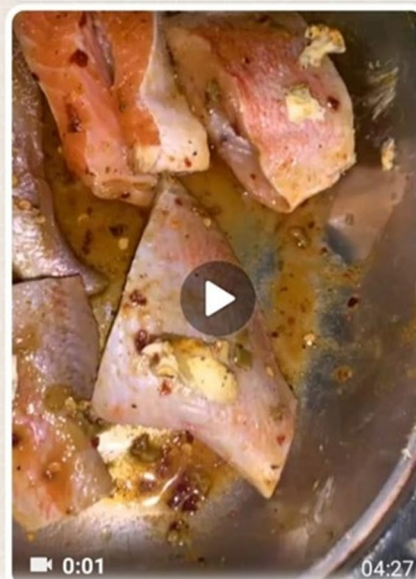


That was tuna wrapped in boiled lettuce
baked it went with diced potatoes
and carrots boiled in a spiced water
(European influenced)

04:26

Projects this year included: -

- Making raised beds at Bruce Castle Park
- Weeding and mulching at Bruce Castle Memorial Garden
- Creation of a tiny forest in White Hart Lane as part of Earthwatch
- Making and delivering food parcels at Selby Road Food Bank
- Gardening at Chapmans Green
- London Accommodation Pathfinder Animation project
- Yp cooking for their parents
- Gardening at Wood Green Crown Court gardens
- No Knives programme at the Old Bailey



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14 SERIOUS VIOLENCE AND CHILD CRIMINAL EXPLOITATION

Serious youth violence and child criminal exploitation is a critical area that we as a partnership are targeting. 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.

14.1 VIOLENCE, VULNERABILITY AND EXPLOITATION NETWORK

The Violence Vulnerability and Exploitation service (VVE) led by Safeguarding, 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.

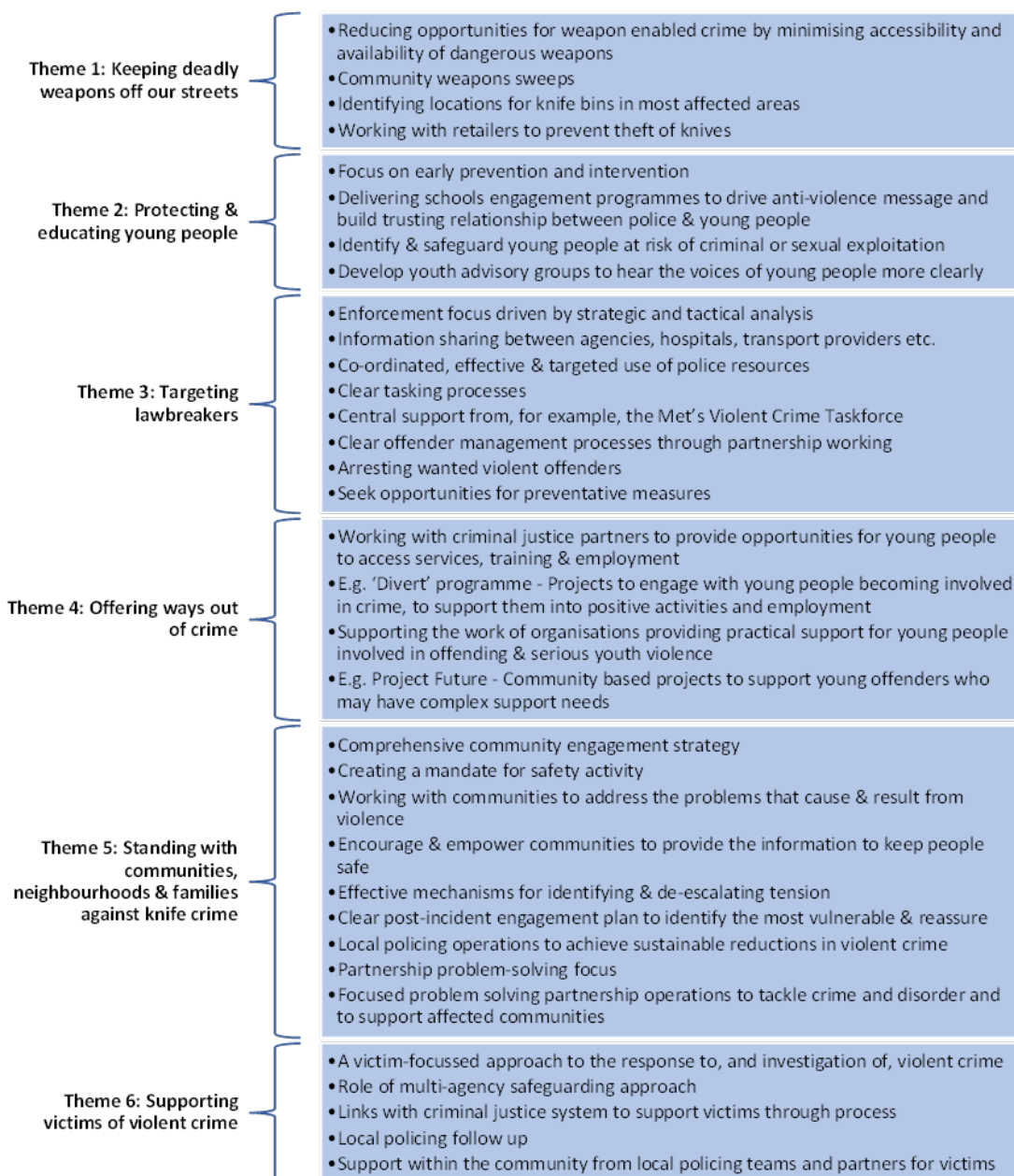
14.2 NORTH AREA VIOLENCE REDUCTION GROUP

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

- single, joint consistent action plan for Enfield and Haringey:

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

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

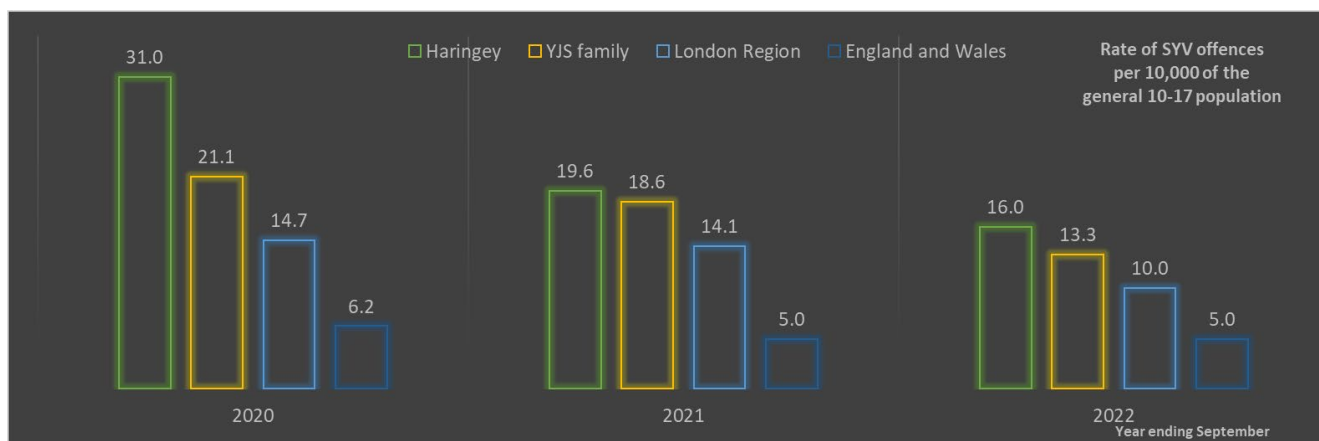
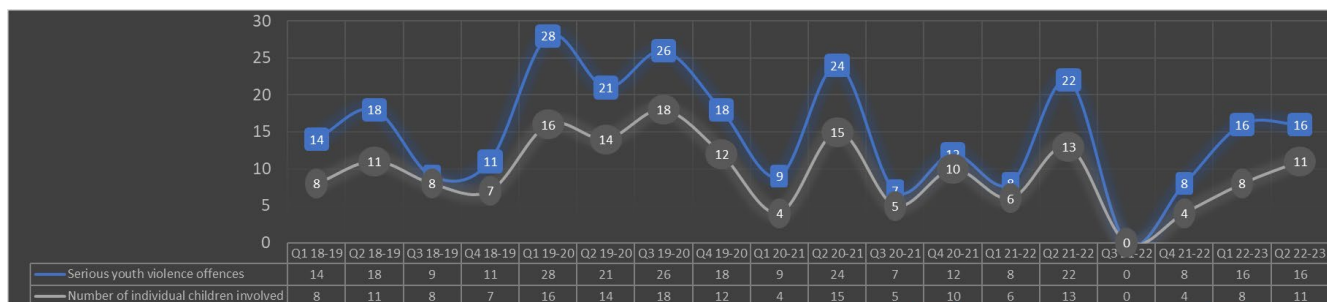


14.3 SERIOUS YOUTH VIOLENCE DATA

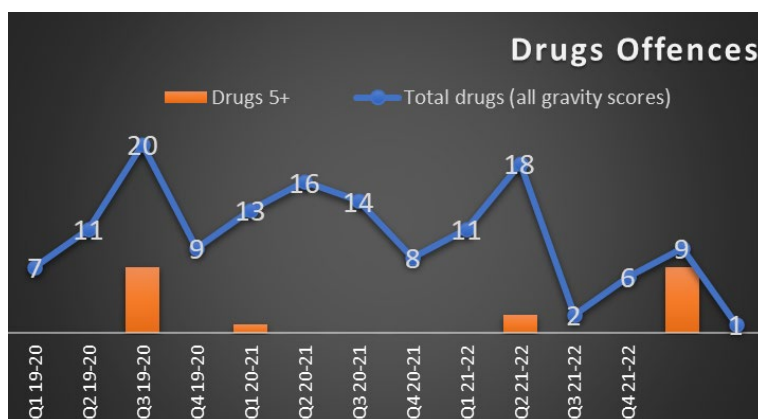
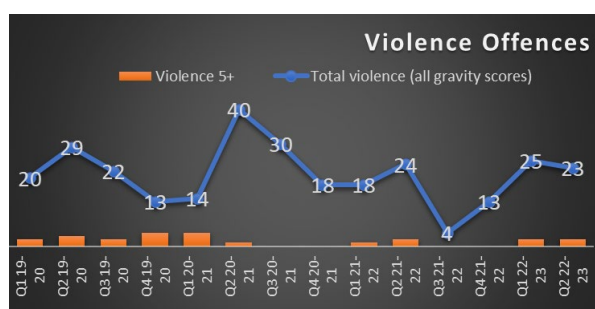
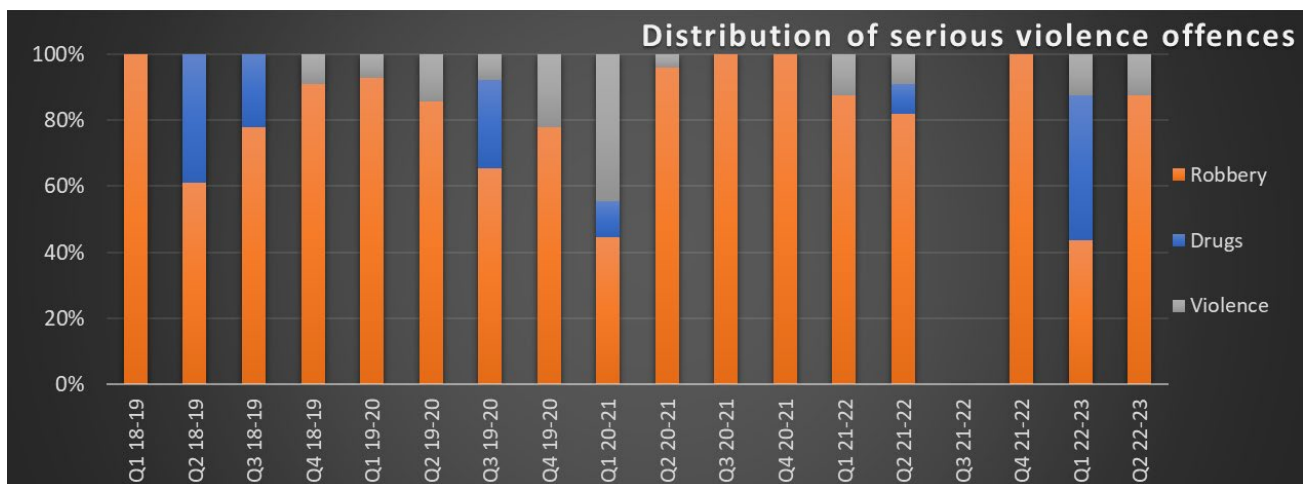
Haringey employs the use of the YJB Serious Youth violence toolkit. The Youth Justice Board's operational definition of Serious Violence (SYV) *is any drug, robbery or violence against the person offence that has a gravity score of five or more.* At the time of writing, the latest available SYV toolkit was for Q2 22/23.

This toolkit shows the number of SYV offences in the last year was 40. The previous year there were 49 and five years ago it was 90. This marks a reduction of 18% since last year and 56% since five years ago. that SYV has reduced by 52%, or 45 offences, since 2019. Robbery constitutes 73% of SYV however it is important to note that many drugs and violent offences are not included in the analysis as they have a gravity rating of less than five. 24% of all offending is SYV which is a little higher than last year (23%).

Serious Youth Violences - Offence and Offenders



Haringey Youth Justice Strategic Plan 23/24



15 DETENTIONS IN POLICE CUSTODY

In April 2022 Haringey began the process of creating a local PACE Protocol. The protocol aimed to facilitate an improvement in outcomes for children held in police custody. The protocol sought to facilitate this by supporting professionals involved in the transfer of children in custody to local authority accommodation to understand both their own roles and responsibilities and those of their colleagues, facilitating joint working. It also sets out how Haringey will monitor the implementation of the protocol.

The purpose of this protocol is to supplement the Home Office Concordat on Children in Custody, 2016 and to apply the London Protocol to the local context in Haringey. This includes thinking about the practicalities of how to support and transfer young people charged with offences where bail has been denied, and how to monitor how effectively we are able to intercede and support young people who are arrested.

The aim of the protocol is to safeguard children and young people through avoiding, so far as is practicable, their detention overnight in police custody following charge and the denial of bail.

The protocol also clarifies the duties and responsibilities of agencies in the management of arrangements for the transfer to local authority accommodation of children and young people (aged 10 to 17 years) who are charged and denied police bail.

We have a commissioned Appropriate Adult service the TAAS, however we recognised that in the first instance children and young people in police custody in the first and possible instance need an adult known to them to support their needs.

The main challenges that we find locally with this is placement sufficiency, finding a placement that does not require significant retainers and placements willing to be used as a PACE bed due to concerns over risk.

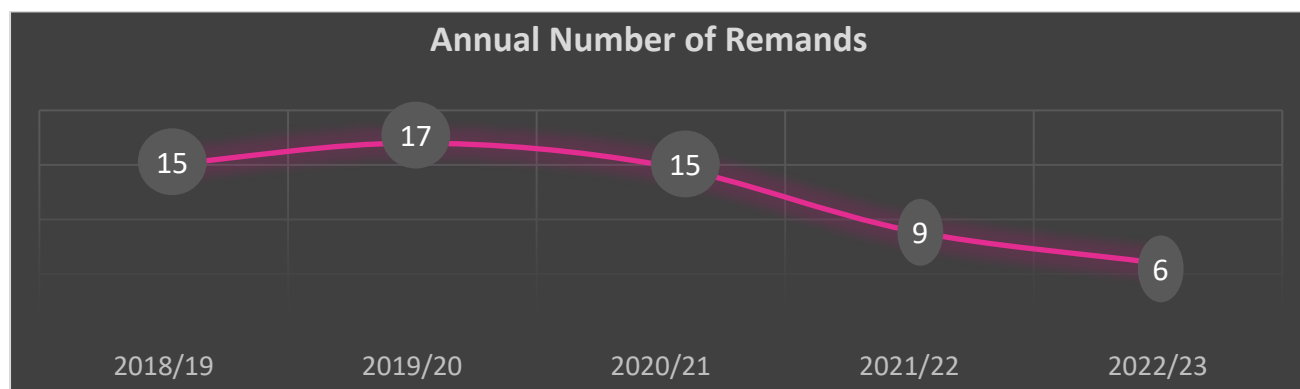
As part of the partnership plan, owned by the YJSPB, we have a target to participate in a pilot with other London local authorities where council staff and Met Detention review and scrutinise remand decisions in partnership. The Pilot has yet to be launched but Haringey are committed to being a part of this process to ensure positive outcomes for children and young people in police custody.



2e ix PACE
PROTOCOL_Final Vers

16 REMANDS

In Haringey we never refuse or recommend against Bail, we do recognise when children may struggle to adhere to strict packages, but it is part of our culture of practice to ensure that remand is the last option. Our current data shows that the number of remands is reducing annually. We currently have the lowest ever number of children on remand. It is evident that all children we have managed on remand are awaiting trial or court hearing for very serious and grave offences.



17 USE OF CUSTODY

The use of custody has decreased nationally over the past ten years in recognition of progress within youth justice. Our young people in custody are amongst the most complex and vulnerable children in our borough who are in the secure estate for some of the most harmful and grave crimes. Our data shows that we have nine custodial sentences but that related to six young people as three were given different concurrent custodial sentences. Custody is never recommended unless directed by a court for matters deemed “so serious” however as part of good practice commensurate community options are always put forward.

18 CONSTRUCTIVE RESETTLEMENT

When we consider 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 they returned to the family home.

We have a policy and guidance document to address the need for constructive resettlement. As part of our ongoing development of the service in this area, will continue 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.

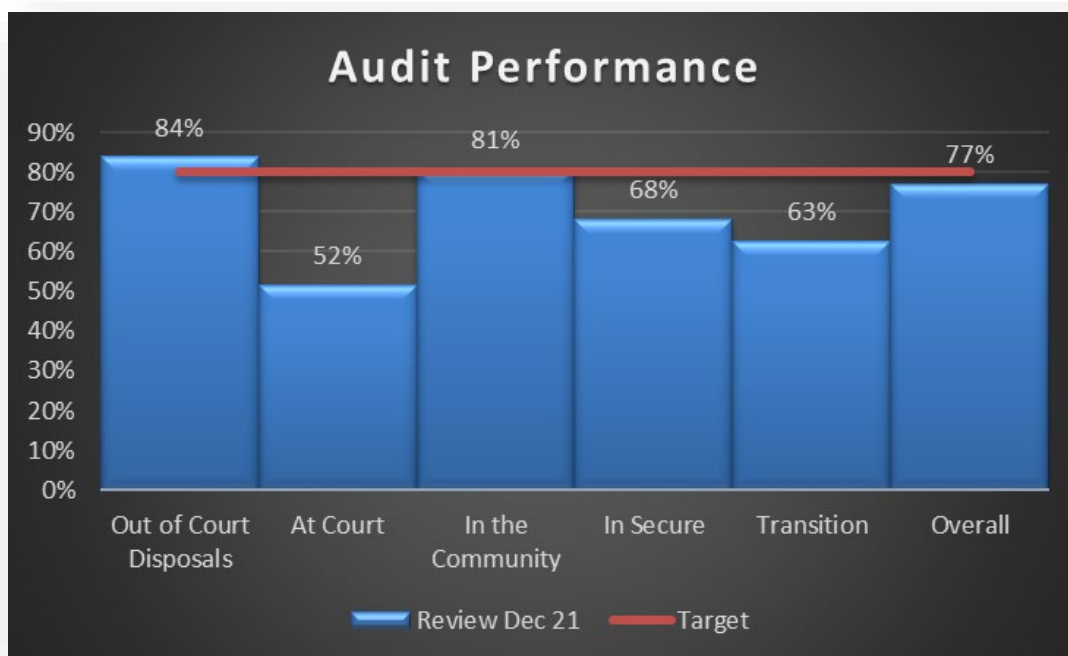
See Appendix 3

19 STANDARDS FOR CHILDREN IN THE JUSTICE SYSTEM

Due to the launch of our new QA tool in 2022 we decided to focus on internal Quality assurance process and ensure they were embedded. Our tool uses national standards and HMIP inspection framework. As mentioned, we relaunched the tool in January 2023, however this year, we will also take part in another National Standard self-assessment exercise. This time we will include traditional auditing of each standard by YJ management staff as well as include round table discussion with board members, senior managers and YJ practitioner to have a more rounded and holistic approach that connects our board to practice in a meaningful way that contributes to our self-assessment.

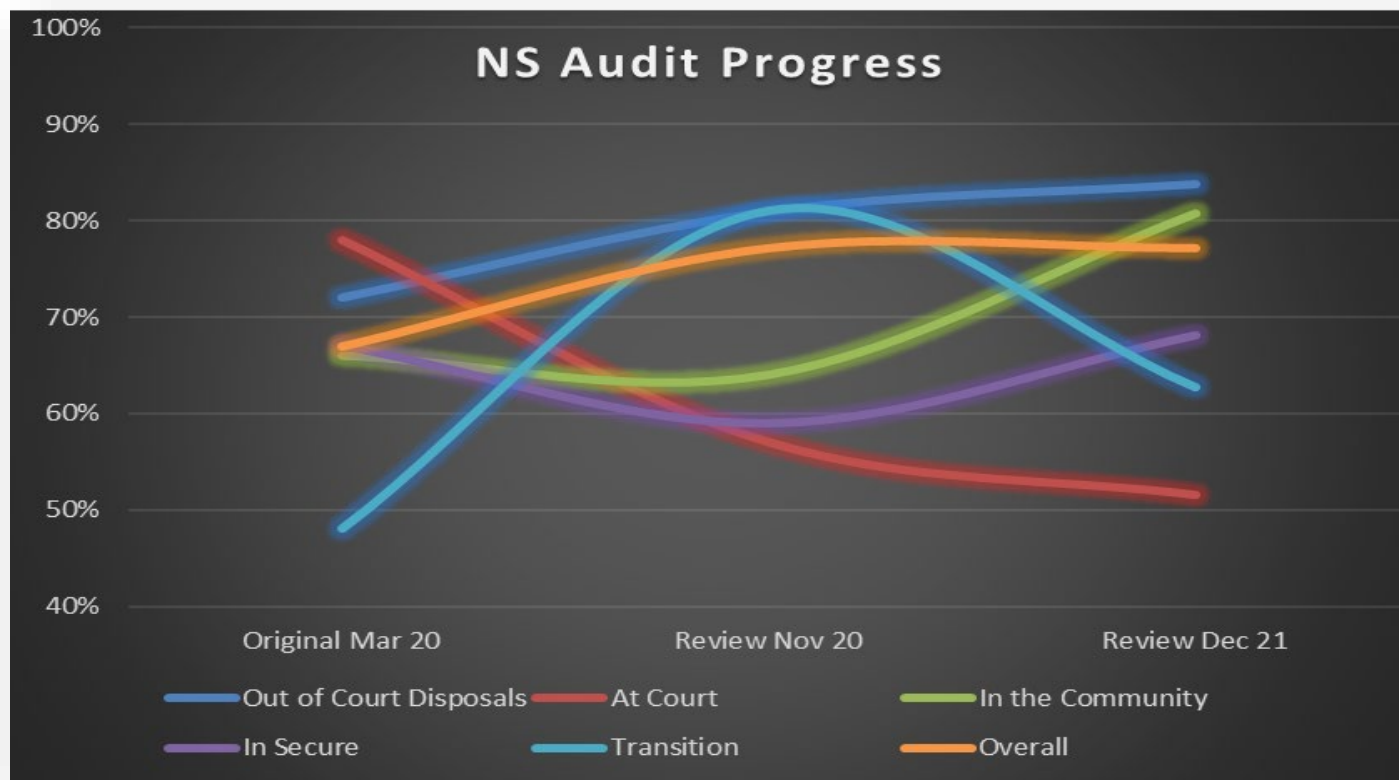
The last National Standards Audit was undertaken over 3 months between August and December 2021. We audited and analysed 50 cases over this time across OOCs, Court, Community, Secure and Transition & Resettlement. We set ourselves a target of meeting standards in 80% of cases. Overall, we scored 77% 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.

In 2023 we will resume our work self-assessing against National Standards, this year we are including an interface with our Board members by getting them fully involved in the process. We will be having a round table discussion style session per National standard where board members, case managers and senior leadership within the division scrutinise an audit and score/ self-assess as a collective – this will run alongside 10 National Standard specific audits completed by the YJS Leadership team. The results of this self-assessment will be submitted to the YJB in October 2023



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 and are assured that we are providing and more confident and communicative service at court for our young people and their families



20 WORKFORCE DEVELOPMENT

Please see Appendix 3 & 5 for our Training Plan and Operational service plan

21 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.

Team Space

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

Constructive Resettlement for all

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

Development of in-house Intervention and group work based on current trends for young people, gender based contextual safeguarding, online masculinity, emotional wellbeing

Youth Participation - The YJS Leadership Team engage young people in a quarterly participation session gaining direct feedback from about their experience of the service and changes they like to see. The aim is to let young people contribute to service delivery via their feedback.

22 EVALUATION

Haringey YJS have several projects that will be subject to evaluation and are deemed evidence based these include.

- **MOPAC Disproportionality Challenge Fund** – Wipers Mentoring and academic study.
- **Venturous Robbery Intervention**– this is an offence specific group work aimed at addressing and challenging young people around the root causes and impact of acquisitive offending – the program aims to create change through empowerment.
- **Social Prescribing** – Health based pilot. It is an approach that connects young people to activities, groups, and services in their community to meet the practical, social and emotional needs that affect their health and wellbeing.
- **Turnaround** – Youth Crime Prevention
- **Your Choice** – Cognitive Behaviour Therapy based programme, enabling staff to be trained to use this evidence practice enhancing interventions.

23 SERVICE DEVELOPMENT PLAN

Haringey YJS is committed to dynamic improvement within its service delivery and practice delivery development.

The YJS Operational Improvement plan is informed by the results from our monthly performance reports and our monthly quality assurance 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.

Inspection Readiness

In May 2023 the YJS commissioned a diagnostic review to support inspection readiness.

The review was conducted in two phases throughout May 2023. Phase one, was a distanced desktop review and caseload audit. Phase two, consisted of a range of one-to-one interviews with staff and focus groups with the wider partnership. They will have a dual purpose. The diagnostic will explore Key lines of enquiry and improvement required to strengthen evidence to provide to HMIP, and secondly to prepare participants for inspection; to share what they can expect and explore how they can respond to questions during the inspection.

At the time of writing this the full diagnostic result report was not yet available, the outcome will inform the updates to our Operational Improvement plan for 2023- 24.

Please see Appendix 3 for Operational Improvement Plan.

24 SERVICE DEVELOPMENT

Looking at the YJB strategic pillars it is reassuring that there are many parallels to the work we continue to work towards achieving.

- **Child First approach and Drive system improvements that treat children as children** – Haringey continue to operate in a child first approach building on young people’s strengths addressing needs, placing significant value on participation and young people’s feedback. Advocating for our young people in all situations remains a pillar of our practice.
- **Strengthen and enhance our oversight of the youth justice system** – Haringey YJS are committed to evaluating and quality assuring our work in detail and to a high standard it is in our search for further improvement that we are able to deliver the highest standard of service to young people.
- **Promote a holistic approach to address challenges facing children in contact with the youth justice system** – having a systemic approach to youth justice allows us to work with children and young people as part of a system and to utilise the network to support what is best for the child – our training last year and our plans for implementation this year will help us achieve this.
- **Maximise opportunities for improvements for children** – Our commitment to accreditation and ensure that all young people receive accreditation for the work they do when they are with us as well as ensure that all work with us can support future opportunities is a key.

24.1 UPDATE ON 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 they conducted between April – June 2021. Haringey was chosen as one of the areas to be inspected in May 2021. Findings from the inspection were shared with staff within the YJS and the wider partnership. Recommendations were incorporated within our YJS operational and strategic plans. Progress to date within our action plan to address disproportionality includes:

- our partnership continues to 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,
- our quality assurance tool supports 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,
- 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. A plan for a fathers group lead by the YJS will be developed in 2023- 2024,
- where young people have been stopped and searched by the Police, this continues to be 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,

- Haringey YJS are current part of the Stop and Search project steering group which is lending our lens to addressing the safeguarding impact stop and search has on children and young people,
- Haringey YJS continues 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,
- 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.

We continue to 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.

25 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.

Safety and Wellbeing of our young people continues to be a growing risk with more and more young people presenting with high-risk needs. Our biggest challenge of 2022 was recruiting to our full time seconded CAMHS role, and mainstream mental health services for young people being at such a capacity that our thresholds were not in sync. We have since recruited and in April 2023 our dedicated CAMHS officer has now been inducted into the service and growing our wellbeing offer in partnership with our health colleagues is a key priority for 2023/24

SALT provision continues critical issue for the YJS cohort. Haringey does not currently have a YJS specific commissioned SALT offer; and continues to be a key priority for the YJS Strategic and Partnership plan including access to universal services. In 2023 we were able to offer training, access to a handbook recommended by our SEND colleagues to staff to strengthen skills and knowledge in this area.

26 LOOKING FORWARD

26.1 YOUTH JUSTICE PREVENTION, TURNAROUND AND A WHOLE FAMILY APPROACH

A key area of focus will be to strengthen the early intervention and prevention underpinned by a whole family approach. Key objectives will include:

- improve overall outcomes for young people and their families,
- respond to the gap in service for our young people subject to police bail and no further action decisions,
- improve the service experience for children, young people and their families by reducing the number of professionals in their network,
- improve consistency of good quality practice,
- ensure prevention, both youth crime, edge of care and social care involvement,
- embed family first approach and systemic practice,
- increase the offer of the YJS and utilise existing skills to meet the growing prevention need,
- increase and broaden the skill, knowledge, and experience of all staff and improve the learning career development opportunities for staff.

26.1.2 PLANNING AND IMPLEMENTATION

- systemic training delivered by the Institute of Family Therapy has been completed, however staff will complete follow up training sessions will be occurring within 2023,
- recruitment of additional officers to increase capacity within the Prevention Team,
- amend our out of court disposal (OCD) assessment tool to align with the Early Help Assessment tool reflecting a whole family assessment and a multi-agency team around the family model (TAF),
- use the practice development workshops and 'Team Space' to keep the model at the forefront and giving space for any teething issues.
- 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 Family Support 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,
- increased focus on prevention, family work, work with fathers and absent fathers.
- placing family and community at the heart of our work.

26.1.3 MEASURING IMPACT

We will measure impact through a range of ways as outlined below:

- create a family focus group model to gain whole family feedback,
- ensure that feedback is gained at planning and review stages and used to inform practice,
- gain both qualitative and quantitative feedback that evidence impact,
- 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 embedded within practice in all areas, assessing, planning, intervention delivery, review, and closure.

26.1.4 TURNAROUND

- Haringey has been allocated £363,647 over 2022 – 2025 to support 120 children and young people.
- The project went live from December building on a pilot started in Woodside Secondary School and building on our existing Out of Court Offer.
- Our assessment tool has been developed incorporating our Early Help Assessment and our Asset Plus Risk Matrix to ensure risk of offending and safety and wellbeing is incorporated into how we are measuring of risk and impact.
- Referrals are being accepted directly, via MASH and our Early Help Panel – further pathways via community safety are being developed.
- All information is recorded in ChildView – the Youth Justice secure database.

26.2 DEVELOPMENT OF A WELLBEING TEAM

- The structure of the YJS has changed to include an additional Team Manager, Health and wellbeing will be a key work stream where our newly recruited CAMHS, Liaison Diversion and our health partners from the Whittington School Nurses and Insight Platform Substance misuse staff will sit creating a joined-up wellbeing offer for the YJS.
- This joined up offer will allow us to utilise resources to the full and respond to need quicker and in a way that has the highest impact on young people, mixing outreach, groupwork and traditional one to one.
- We have had a member of staff trained in Your Choice CBT – we want to utilize this excellent opportunity and start the develop an in house Your Choice offer for our YJS cohort throughout 2023 - 24.

26.3 SCHOOLS PREVENTION PROGRAMME

- In September 2022 we launched our first in school pilot responding to a trend of a number of OOD coming from children attending the same school. The programme offered one to one support and techniques to support young [people with the wellbeing and managing emotions to support better behaviour in class, reducing incidents of exclusion. The feedback has been positive and we have since been approached by other schools in the borough.
- Due to the Turnaround criteria we have adapted our referral criteria to include safer school police officer oversight and ensuring we are targeting young people at risk of ASB to link this offer to the Turnaround programme.

26.4 STAFF WELLBEING AND DEVELOPMENT

- Reflecting on last year's plan we had the addition of working through COVID 19 and although we are thankfully safely on the other side, we cannot ignore the impact it had on our communities, and our dedicated workforce. 2023 has been a year of reflection and it is clear from our staff survey that more work is needed to ensure that we place a focus on staff wellbeing.
- Therapeutic spaces have been made available to all staff through a variety of means and specific commission session for our service delivered in 2022/23, with plan in place to strengthen in 2023/2024
- Solution focused sessions will be offered regularly to support staff with workload and impact of complex cases.
- The re design of Team Space to be more interactive learning space for ALL staff including training opportunities inhouse workshops and a space to share learning with each other.

27 SIGN-OFF, SUBMISSION AND APPROVAL

Chair of YJS Board

Ann Graham

Signature

A handwritten signature in black ink, appearing to read 'A. J. Graham', written in a cursive style.

Date

28 APPENDIX 1 - BOARD MEMBERSHIP

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

Q1	15 th June 2022
Q2	21 st September 2022
Q3	21 st December 2022
Away Day	16 th January 2023
Q4	15 th March 2023

28.1 BOARD ATTENDANCE

SERVICE	15/06/2022	21/09/2022	21/12/2022	Away Day 16/1/23	15/03/2023
Police Inspector			Yes		No
Director of Children's Services	Yes	Yes	No	Yes	Yes
Interim AD for Children's Services	Yes	No	Yes	Yes	Yes
Strategic Safeguarding, Children's Services			No		No
Magistrates	No				No
London Borough Haringey					No
Head of Young Adults	Yes	Yes	Yes	Yes	Yes
Interim AD, Stronger Communities London Borough Haringey	No	no	No	Yes	Yes
CAMHS					Yes
Assistant Director Early Help, Intervention & SEND	Yes	No	Yes	Yes	Yes
Assistant Director Schools and Learning				No	No
Head of Haringey CYP Service for Whittingham Health		No	Yes	Yes	Yes
CAMHS Service Manager	No	Yes	No	No	No
Head of Community Safety	No	No	Yes	Yes	No
Interim Assistant Director, Housing Management	No	No	No	No	No
Head of Children's Commissioning NHS North Central London ICB (Haringey)			Yes	No	Yes
Commissioner of Public Health	No	Yes	No	Yes	Yes
Metropolitan Police	Yes	Yes	No	Yes	Yes
Barnet, Enfield, and Haringey Mental Health		Yes	Yes	Yes	No
Deputy Probation Manager			Yes	Yes	Yes
Virtual School Headteacher				Yes	No
YJS Service Manager	Yes	Yes	Yes	No	Yes
Head of National Probation Service	Yes	Yes	Yes	No	Yes
Head of Service – Early Help	No	No	No	Yes	No
Youth Justice – Performance & Information Manager	Yes	Yes	Yes	Yes	Yes
Team manager YJS			Yes	Yes	No
LBH Public Health Assistant Director	No			No	No
Joint Commissioner for Vulnerable Children	Yes	Yes	No	Yes	Yes
Cllr, Cabinet Member for Children, Schools and Families	Yes	Yes	Yes	Yes	Yes

28.2 YOUTH JUSTICE MANAGEMENT BOARD MEMBERSHIP

Name	Service
Ann Graham/Chair)	LBH Director of Children's Services
Marco Bardetti/ Vice Chair	Det Superintendent Metropolitan Police
Jackie Difolco	LBH Assistant Director for YJS, Early Help, Prevention and SEND
Emma Cummergen	LBH Head of Service Young Adults Service & Youth Justice Service
Sheri Jiwany- Burnett	LBH Service Manager – Youth Justice Service
Steve Milne	LBH Performance Information Manager
Shirley Kennerson	NPS Head of Service: Enfield and Haringey
Carole Preston	SAB Business Manager - Safeguarding and Social care
Linda Edward	LBH Senior Commissioner Public Health
Andy Brien Matt Dumpleton	Metropolitan Police
Beverley Hendricks	LBH Assistant Director: Safeguarding and Social Care
Eubert Malcolm	LBH Assistant Director: Stronger Communities
Susan Oti	LBH Assistant Director: Public Health
Jeanne Faulet-Ekpitini	CAMHS Service Manager
Simone Common	Head of Service – Early Help and Prevention
Cllr. Zena Brabazon	Cabinet Member: Children, Schools and Families
Jane Grant	Whittington Health Trust: Head of Childrens and Young People's Services
Ben Mensah	CAMHS: Managing Director
Jane Edwards	LBH Assistant Director Schools and Learning
Joe Benmore	LBH Strategic Lead: Community Safety /IOM
Sanjiv Pathak	LBH Interim Head: Virtual School
Karel Stevens Lee	NCL ICB Head of Children's Commissioning
Kate Littler/Stuart Ratcliffe	LBH Team Managers: Youth Justice Service
Helen Patten	Service Manager MASH
Keith Warren	LBH Head of Children in Care & Placements
Henry Smithers	Head of Innovation and Engagement North London
Janie Greenberg	Deputy Youth Panel Chair Magistrates
Vivienne Okoh	NCL ICB Joint Commissioner for Vulnerable Children

28.3 TERMS OF REFERENCE

Haringey Youth Justice Strategic Partnership Board (YJPB)

Terms of Reference: How We Work

For Board March 2023

To review March 2024

1. Introduction

- 1.1 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.
- 1.2 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. This includes:
 - 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
- 1.3 The Director of Children's Services within 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.
- 1.4 Statutory partners are:
 - Local Authority services, notably Community Safety, Children's Social Care, Education and Public Health
 - National Probation Service
 - Police
 - Health - NHS
- 1.5 The Board also includes key strategic partners including from the Highbury Corner Court.
- 1.6 Haringey, through the Director of Children's Services, will choose to secure additional board membership to assist in meeting the strategic goals.

2. Statutory Requirements of a Youth Justice Partnership Board

- 2.1 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:
 - Determining how the YOT(s) is to be composed and funded, how it is to operate and what functions it is to carry out.
 - Determining how appropriate youth justice services are to be provided and funded.
 - Overseeing the formulation each year of a Youth Justice plan.
 - Overseeing the appointment or designation of a YOT manager.

- As part of the annual Youth Justice Plan, agreeing measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.

3. Haringey YJSPB Governance: The Strategic Board

- 3.1 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.
- 3.2 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
- 3.3 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).

4. The role of board members:

- 4.1 Individual Board members should:
- a. be of sufficient seniority and decision-making authority as to enable necessary partnership developments (applies to statutory partners)
 - 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.

5. Attendance at Meetings:

- 5.1 Attendance at meetings of the YJSPB by strategic leaders who can make decisions on behalf of their organisation is an essential requirement for effective governance and strong partnership working.
- 5.2 All standing members of the YJSPB are expected to attend meetings and actively contribute to discussions and decisions. As a partnership body, members are collectively responsible for service governance.
- 5.3 Where members are unable to attend, they must notify the meeting organiser and send a substitute of appropriate seniority.
- 5.4 Attendance will be monitored by agency, rather than the individual. Where there are repeated concerns with attendance, the Chair will contact the partner agency and take actions to resolve the issue.

6. Board Forward Plan:

- 6.1 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:
- has oversight of the strategic Youth Justice Plan
 - holds partners to account for partnership performance and contribution.
 - can engage with and respond to changes in local, regional, and national patterns, practice and policy.
 - can undertake self-evaluation and learn from other areas.
 - assures itself of process development to meet National Standards

7. Meeting Quorum:

7.1 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)

7.2 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.

8. Agenda:

8.1 The Chair and Head of Service 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.
- 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.

9. Frequency and Administration:

9.1 The Management Board will meet quarterly for approximately 2 hours. Members are expected to attend. If a delegated representative must attend on behalf of a member, they must have decision making authority.

9.2 Papers will be sent out approximately 7 working days in advance of a Board meeting.

9.3 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.

9.4 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.

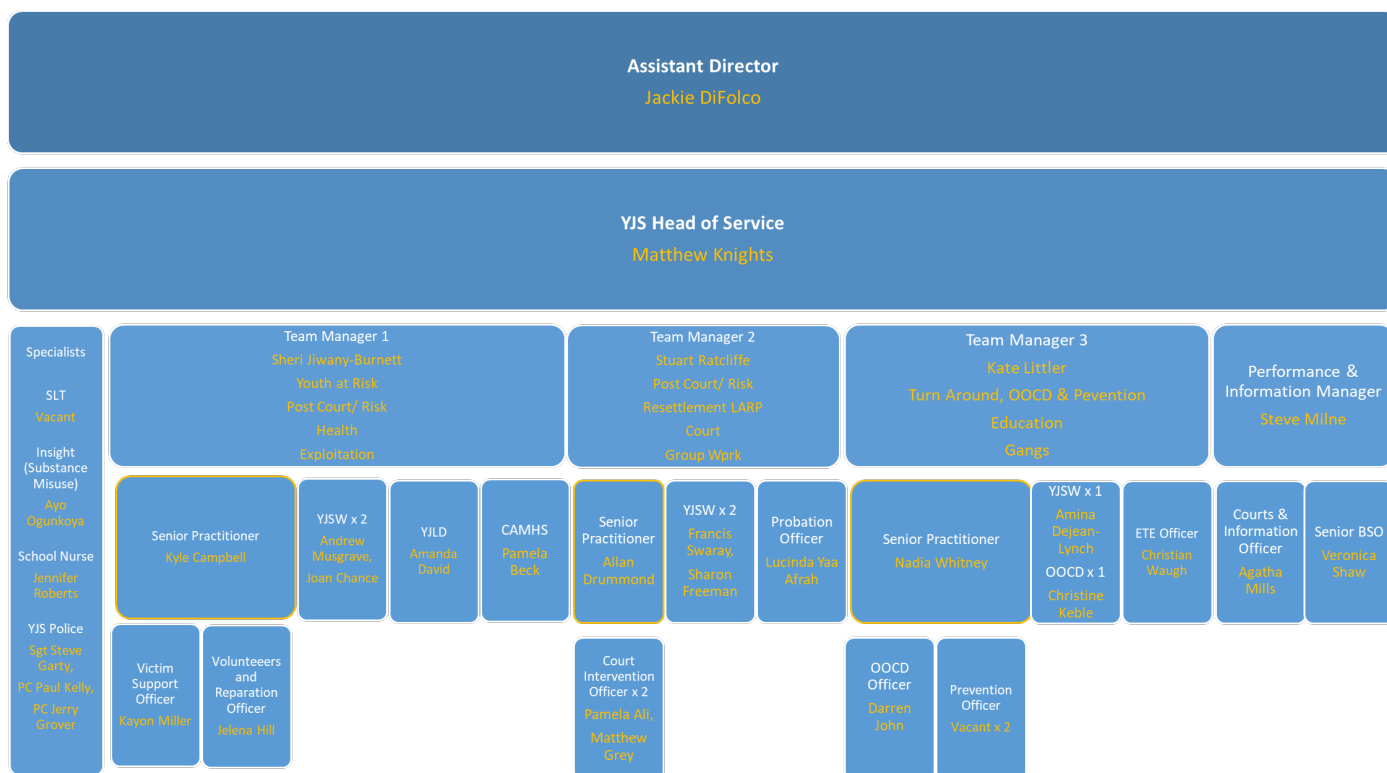
9.5 The Board may from time-to-time commission "Task and Finish" groups in order to address specific aspects of the youth justice provision and fulfil the partnership plan in relation to partner services.

10. Interface with the Youth Justice Service:

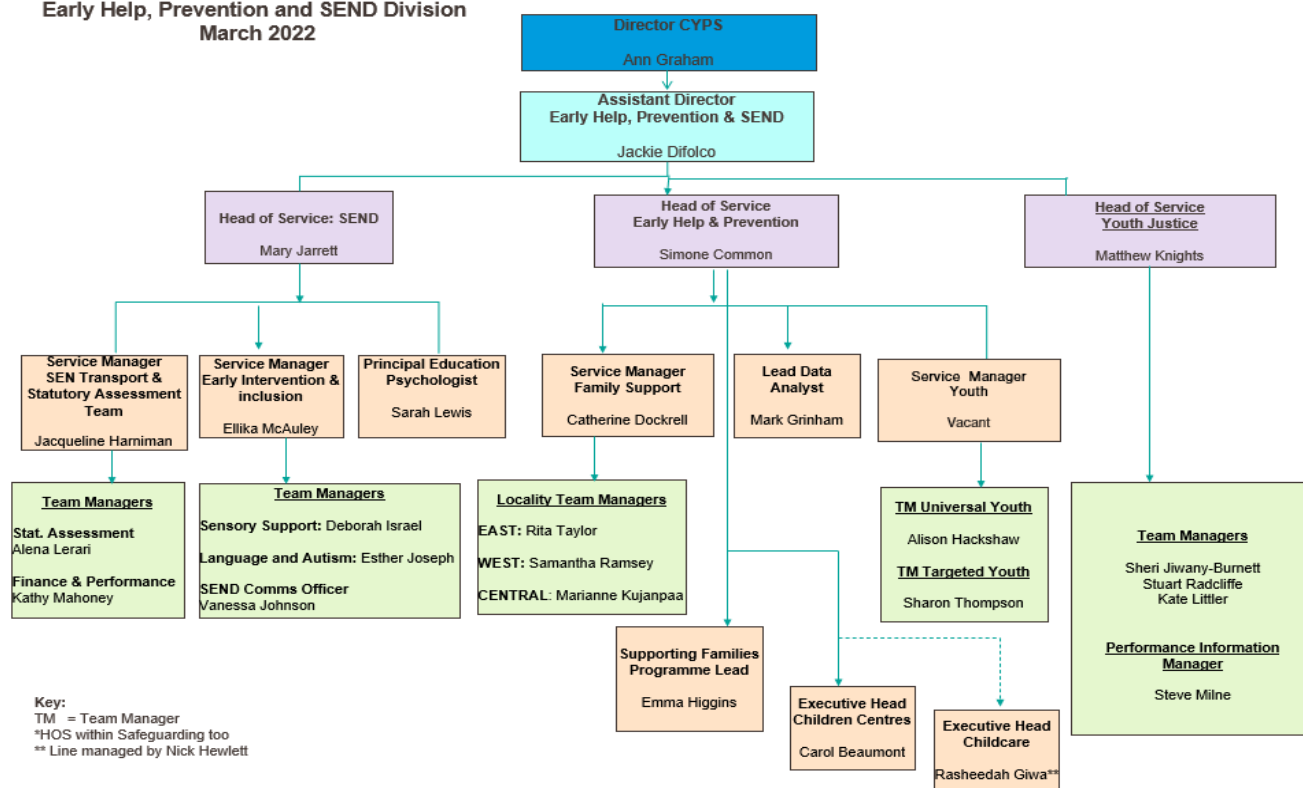
- 10.1 The Head of Service includes an item in staff meetings outlining priority actions and decisions at board meetings. The Chair to periodically attended full-service meetings by invitation of the Service Manager of the YJS to discuss key developments with staff.
- 10.2 Managers have a space at the board attending on a rota basis, staff members are able to attend to observe or present agenda items and showcase practice.

29 APPENDIX 2 - SERVICE STRUCTURE CHART & ETHNICITY

29.1 YOUTH JUSTICE STRUCTURE



29.2 CHILDREN AND YOUNG PEOPLE STRUCTURE

Early Help, Prevention and SEND Division
March 2022

30 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	10/05/2023
Date Updated	18/05/2023

PART A

What do we know about the quality and impact of our team's practice?	How do we know it?
Inspection Readiness:	<p>Our last Core Case Inspection was in 2012, where we received gradings of Moderate Improvement Required in the area of Safeguarding and Substantial Improvement Required for Risk of Harm and Likelihood of Reoffending respectively.</p> <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 and continue with regular meetings to address preparation for HMIP inspection.</p> <p>Organisational delivery (domain one)</p> <p>We look at how the service is run and led strategically. We look at workloads and staffing levels and whether there are arrangements for learning and development. Inspectors will look at any partnerships and services there may be and whether the right information is available, and whether facilities are in place to support staff.</p> <p>YJS dashboard and dashboard highlights support the board with understanding the YJS cohort in more detail and a focus on performance against the three national indicators.</p> <p>Court disposals (domain two)</p> <p>Inspectors look at the assessment, planning, implementation and delivery and the reviewing processes being delivered to children and young people.</p>

What do we know about the quality and impact of our team's practice?	How do we know it?
	<p>Out-of-court disposals (domain three)</p> <p>As in domain two, inspectors look at the assessment, planning, implementation and delivery and the reviewing processes being delivered to children and young people. The YJS has a weekly OOC panel which encourages joint decision making with the police and partners. The YJS also developed an OOC scrutiny panel alongside the police to ensure that proportionate decision making is taking place.</p> <p>Feedback from the 2021 thematic inspection resulted in a more identity-based interventions to complement the offence-based work that was established in delivery.</p> <p>Resettlement</p> <p>Resettlement is a new Inspection criteria area within HMIP -therefore ongoing focus on this will be added to the operational improvement plan. 2022 saw the introduction of the new policy for this area.</p> <p>Service Level Agreements and Process/Procedures</p> <p>The current service level agreements YJS processes/procedures updates and reviews are being monitored through our inspection readiness log and our Evidence in advance folder.</p> <p>Audits and Quality Assurance:</p> <p>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. In 2022 we launched a new auditing tool to align ourselves more with our social care colleagues and ensure that we utilize inspection standards in our audit process – we have since examined the results across the year and used the findings to further improve the tool.</p> <p>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>We are also embarking on joint national standards audit in 2023 to involve our partnership board members in the process and create stronger links between strategic steer and operational delivery.</p>
YJS Interventions and Programmes	<p>The YJS has reviewed the programmes of interventions that are available to staff to address various subjects and criminogenic factors. The findings found that there were limited resources available for staff to use and often no evidence-based programmes used.</p>

What do we know about the quality and impact of our team's practice?	How do we know it?
	<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 a registered AQA licensed center and distribute certificates for young people participating in our group work and reparation projects.</p> <p>New creative virtual interventions have been created and a timetable of activities has been developed.</p> <p>Ether programme: Commissioned for two further programs in 2023/24.</p> <p>Street Doctors: Commissioned from 2020 and we have around 10 workshops remaining which are being completed in 2023.</p> <p>Venturous Programme – This is an acquisitive offending-based programme delivered by wipers and funded by MOPAC specially aimed to reduce street robbery. We have purchased 2 programs one delivered in March 2023 and the other October 2023</p> <p>Health is your Wealth: This is an in-house physical health and emotional wellbeing group that aims to use healthy eating and exercise and the good lives model and a trauma informed approach to support young people to make healthier life choices.</p> <p>Girls Group - New in-house gender-based programme new for 2023 – Update to follow in 3 months as we are still in the development stage.</p> <p>Young Men's Group - New in-house Group gender-based program new for 2023, update to follow in 3 month as we are still in the development stage</p> <p>Old Bailey Weapons - awareness – half termly knife, and weapons awareness held at The Central Criminal Court</p> <p>Mopac Disproportionality study and Mentoring – Mentoring delivered by Wipers is available to up to 8 young people in the service who will then go on to take part in the academic study on disproportionality – this is in partnership with Hackney, Camden, Islington and Enfield</p>

What do we know about the quality and impact of our team's practice?	How do we know it?
	<p>Social Prescribing pilot – A care approach that ‘connects people to activities, groups and services in their community to meet the practical, social and emotional needs that affect their health and wellbeing’.</p>
<p>Risk Management Panel:</p>	<p>In 2023 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 remain fortnightly, where possible a maximum of 4 young people being discussed from 10am-12pm. This ensures that all cases being reviewed in a timely manner and that as a multi-agency we will be confident in the panels purpose. We're frequently hearing 5 a fortnight and considering increasing panels to weekly given the high risk profile of the cohort (perhaps in short term) and we are now supported by Forensic Psychologist from FCAMHS.</p> <p>A monthly risk register ensures that the top 30 young people of the highest risk – ROSH score (Risk of Serious Harm) and needs within the service are being regularly reviewed by the management team.</p> <p>The RMP is chaired at TM level, SM attends all 1st RMP and all that are escalated. This is regularly reviewed between TM and SM.</p>
<p>Restorative Justice:</p>	<p>Restorative approaches cascade throughout work delivered by the Youth Justice Service. Restorative Practice within the Youth Justice Service has 3 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 and reducing harm within the community.</p>
<p>Health provision:</p>	<p>The YJS has established working relationships with Whittington Health Trust and has a dedicated schools health nurse who will be working closely with our Liaison Diversion worker to offer regular health screenings and link with the Looked after nurses for our CIC cohort.</p> <p>The YJS has established working relationships with Insight Platform and has a dedicated substance misuse worker once a week who is physically in the office.</p> <p>The YJS has recruited a secondee CAMHS Officer who will lead on the emotional well-being of our cohort. Clinical case consultation space will continue for staff with the CAMHS worker in partnership with clinicians from the Vanguard.</p>
<p>Court Work:</p>	<p>Court practice was deemed an area for NS improvement – the performance manager has now set up a robust system with staff to safeguard against poor practice as well as spot checks throughout the year.</p>

What do we know about the quality and impact of our team's practice?	How do we know it?
Participation:	<p>Children's Voices will be at the heart of everything we do and will be clear and visible on any plans relating to them. Our ambition is to ensure all children, young people and their families report a high level of satisfaction with the services they receive, the outcomes they achieve and feel involved with and confident in Haringey YJS.</p> <p>Children's participation events will continue as a key priority In 2023/24 alongside the development of parent participation/ coffee mornings.</p>

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

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
1	Inspection Readiness YJS is prepared for Inspection	Have regular Inspection meetings with HOS, SM TM and Performance Manager to ensure Inspection Plan YJS Strategic and Partnership Plan for 2023/2024 to be completed. All relevant policies and procedures to be reviewed as part of “evidence in advance” preparation. Commission diagnostic to inform inspection readiness and future actions.	YJS have the relevant partnership agreements in place and recorded all in one place. YJS has an up-to-date inspection readiness and logistics plan To ensure all partners have a strategic stake in effective and positive change of the Haringey YJS cohort.	HOS and SM	Priority 7	June 2023	
2	Whole family Approach and Quality of Assessments and plans.	YJS to continue to complete internal national standard audits of Asset Plus using the inspection framework. YJS Management team to continue completing Internal monthly QA audit. Quality Assurance Tools to be consistently used and saved on Child view (Case management system)	Assessments will have more quality analysis Assessments will be more strengths based Assessments will have increased the voice of the child and families	YJS Management Team	Priority 2	Dec 2023	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
		<p>Young Peoples plan launched – thematic audit to QA embedded practice.</p> <p>Planning meeting launched – Audit to confirm impact.</p> <p>Focus on improvement diversity within the Asset Plus</p> <p>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>Continued focus on how we include and capture the voice of the fathers and specifically absent fathers – Audit to confirm improving practice</p> <p>Embed and Build on Systemic Practice Training and whole family's approach into YJ practice - using Team space in housework force development and the academy as well as IFT</p>	<p>QA tools will ensure that there is standardisation across the management team around quality and set a standard of expectation.</p> <p>Young people's plans are more inclusive</p> <p>Stronger Assessments leading to robust plans – meeting HMIP criteria for Diversity?</p> <p>Giving assessments more validity, ensuing the support network for the child is at its fullest and go further to work from a think family first approach</p> <p>Having the father and the male perspective will be invaluable to our overwhelmingly male cohort: ensuring 100% of plans capture the voice of parents/ carers</p>				

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			Capture the voice of YJS cohort who are young parents themselves				
3.	Out of Court Disposal	<p>OOCD Panel working practices reviewed 2023</p> <p>OOCD scrutiny panel to consistently reviewed at least twice a year</p> <p>Build on 2023 Data analysis on families referred to Youth Service with clear focus on case studies and outcomes. Dashboard to be created so re-offending rates can be monitor</p> <p>Improvements needed on how we capture and evidence non-compliance of pre-screening process with families for OECD panel.</p>	<p>Partnership approach and culture to diversion will be created</p> <p>A partnership decision making culture will be imbedded</p> <p>Stronger partnership with EH and the youth service</p> <p>Transition and exit planning for young people will be improved</p> <p>Whole family work will be improved to support with diversion and prevention work</p> <p>Strengthen Assessments therefore strengthening planning and delivery</p>	YJS Management Team	Priority 2	Jan 2024	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			Reduce noncompliance and further offending				
4	Interventions and Programmes	<p>Continued Commissioning of WIPERS intervention program</p> <p>Complete and embed prevention arm of service and specify prevention interventions with think family approach.</p> <p>Ensure referrals to MOPAC achieved.</p>	<p>Increase better outcomes for young people that can be evidenced.</p> <p>Support staff with tools to address complex issues with children and young people.</p> <p>Increase partnership working and increase joint funding projects.</p> <p>Targeted pieces of work that can be evidenced.</p> <p>Increase engagement of children</p> <p>Achievement of certificates evidenced.</p> <p>Support with the YJS EET figures – needs target eg) will improve EET to 80%</p>	YJS Management team	Priority 4		

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
5	Risk Management Panel	<p>Undertake an Annual review of RMP.</p> <p>Test impact of RMP Panel and complete analysis of closed cases to RMP and or where risk has reduced – building insight into what works.</p>	<p>The most complex and concerning children will be regularly monitored and reviewed with no waiting lists.</p> <p>Emergency risk management panels can easily be requested.</p> <p>Increase multi agency responses to risk concerns so risk management is shared.</p> <p>Build insight into what works</p>	YJS Management Team	Priority 2	Dec 2023	
6	Health Provision	<p>Health Partnership meetings to be arranged to focus on health needs of the children within the service to ensure greater focus and impact.</p> <p>Ensure every child has appropriate health screening from onset of referral to YJS.</p> <p>Ensure all children who require CAMHS / wellbeing and psychological support can access no matter where they are living.</p>	<p>Greater clarity on allocated resources and funds to YJS</p> <p>Greater understanding about the health needs of the children within the service</p> <p>Increased in co-ordinated approach to YJS health needs.</p> <p>Reduce concerns of Safey and Wellbeing – Currently over 60% of the case load score High for</p>	YJS Management Team	Priority 4	Mar 2024	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
		<p>Ensure all children requiring access to substance misuse are screened and timely referrals made.</p> <p>Broaden and Develop health dashboard to increase understanding and analysis of children health needs.</p> <p>Whole staff training on Universally Speaking Booklet and basic training with your staff such as the free online Communication Trust training TCT resources (ican.org.uk)</p>	risk to safety and wellbeing we aim to reduce this number				
7	Restorative Justice	<p>RJ improvement plan to be reviewed.</p> <p>Develop a performance data reporting system for victim's worker key areas of practice</p> <p>Trained new volunteers.</p> <p>Victim Awareness Group</p> <p>RJ Conference</p>	<p>Improve oversight of RJ work which can be monitored and reviewed.</p> <p>Increase number of direct victim work with children</p> <p>Increase number of home visit for victims</p> <p>Increase RJ attendance at RO Panels</p> <p>Better evidence of RJ through assessments and reports</p>	YJS management team	Priority 2	Dec 2023	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			Staff have increased confidence of RJ victim work within the service				
8	Court Work	<p>Ensure PSR workshop delivered to court attending staff embeds into practice.</p> <p>Audit Court Practice to ensure guidance has been implemented and child centre reports</p>	<p>Staff have clear working guidelines and expectations for court work.</p> <p>Staff confidence will increase.</p> <p>Child centred approach to reports</p> <p>Improved outcomes in “in court” National Standard</p>	YJS Management Team	Priority 2	Dec 2023	
9	Young People voices	<p>Analyse young people exit survey to impact service delivery.</p> <p>Deliver Quarterly Participation events to ensure young peoples views shape the future development of the service and co-produce.</p> <p>Gather feedback from all group work sessions.</p> <p>Ensure Inclusion of Young People in YJS interview Panels</p>	<p>Obtaining young people’s voices is critical to how we need to shape the service delivery and being to co-produce.</p> <p>Fewer complaints for children and families</p> <p>Increased understanding of what works and impacts outcomes to inform future delivery programs.</p>	YJS Management Team	Priority 3	Mar 2024	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			Increased communication and consultation with our cyp				
10	Parent Participation	Continue parent's coffee morning with HOS/ SM and initiate how parents may begin to influence service development and practice. Family participation/feedback session to be developed via prevention arm.	Think family first approach. Ensure parents are held as the expert position on their children. Parent participation will ensure better outcomes and success in plans and intervention	HOS/ SM	Priority 3	Dec 2023	
11	YJS Quality Assurance	Ensure QA tool remains aligned with HMIP inspection framework and social care QA process. YJS Management team to continue monthly QA audits with analysis from SM to inform practice development / moderated by AD/ HOS National Standard Multi agency Audit to be completed. Continue Team Space – practice-based team forum to share learning and best practice	Monthly tangible outcomes and regular monitoring of practice Certain areas have not shown improvement over the past 2 years and the crib sheet will create a comprehensive solution to ensure practice is also an individual responsibility as well as service wide	YJS Management Team	Priority 2	Dec 2023	
12	Resettlement	Ensure resettlement protocol is articulated across the divisions and roles and responsibilities well understood.	Ensure our children have effective and robust resettlement plans and outcomes and for those who have transitioned to adulthood during a period of custody an effective and robust transition	YJS management Team	Priority 4	Dec 2023	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
		QA all resettlement cases to monitor critical area of work and our impact	<p>plan is completed with Probation.</p> <p>Ensure multi-agency and partnership is aware of roles and responsibilities regarding resettlement</p>				
13.	YJMB	<p>YJS service meeting with Board members to be arranged to showcase the YJS work and Board Members to share their roles and responsibilities.</p> <p>Continue to ensure all Minutes of Board meetings are disseminated to YJS.</p> <p>Continue to circulate ongoing opportunities to the Board to attend participation events and observe panels.</p> <p>Ensure YJS Staff team representation at every Board and showcase the work of the service and achievements of our children and young people.</p>	YJS staff are familiar with the Board, Board members and their roles and responsibilities	HOS	Priority 7	Sept 2023	
14.	Prevention Team	<p>Confirm team structure and use of resources.</p> <p>Create and embed referral pathway.</p> <p>Launch with partners April 2023</p>	<p>Provide children 10-18 with positive opportunities that prevent them from offending.</p> <p>Ensure children in cusp of CYJS are offered assessment and support.</p>	HOS and SM	Priority 5	March 2024	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			<p>Ensure linked to EH and supporting families' programs.</p> <p>Reach 51 young people that meet the Turnaround Criteria from April 2023 – March 2024</p>				

31 APPENDIX 4 YJS PARTNERSHIP PLAN

Glossary re: Key Leads

SJB	Sheri Jiwany-Burnett	MG	Michele Guimarin
JD	Jackie Difolco	SH	Sarah Hart
EC	Emma Cummergen	SK	Shirley Kennerson
MB	Marco Bardetti	SM	Steve Milne
KW	Keith Warren	MJ	Mary Jarret
EM	Eubert Malcolm	SP	Sanjiv Pathak
CB	Clive Blackwood	SC	Simone Common
LE	Linda Edward	HP	Helen Pattern
RS	Russell Symons	JFE	Jeanne Faulet-Ekpitini
JG	Jane Grant	MK	Matthew Knight

2023-2024 Key Performance Indicators (KPI)

Haringey Youth Justice Strategic Partnership Board will have a key focus to improve the outcomes for our children in care who are also within the YJS cohort. Therefore, we have additional key performance indicators (KPIs) reflected within this year's partnership plan.

There is a new requirement for all YJSs to report on 10 additional KPIs from April 2023, with first reporting submission in August 2023.

National Standard KPIs:

1. Reduction in number of children in custody to 4 young people and 6 sentencings. (Latest data: 5 YP / 9 sentencings Jan – Dec 2022).

2. Reduction of first-time entrants % to be maintained with aspiration to reduce (Latest data available: 51 in Oct 2021-Sept 22/ increase of 6% from previous year)
3. Reduction in the rate of children who reoffend to 30% of young people (latest data reoffending cohort 1/4/20 to 31/3/21, tracked for 1 year (31/3/23). 40 CYP re-offended form 124 young people offended, re-offending rate was 32.3%).

Improvement targets for Children in Care cohort within YJS:

4. Reduce those with ETE Concerns from 76% in 22-23 to 65%)
5. Reduce those with Substance Misuse concerns from 67% in 22-23 to 60%
6. Reduce those with High Risk of Serious Harm from 26% in 22-23 to 20%
7. Reduce those with High Risk of Safety and Wellbeing from 68% in 22-23 to 60%
8. Reduce those that breached/did not complete their intervention from 32% in 22-23 to 25% to 25% currently 32% (2022/23)

Additional KPIs including current known reportable data:

9. Increase number of children in suitable accommodation from 85% (22/23) to 95% (23/24)
10. Increase the number of young people in suitable education, training and employment from 70% (22/23) to 80% (23/24)
11. Special educational needs and disabilities / additional learning needs – targets not applicable as not performance related
12. Of those with identified need, the % that received Mental health care and emotional well-being support – no baseline as new process. Target 23/24 is 80%
13. Of those with identified need, the % that received Substance misuse support – no baseline – 23/34 Target is 80%
14. % of yp that successfully completed an Out of Court disposals from 81% in 22/23 to 90% in 23/24
15. Links to wider services – targets not applicable as not performance related
16. Management board attendance 54% in 22/23, target 70% 23/24
17. Serious violence offences with a gravity rating of 5 and above – 27 in 22/23, Target 22 in 23/24
18. No of Victims engaged with RJ opportunities – 5% in 22/23, Target 10% 23/24

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rating to meet completion date
1.	Governance and Leadership Ensure the board has strong connection to YJS Service and a thorough understanding of the relevant KPIs, oversight of our most vulnerable children to support an active partnership approach to tackling barriers and ensuring a whole systems approach to problem solving and driving innovation. <u>Desired impact and outcome</u> Board and YJS service interface is strengthened. Leaders to influence strong strategic partnership co-ordination to influence delivery and high performance, prevention and improved outcomes for YJS cohort. Children, young people and parent/carer voices have a direct route to the YJMB to share their views and influence change.	Consider each Lead Partner to present their respective areas to board and cross cutting priorities (by Sept 2023). (TM, MB, JE, BH)	Jackie Difolco AD: Early Help, Prevention and SEND			Impact all overall KPI targets above	
		External diagnostic completed in May 23, findings presented to the board to consider and review recommendations and agree actions (Jul 23). (CS)					
		Annual YJS and board shared away half-day to share information on role, remit, meet front line staff and provide YJS opportunity to showcase their work (June 2023). (23 rd June volunteers: MG, SP, MB, LE)					
		YJS May 2023 diagnostic and action plan (Sept 2023) to be presented to board (CS).					
		New KPIs to be presented to board (Sept 2023) (SM).					
		Chairs of linked governance boards to come together to identify cross cutting priorities and agree key actions (CSP, YJS, HSPC, CPAC, probation) and present findings back to YJS Management Board (Dec 2023). (SK, BH, PM, EM)					
		Board annual away half-day (Jan 2024). (MK)					
		Children's exit questionnaires, learning from roundtable participation events and parents' feedback survey to be shared with board to ensure direct pathway for children and parents' voices to be actioned by the management board (quarterly board meetings). (MK)					

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
2.	<p>Disproportionality</p> <p>A continued key focus on disproportionality and racial disparity. The partnership will continue to consider the issue from their individual areas, being informed by their own captured data, ensuring the issue is being addressed at all levels both strategically and operationally.</p> <p><u>Desired impact and outcome</u></p> <p>Disproportionality data on the cohort of young people supported by YJS has been shared at each YJ partnership board meeting with scrutiny and challenge to review trends and inform service delivery and decision making at an operational level.</p> <p>Each agency has considered disproportionality for this cohort of young people.</p> <p>Each agency has collated their data and presented to YJMB evidencing how this is used to inform planning and service delivery.</p> <p>Maximised MOPAC challenge fund mentoring to impact their outcomes and we can learn through research.</p>	<p>All partners to consider the issue from their individual areas, being informed by their own captured data, and present to YJMB for scrutiny and challenge i.e., staff training data, disproportionality data reviewed, commissioned specific commissioned interventions (Sept 2023). (JE, CB, MB, SK, SH, LE, BH)</p> <p>School exclusions data to be analysed in context of disproportionality and youth justice cohort? and presented to board in order to understand the impact of school exclusions (Sept 2023). (JE, SP)</p> <p>Joint Partners NS audit to update board on findings where disproportionality was considered, patterns and themes for the board to consider (Sept 2023). (MB, SP, AG, CB, RS)</p> <p>Police to update board on impact and outcome of targeted officer training re SEND and S&S raising awareness of officer re autism/ neuro diversity (Sept 2023). (MB)</p>	Matthew Knights Head of Service YJS			<p>Impact all overall KPI targets above.</p> <p>Comparator 2022/23 data:</p> <p>Black YP 50%</p> <p>White YP 35%</p> <p>Mixed YP 10%</p> <p>Asian YP 3%</p> <p>Other YP 3%</p>	

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
	<p>We will seek to strengthen our understanding of the lived experiences of children and young people and focus on preventing over representation of children from global majority backgrounds, children in care, and our most vulnerable children within youth justice system to inform our action.</p> <p>Continue to develop cultural competence within the workforce and partnership through training.</p>	Stop and search data to continue to be analysed and presented to board bi-annually to strengthen understanding of the experiences of children according to their recorded ethnicity and ensure contribution to the action plan (bi-annually). (MB, BH)					
		YJS Victim data to be analysed through a disproportionality lens to identify barriers to youth justice processes (Dec 2023). (SM)					
		Challenge fund awarded to Camden, Hackney, Haringey and Islington. Achieve maximum referrals to MOPAC Challenge Fund and ensure impact analysis – 100% referral target to be achieved = 8 (March 2024). (SJB)					
		Training for Youth Justice Management Board Partners in cultural competence/ unconscious bias, anti-racist practices, anti-oppressive practices, and the adultification of children (March 2024). (MK)					

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
3.	<p>Prevention and diversion</p> <p>Underpinned by Haringey's Early Help Strategy and Youth at Risk Strategy, embed the prevention approach within 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.</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><u>Desired impact and outcome</u></p> <p>Improved diversion pathways and increase targeted resource for youth crime prevention.</p>	<p>Regular reporting of key areas of Prevention work which provide both analysis and impact to enable the board to provide robust scrutiny and oversight to inform decision making and strengthen insight into the co-ordination of resources regarding the varying providers (Sept 23 and Mar 24)</p> <p>One report incorporating:</p> <ul style="list-style-type: none"> - Turnaround - Out of Court Disposals bi-annual scrutiny review of OOCd with partners presented to board - Operation Engage - Liaison and Diversion <p>Prevention indicators incorporated into performance reporting to the board (Sept 23). (SM)</p>	<p>Matthew Knights</p> <p>Head of Service</p> <p>YJS</p>			<p>Impact all overall KPI targets above eg) FTE and reoffending.</p> <p>51 children and young people will be reached via the Turnaround Programme</p> <p>Increase in referrals to OOCd to 40% of overall cohort (baseline for 22-23 was 15%)</p>	

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
	<p>Multi-agency information and intelligence is gathered and shared to identify early those children and young people at greatest risk of entering into the criminal justice system.</p> <p>Ensure we are effectively diverting children from entering criminal justice system by building resilience and preventing vulnerabilities from escalating into offending, social or educational exclusion, neglect and abuse.</p> <p>Underpin YJ practice in clear evidence-based theory creating an academic 'school of thought' for YJS practice increasing consistency and relationship-based practice.</p> <p>To ensure and understand impact on siblings and increase whole family approach within service delivery.</p> <p>To ensure 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 with clear access to Op Engage and Liaison and Diversion.</p>	<p>Deep dive completed with partners exploring how they adopt whole family/think family approach within their agencies to improve outcomes for young people within the YJS Cohort. (Nov 23) (LE, SC, CB, JE, KW, RM)</p> <p>Review of OOC panel findings shared with the board with key actions for implementation that focus on increasing the number of young people who are supported through the OOC process to ensure earlier and formalised support. (MB)</p>					

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
4.	Use of Police remand and custody To deepen the management board's understanding of the children and young people that are in held in custody overnight. 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. <u>Desired impact and outcome</u> To build better partnership with our local custody lead and ensure scrutiny data shared for learning. To ensure successful coordination of resources in police custody – L&D Operation Engage To ensure appropriate use of PACE To understand how often TAAS is used and the impact of this. To strengthen outcomes for children in custody	Haringey MASH to model Enfield Daily MASH joining meeting with police, YJS, liaison and diversion and Op engage to ensure in time learning, addressing performance. With the aim of fast time reviews addressing learning or performance issues more effectively and ensure embedding of PACE protocol, and YJs attendance at relevant strategy meeting as a matter of course (July 2023). (AH, HP, op engage manager – Hussain, MK)	Marco Bardetti Detective Superintendent			Custody KPI to reduce: 5 YP/ 9 sentencings Jan – Dec 2022	
		Retrospectively review overnight custody at WG Custody suit – Phase 1 to introduce a monthly meeting with Met Custody Lead (Aug 2023) (MB (Liaise with Steve Reilly), MK)					
		To undertake an analysis of all children in custody to identify trends learning and subsequent potential work across the partnership to improve outcomes (December 2023). (MB (To liaise with Steve Garty), MK, SM)					
		Linked to above - Phase 2 report on impact and recommendations to the partnership (Feb 24).					
		Review current commissioned Appropriate Adult contract to ensure fit for purpose and present to board how often TAAS is deployed (March 2024) (MB, MK and appropriate commissioner TBC)					

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
5.	<p>Health and Wellbeing:</p> <p>Improve health outcomes for children within the criminal justice system, specifically in relation to speech, language and communication, wellbeing, mental health, substance misuse and physical health.</p> <p><u>Desired impact and outcome</u></p> <p>Improve identification of children with speech and language and communication needs</p> <p>YJS children to have access to targeted speech and language and communication resources specific to their needs.</p> <p>Ensure the psychological and emotional wellbeing of YJS children and young people and improve outcomes.</p> <p>Ensure improved outcomes where substance misuse has been identified as a concern.</p>	<p>Speech and Language Communication</p> <p>Secure targeted resources specifically for YJS children to have access to appropriate speech and language and communication support (Sept 2023) (JG, K SL, JB, MK, CY – head of SALT)</p> <p>Continue to strengthen YJS service knowledge, training, and access to universal offer (ongoing). (MK)</p> <p>Young Peoples' Mental Health</p> <p>Secure full CAMHS resources allocated to YJS and wider Early Help services. In the absence of this, provide an interim option which outlines effective support for our YJS cohort. (June 23) (MG, CB, JFE, MK, SH)</p> <p>Re-explore Anchor approach (LE)</p> <p>Substance misuse</p> <p>Review engagement rates with Insight and develop plan to increase these. (June 2023.) (SH, MK)</p> <p>Joint presentation to board on substance misuse data and good practice case study (Sept 2023). (SH)</p>	Linda Edwards Senior Commissioner Public Health			<p>Comparator Data 2022/23</p> <p>substance misuse 60%</p> <p>MH concerns 62%</p> <p>physical health concerns 19%.</p> <p>Would also add data re: ROSH etc for 22/23 and YTD for 23-24 as we should see an improvement in areas such as improved access to services, reduction of MH/ substance misuse concerns. Etc</p>	

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
	To learn from good practice and impact of social prescribing on outcomes.	Social prescribing pilot Report to YJMB to track progress on impact for YJS cohort and outcomes and next steps. (March 2024) (LE, SR, MK)		SP pilot commenced Feb 23. Evaluation report to be included on completion Oct 23			
		Physical/Sexual Health and Wellbeing Ensure holistic clinical assessment for every YP attending the YJS (using an evidence-based tool) data reported to board for scrutiny. December 2023 (JG, SH) Develop a resource pack to support the wider determinants of health which impact on young people's health. Utilise resource pack to promote access to physical activities and other health enhancing activities e.g., bike scheme, gym, smoking cessation, healthy lifestyles etc (Dec 2023) (LE, SC, SH include vol agencies such as Spurs)					
		Health outcomes dashboard to be developed reporting progress in areas above for our YJS cohort, with creation of a virtual health team, using a newly created generic health screening tool for all young people in the cohort (Dec 23) (SM/ LE, SH, MG)					

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
6.	Resettlement A concentrated emphasis on constructive resettlement, with the support of our partners in the prison service, social care, health, education, and housing. To also continue this emphasis beyond the scope of resettling children from custody, but to include intensive YJS work, lengthy community orders and young people transferring to adult services. <u>Desired impact and outcome</u> To ensure safe and supportive exits for all YJS and prevent re-offending.	London Accommodation Resettlement Programme will launch in 2023 – YJS/ placements to ensure policies and procedures are effective and in place to ensure consistent use (June 2023). (KW, with Gifty Green, Pauline Simpson) Ensure resettlement policy is followed and supported by all statutory partners via the 6 weekly sustained partnership meeting to ensure good working together arrangements are in place between YJS, children social care, placements and resources to ensure YJS cohort needs. Earlier planning with children social care to be supported via Placement Stability Panel and Placements Commissioning presence at Risk Management Panel where appropriate (ongoing). (KW, Gifty Green, Pauline Simpson)	Matthew Knights Head of Service YJS			Impact all overall KPI targets above.	

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
		Case study to be presented to board as example of good practice and ensuring outcome of suitable accommodation (Dec 2023). (YTS)					
7.	Improving outcomes for CIC/CP/CIN/ SEND Cohort We recognise that many children face complex challenges and adverse childhood experiences. There is an increasing number of children known to social care also involved in offending. We need to strengthen our joint working arrangements with social care and the wider partnership to ensure children are safeguarded and best outcomes achieved.	Multi-agency Task and Finish group to complete deep dive review of last year's CIC KPIs and present findings and set of recommendations presented to the board (Sept 2023). (KW, SP)	Matthew Knights Head of Service YJS			Overall EET 70% achieved. Next target set 80% Overall AQA achieved 80% new target set 90%	
		YJS to produce a bi-annual updating report to CPAC and identify CPAC lead within CSC (Champions Model) (bi-annually Sept 2023 and Feb 2024). (SM, MK)					
		YJS to continue to produce for the board quarterly overview of CIC data, interventions, outcomes and impact (quarterly boards). (SM)					
	<u>Desired impact and outcome</u>						

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
	Reduce the number of CIC in YJS cohort.	YJS CIC to be presented to Virtual School NEET Panel to assist to improve EET access to our children in care, improve pathways to schools and colleges, and overall attendance and attainment (ongoing). (SP)					
	Reduce CIC NEETS.						
	Ensure Board and Partnership oversight of our most vulnerable children to formulate joint action.	Further NEET analysis of the CIC, CP / CIN and SEND children to be presented to board to understand barriers (Dec 2023). (MK, SM)					
	Earlier identification of children at highest risk of NEET	Ensure that reducing the criminalisation of children in care and care leavers national protocol is embedded across the partnership and we are learning from good practice (ongoing). (MK, EC, KW)					
	Improve children in EET.						
	Improve attainment of CIC	Case closure reviews of CIC, CP, CIN and SEND children to be presented to board to strengthen our partnership approach to learning following closure and feedback and translate into partnership action where necessary (Dec 2023). (MK)					
	Ensure all shared cases where Need to Know risks have been identified have joint senior management oversight	All shared YJS and social care children's need to know to have YJS HoS input (ongoing). (MK and social care HoS)					
8	Serious Violence and exploitation	HOS Youth at Risk to be overall lead for delivering the Young People at Risk Action Plan which is underpinned by the YPAR strategy. Progress reported to the board on a bi-annual basis.	Matthew Knights				

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
	<p>Reduction of serious youth violence through effective implementation of the Young People at Risk Strategy.</p> <p><u>Desired impact and outcome</u></p> <p>Reduce number of youth homicide victims.</p> <p>Ensure we are actively diverting youth from criminal influenced lifestyles which place them closer to risk situations where they may sustain a violent injury.</p> <p>Reduce in number of knife crime injury youth victims.</p> <p>Reduce all youth RUI (released under investigation) and BTR.</p> <p>(Bailed to return) for violent crime ensuring swift justice outcomes.</p>	<p>Task and finish group to create regular mapping/ information sharing space thus building a clear pathway of joined up work from Early Help, YJS, VVE, community safety and the Met Police (Oct 23). (SM, KW, EM)</p> <p>MPS priority 2023/2024 data to be presented to board (December 2023). (MB)</p> <p>Knife crime injury seminars delivered by police & healthcare professionals (LAS) to youth groups at youth centre settings and utilising the MOJ Courts buildings in Haringey (March 2024). (MB)</p>	<p>Head of Service YJS</p> <p>Marco Bardetti Detective Superintendent</p>			Comparator to 2021/22 and 2022/23 to be confirmed to show progress.	

32 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
Consolidate systemic practice	Practical application and refresher	Front facing staff	20	2023	Yes	IFT
Court Practice	Internal workshops to increase best practice at court. Report writing	YJS case workers	8 - 10	On going	Yes	Internal YJS Workshops
Gangs and county lines	To understand more the complexities of County Lines and the influence of those who are gang affiliated or associated and improved understanding of what works and available services through partners such as rescue and respond.	Front facing staff	16	2023	Yes	TBC
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	Ongoing	Yes	Internal YJS Workshops
Cultural competency	the ability to view the world through the lens of other people – in all their diversity.	YJS Staff	Up to 25	2023	Yes	TBC

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TRAUMA AND ANTI RACIST PRACTICE	<p>Trauma informed practice will cover:</p> <ul style="list-style-type: none"> - What is 'racial trauma'? - How might different people experience it? - Recovering from Trauma - What might the science around Trauma begin to tell us? - What is Cultural Humility? <p>Becoming an Anti-Racist Practitioner will cover:</p> <ul style="list-style-type: none"> -Theoretical and research Informed knowledge in relation to race and racism and the notion of becoming anti-racist allies. -Anti-racist practice as a model based for achieving emotionally intelligent, critically reflective, curious conversations, in a safe space. -introduce issues such as micro-aggression and language, whiteness and white privilege, structural inequality, and institutional racism, and anti-racism and allyship. <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</p>	YJS		<p>2023</p> <p>Ongoing – I can't see that this took place yet</p>		<p>Haringey Academy</p> <p>Shantel Thomas and Professor David Shemmings.</p>
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	<p>will be invited into a shared space, with an ethos of</p> <p>collaborative learning, where we will co-create shared responsibility for our learning together about this important and often under-explored issue.</p>					
Asset+ Bail and Remand	Refresher for staff	YJS Case Managing Staff	10	2023	Yes	Internal Workshop
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> <p>Directly apply contemporary ideas on how teams and individuals can support each other when undertaking such complex work.</p>	YJS Front facing staff	20	Ongoing	Yes	Haringey Academy
Chronologies Training	<p>Facilitated by Bev Hendricks, Assistant Director Safeguarding</p> <p>& Social Care and Sarah Pike, Principal Child & Family Social</p>	Social Workers and Managers	Virtual	July and August 2022	Yes	Haringey Workforce Development Programme

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	Worker Safeguarding, Quality, Improvement & Practice			Completed by 1 and part completed by 1		
AIM3 Interventions	Front facing case management staff	8				
Child and Teenage Neglect Training (Level 3+)	<p>What is neglect and why is it important that we understand and know how to recognise it?</p> <p>What does research tell us?</p> <p>What are some of the key causes of neglect?</p> <p>What are the key consequences of neglect?</p> <p>How can we help and support families?</p> <p>How can we safeguard children and young people, including teenagers (often a 'neglected' group)?</p>	All Front facing staff	Virtual	July 2022 and November 2022	Yes	Haringey Workforce Development Programme
Extremism and radicalisation	<p>Tackle the causes of radicalisation.</p> <p>Respond to the challenges that terrorist ideology may present.</p> <p>Safeguard and support those most at risk of radicalisation through early intervention.</p> <p>Support those who have already engaged in terrorism to disengage and rehabilitate.</p>	Front facing case managers and seniors		2023		
New KPIs	Understand detail and implications of new KPIs from YJB	All staff		2023		
ASSET+ for new staff or those	New staff who are unfamiliar with case management system	New staff		2023		

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who have not completed						
YJB Inset training	<ol style="list-style-type: none"> 1. Effective risk practice to promote the safety of young people and others 2. Social media and Young People – Risks, Safeguarding and Challenges 3. Improving Reviews 4. TRM Aware -Trauma Recovery Model 5. AssetPlus Quality Assurance 6. Working with Young People who display Sexually Harmful Behaviour (SHB) 7. AIM3 for Supervisors 8. Working with Girls affected by violence and exploitation. 9. Effective risk practice to promote the safety of young people and others 10. Looking After Number One 11. Coaching for Managers 12. AssetPlus Quality Assurance 13. Children and young people using violence and abuse in close relationships. 14. Unconscious Bias and Youth Justice 	All YJS Staff and managers		Various		Youth Justice Board Inset Training programme.
ASSET+ for managers	To enable managers to better interrogate CV for managing staff and cases	Managers and seniors		2023		
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 - Ongoing	Yes	TBC – possibly Haringey WFD

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SaLT	Understand the impact of speech and language issues and the links to offending behaviour			2023 and		
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 2023	Yes	Public Health – London Mayor
Child and Adolescent Development	<p>Knowledge of child development in order to be able to deliver a developmentally appropriate intervention.</p> <p>Skills to deliver CBT that is appropriately adapted for co-morbid neurodevelopment disorders (ADHD, ASD and/or Tourette's)</p> <p>Ability to use CBT within a systemic context (to include family, school, and wider network)</p> <p>Understanding of the influence of attachment theory, and ability to deliver interventions within this context</p>			2023		
Groupwork Facilitation	<p>identify the main principles and theories underpinning successful group work.</p> <p>demonstrate the process skills involved in planning, delivery and evaluation, e.g., the writing of Aims and Learning Outcomes</p> <p>outline and subsequently demonstrate the management, facilitation and communication</p>	Groupwork delivery staff		2023		

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	<p>skills needed to run a successful group, e.g., using a range of facilitative skills.</p> <p>describe the place of group work in the guidance process within the context of your service.</p> <p>demonstrate the ability to select, adapt, design and implement appropriate materials to support the Learning Outcomes of the session.</p> <p>recognise and respond to the needs of different client groups.</p>					
Understanding SEND	Children entering the criminal justice system should be viewed as a safeguarding issue, for several reasons. Firstly, children experiencing the criminal justice system are likely to find this difficult, confusing and intimidating. There is a risk that the systems in place for protecting and supporting children in contact with criminal proceedings may not be sufficient or child-centred, and, in some cases, harmful, as seen with the recent case of Child Q			2023		
Neglect	Understanding impact of neglect on children and childhood development	Front facing staff		2023		
Forensic Formulation Training	Understanding of an individual's risk potential to underpin the action taken to manage it because this will ensure that interventions have the best chance of being sensitive to the needs that violence and aggression may otherwise be used to meet. Formulation is the name given to this process of understanding risk, and it is increasingly recognized as the critical central element of the risk assessment and management	Front facing staff		2023		

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	task, as well as the essential precursor to treatment and intervention.					
Minute taking	Improve minute taking skills	Business support staff		2023		
Generic SAP	Business support processes and practices.	Business support staff		2023		
ASSET+ Communication Module	Understand how to implement communication module on ChildView	Performance Manager		2023		

33 GLOSSARY OF TERMS

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

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