



# HARINGEY YOUTH JUSTICE STRATEGIC PLAN 2021/22



London Borough of Haringey

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# FOREWORD

## Introduction

Welcome to the 2021-22 Haringey Youth Justice Annual Strategic Plan. The Youth Justice Board's (YJB) vision is of a Child First youth justice system as outlined in their strategic plan 2021-2024 and Haringey will continue to adopt this approach strategically and operationally.

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

- The governance, leadership, and partnership arrangements
- Service responses to the Covid-19 pandemic over the past year
- Priorities for 2021/2022

Haringey Youth Justice Service has strived to provide an effective service in the last year. This year has been a very challenging and unprecedented year due to the pandemic and, despite this, achieved much; the achievements for children through a range of interventions, the service's widely recognised work on disproportionality and racial disparity, achieving the Special Education Needs and Disability (SEND) quality lead mark, as well as receiving positive feedback from the Youth Justice Minister for our virtual community referral order panels.

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

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

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

- Reducing 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 been challenging due to the complexity of the children's lives that we work with, and the increase in serious youth violence and the pandemic in Haringey and across London. Competing demands and budgetary pressures have impacted on all partners and the Youth Justice Partnership Board will continue to work to ensure that the impact on front line services is kept to a minimum.*

*On behalf of the Partnership Board, we acknowledge the fantastic achievements from the last year in what has been a challenging time for all and thank all colleagues for their ongoing dedication and commitment to support children and young people who are offending and at risk of reoffending in Haringey.*

*In 2021-2022 our plans include:*

- *Continued focus on reducing disproportionality amongst Black and Asian Minority Ethnic young people within the criminal justice system,*
- *Working with partners across the system to reduce the disparity on permanent school exclusions for children,*
- *A focus on developing and sustaining parental support programs across the partnership (Early Help, Youth Service, Community Safety and Voluntary Organisations)*
- *Working with partners across the system to reduce levels of serious youth violence and knife crime,*
- *A focus across the partnership on early intervention and prevention to reduce offending and reoffending by children using a multi-agency whole family approach*
- *A focus on improving health outcomes for young people within the criminal justice system,*
- *To review the National Standards Audits to evidence impact and demonstrate direction of travel, using findings to inform future planning,*
- *Responding to Covid 19 and implementing a recovery model.*

*On behalf of the Management Board, I am pleased to present Haringey's Youth Justice Strategic Plan for 2021-22.*

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

## Haringey Vision and Strategy



### Young People at Risk Strategy

2019-2023

Adopts a **ten-year** whole systems **public health approach**, with public sector agencies, voluntary sector groups, communities and young people to reduce young people's vulnerabilities and build their resilience to address the root causes of SYV.

Strategy focuses on achieving **five outcomes**, based on a comprehensive analysis of the factors that can keep young people safe or increase their vulnerability to involvement in violent crime;

- **Safe communities** with positive things to do, where there are strong role models and trust in institutions
- **Supportive and positive family environments**, with low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults
- **Confident, happy and resilient young people** able to cope with negative experiences, setbacks and stress
- **Young people thriving in school**, with positive aspirations for the future and access to employment and training opportunities to get there
- **Young people protected from exploitation** and from experience of serious youth violence

Children are the  of all we do

**H** - we are **HUMAN**, we bring our whole selves to work

**E** - we act **EARLY** together with our partners to prevent needs becoming worse.

**A** - we take **ACTION** based on evidence, using our knowledge and skill. We act with empathy and we do with not to! We have the courage to hold ourselves to account.

**R** - **RELATIONSHIPS** are the intervention and they make change possible. We see the whole child in their lives. We are compassionate, respectful and honest with families. It is NOT about being the expert in people's lives; NOT all about processes, forms, targets.

**T** - we learn **TOGETHER** and support each other. We are reflective and we recognise that there is no level, solution or tool. People are complex. Issues are complex and systems are complex.

**S** - we believe in **STRENGTHS BASED** approaches - we see the strengths in all children, families and communities and we work with families to build on their strengths and tackle issues.



## Vision and Strategy for Partnership Board 21/22

- We will continue to strengthen relationships with statutory and non-statutory partners for the ongoing effective delivery of youth justice services. Statutory requirements for partners to co-operate, at both a strategic and operational level, are important for the delivery of effective youth justice services.
- Reduce levels of serious youth violence and knife crime in the borough as a means of increasing community safety and reducing the safety and well-being concerns relating to young people.
- Embed Haringey's commitment to "Children First, offenders second" culture, managed through a "trauma-informed" and contextual safeguarding. The recent refresh analysis of Children confirms this and therefore interventions that address the mental health and emotional well-being needs of Children is an area of attention and focus.
- To have a better understanding of the children and young people that are in custody, analysis of our children and young people on remand and serving custodial sentences needs to be understood by the board. 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.
- The YJS and partnership (Early Help, Community Safety, Youth Service and Bridge Renewal Trust) to continue to provide and sustain bespoke targeted parenting seminars. Parents within the YJS and across the partnership must have a space for them to be educated and supported about key topics such as criminal exploitation, substance misuse, weapons awareness, social media.
- Underpinned by Haringey's Early Help Strategy and Youth at Risk Strategy, embedding a robust culture focused on 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.
- A key focus on disproportionality and racial disparity is key for the board. The YJS will continue to drive initiative partnership projects (training and children's interventions) to ensure that strategically and operationally across the local authority that disproportionality is a key agenda item and that specific BAME interventions for children is imbedded within the YJS.
- To have a better understanding of the Children with 'health needs' within the YJS and an analysis of how health services are supporting children through their journey in the criminal justice system. A review of all YJS health resources must take place so that the needs of the children are adequately met and that YJS have the appropriate resources to be responsive to the identified needs without delays or restrictions.
- To increase the focus on disproportionality within exclusions, raise aspirations and continue to increase the numbers of children and young people in education, training, and employment.
- The YJS will continue to focus on the covid 19 recovery model to ensure that children, young people, and their families are receiving the support required. This means that YJS are continuing to develop a flexible and responsive service (virtually and face to face). Using local hubs to visit children to avoid unnecessary travel and increase engagement is critical.



## Youth Justice Partnership Board Membership:

Role	Service
Director Children Services	LB Haringey Children's Services
Councillor	Communities and Youth Portfolio
Councillor	Cabinet Member for Children and Families
Assistant Director	LB Haringey, Safeguarding & Support
Assistant Director	LB Haringey, Early Help, Prevention and SEND
Assistant Director	LB Haringey, CYPS, Schools and Learning
Senior Commissioners	LB Haringey, Public Health
Head of Service	Young Adults and Youth Justice
Borough Senior Officer	Met Police
Children's Commissioning Group	Health
CAMHS Senior Officer	Health
Head of Schools & Learning	LB Haringey, Education
Head of National Probation Service	Probation Service
Head of Courts Service	Magistrates Court
Assistant Director	LB Haringey, Stronger Communities
Head of Innovation and Engagement: London	Youth Justice Board

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

- Monitors performance against both National and Local Indicators receiving for scrutiny, comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Ensure that the YJS are delivered within the allocated budget and complies with the YJB grant conditions.
- Oversees the implementation of the annual strategic Youth Justice Plan.
- Ensures key agencies representation at an appropriate level on the Partnership board.
- Investigate areas where performance is poor to ensure its analysis informs partnership developments.

- Ensure 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 Building a Stronger Haringey 2015-18 which includes: -Outstanding for all, enabling all Haringey children to thrive:
  - Safety for all, a place where everyone feels safe in their homes and communities,
  - Opportunities for all, a successful place for everyone



## Structures and Governance

The delivery of services provided by the YJS is overseen and governed by the YJS Partnership Board which is underpinned by priority two (People) of Haringey’s Borough Plan 2019-2023.

To strengthen shared ownership and accountability in delivering against our priorities, we will be moving towards two plans which will have an interface with each other as outlined below:

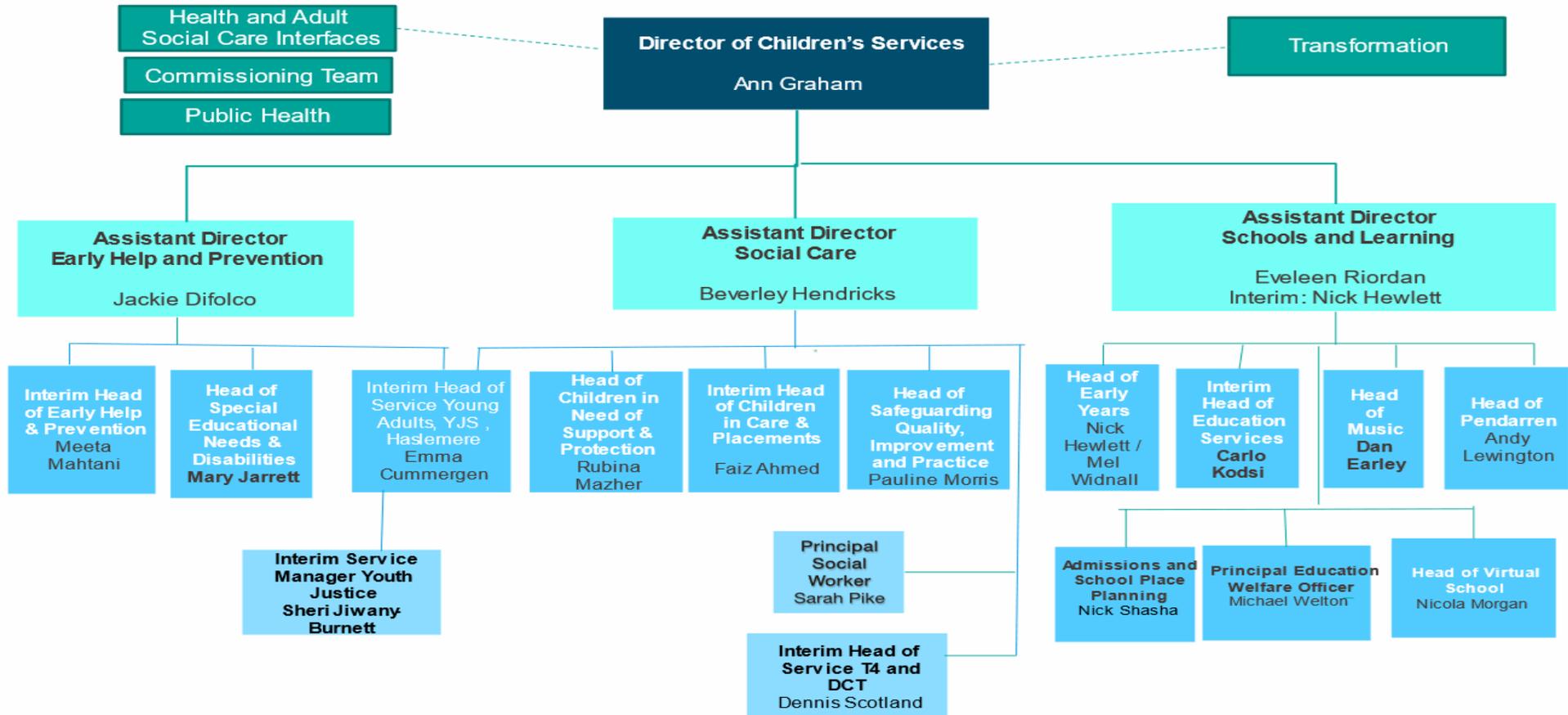
- Youth Justice Partnership Board plan – Strategic priorities will be led by members of the YJPS with the Head of Service for YJS holding partners to account for progress and impact. This will be reviewed at each board meeting.
- Youth Justice Service Operational Plan – Led by the Service Manager for YJS outlining operational priorities which are specific to the service only.

Governance	Key outcomes for 2021/22
<p><b>What the board does to ensure effective governance:</b></p> <ul style="list-style-type: none"> <li>• The YOT Management Board is chaired by the DCS for Children to ensure the most rigorous of oversight of service delivery.</li> <li>• The Board convenes quarterly, enabling the close monitoring of YJS performance against both National and Local Indicators.</li> <li>• Oversees the effective delivery of YJS by monitoring the implementation of the annual Youth Justice Strategic Plan and action plan.</li> </ul>	<p><b>Key Outcomes 2021/22:</b></p> <ul style="list-style-type: none"> <li>• A 2% reduction in the number of children and young people who become first time entrants into the Criminal Justice System. We will use local data due to the ongoing delay in obtaining FTE data from the YJB. 20/21 FTE numbers were 86 young people therefore target for 21/22 is 84 young people.</li> <li>• Re-offending rates for young people to be no more than 40%.</li> <li>• 80% of YJS cases reviewed in QA to be rated as ‘Good’.</li> <li>• 100% of the multi-agency staff to receive training to increase understanding , competence and application of trauma Informed practice.</li> </ul>

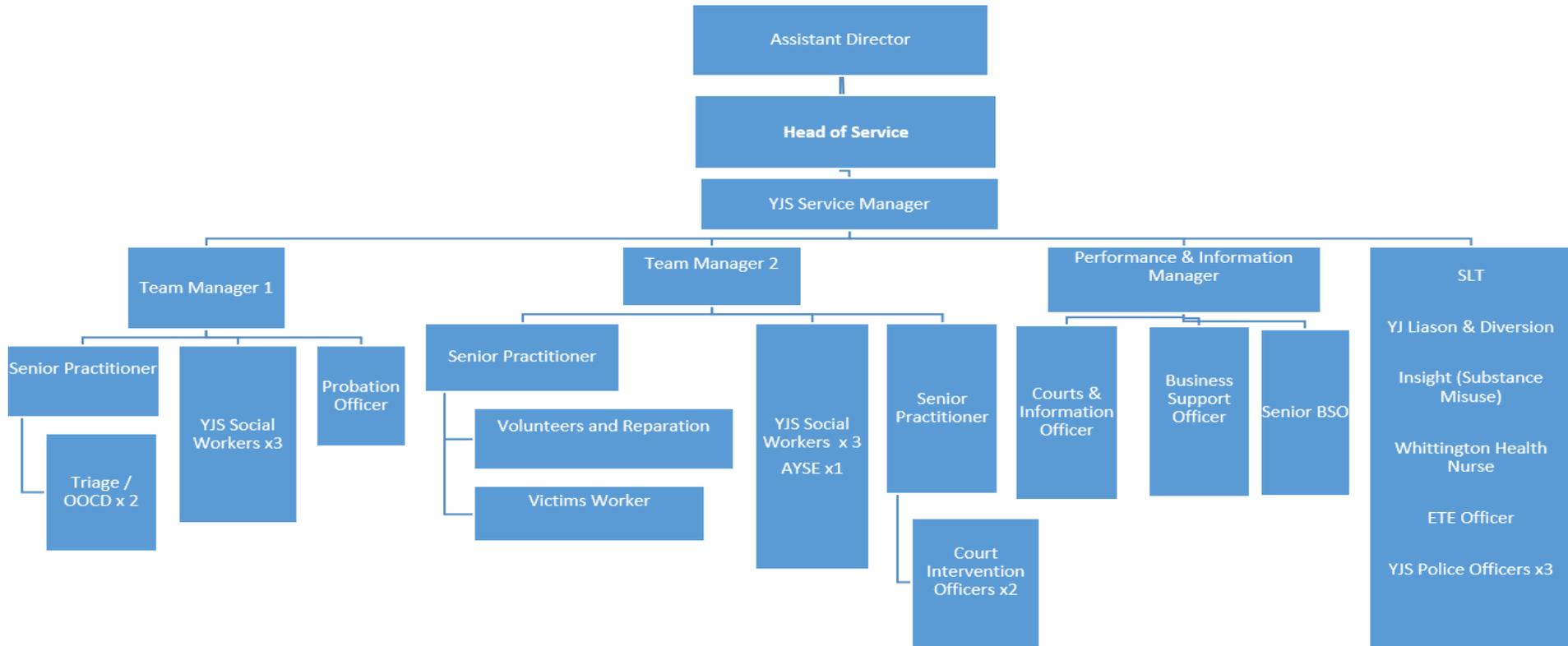
- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Diligently monitors the YJS annual spending against the forecasted budget to ensure that all core YJS services are delivered on budget and in accordance with the Youth Justice Board's grant conditions.</li><li>• Ensures that membership of the board is at an appropriately senior level with statutory partners in regular attendance.</li><li>• Ensure the YJS 2021/22 Youth Justice Strategic Plan is fully implemented as agreed.</li></ul> | <ul style="list-style-type: none"><li>• 100% of the multi-agency workforce to receive training to support an increased understanding and competence in conscious and unconscious bias.</li><li>• Reduce use of remands into custody and those sentenced to custody disposals by 20% (4 in total) (i.e., 20/21 – 20 interventions)</li><li>• Fewer children and young people involved/ exploited by the drug market either locally or in county lines.</li><li>• Prevent children and young people from becoming involved in gang related violence and or radicalisation. This will include safeguarding victims of gang violence.</li><li>• Interventions with children and young people to take place in a whole family context.</li><li>• Improve access to good quality education, training, employment and housing (including resettlement)</li><li>• Contribute to broader safeguarding agendas specifically CSE, Child Exploitation and Children Missing Education.</li></ul> |
|---|---|

# Haringey Children's and Young People's Management Team

## Children and Young People's Services Management Team- May 2021



# Haringey Youth Justice Structure Chart



# PERFORMANCE



## Review of 20/21 Performance

### **AQA accredited units and certification**

To reflect the hard work and commitment of our young people we have sought to recognise this with educational qualifications via the AQA Scheme. The Young Haringey Achievement Centre (as we are named) has in the past year seen 52 young people receive certificates for a combined total of 131 units. We are seeking to increase this number in the next year giving young people a confidence boost demonstrating to them the value of participation, recognition, and achievement in educational activities.

### **Out of Court Disposals Scrutiny Panels**

The panel meets twice per year and provides an independent view on the appropriateness and rationale of the decision making of children who have been referred for an Out of Court disposal. The multi-agency panel consists of representatives from the Crown Prosecution Service, Youth Justice Board, The Metropolitan Police and Haringey Children's Services and Early Help. Six cases are blind selected by the YJB and scored during the panel on the appropriateness of the disposal given. Scrutiny panels have been completed virtually during the pandemic in October 2020 and April 2021 with a total of 12 cases reviewed which represented all the disposal options. Panel members agreed with the decision reached in 11 of the cases.

### **SEND**

A protocol has been agreed with the local authority SEND team and this has led in enhanced working practices across the two services. The YJS ETE officer works closely with SEND to ensure that all relevant Children have an EHCP in place, with additional focus on those entering the secure estate.

The YJS has introduced a process whereby the Educational Psychology department are notified whenever a young person is sentenced to a Court order in order that records can be checked, and assessments refreshed where necessary.

As of the March 2021 the YJS had 12% of its live cohort subject to Educational Health Care Plans. With most of this cohort on plans for behavioral, emotional and social difficulties.

YJS has been focusing on outcomes for this cohort and applying over the past 18 months. The YJS and partnership were successful in achieving the quality mark through the Youth Justice Board Initiative.

### **Out of Court Disposals (OOC)**

The Out of Court development plan was completed in March 2019 to improve overall practices in line with the new inspection framework and OOC thematic inspection of OOC. The OOC plan is reviewed every quarter to ensure the targets and development of the service is regularly monitored. The OOC panel was implemented at the end of March 2019, this is now fully functional and co-chaired on a weekly basis by the police and YJS. There is a wide range of partners who attend including representatives from Haringey Gangs Unit, Haringey Gold, CAMHS, Youth Team and Health. These meetings have continued to run virtually throughout the pandemic.

A partnership with Haringey Youth Team has been developed as a whole family approach for young people who have received an OOC. This can act as a step-down service following the completion of an OOC intervention or as a referral during the disposal to complete additional pieces of work and to support the wider family including siblings. This partnership work is in the early stages with referral pathways still being developed however there have successfully been young people and families referred to the team who have received support.

Personal performance reports continue to be an effective way of tracking timeliness of assessments and home visits. The introduction of monthly management oversight documents has been implemented for OOC cases.

### Weapons Awareness

Knife Crime has been a key focus for the YJS. We commissioned two different organisations to support with our weapons awareness projects.

The vision is to have two distinct weapons awareness programmes for our pre court and post court cohort. Recent developments have seen us work in partnership with specialist providers such as Street Doctors and more recently the Aspire Higher (Safety Box) Programme.

Over the last year the impact of the pandemic has seen us transition from delivery of face-to-face weapons awareness to online virtual sessions. When it was safe to do so 5 young people attended the face-to-face session in September 2020 with Street Doctors.

Due to ongoing restrictions Street Doctor sessions have now reverted online as a webinar. To date 19 young people have attended this webinar and interacted well with the facilitators. To complement this whilst at the same time offering a more holistic wraparound weapons awareness programme the Youth Justice Service commissioned Aspire Higher to deliver a programme to young people. They have devised the Safety Box programme, this spans the course of 6 weeks. The programme is 'a holistic personal development program designed to change behaviour traits and negative mindsets for those young people that have been convicted of weapons awareness. It uses advanced coaching methodologies and a refined system of training and development in helping youth and adults to develop important life skills such as leadership, communication, teamwork, relationship building, presentation, conflict resolution, violence reduction, money management, business basics, personal development and problem solving'.

We are excited to continue our partnership working with Street Doctors and Aspire Higher and committed to reducing knife and weapon possession of young people.

### Restorative Justice

Within 2020/21, 99 victims of crime were consulted, and all were offered an opportunity to participate in restorative processes with Haringey YJS. Thirty-six people consulted consented to a victim's assessment to provide their views regarding the impact on them of the offence(s) against them. The assessment draws their views on participation in direct (or indirect) restorative justice intervention with the child. The Victims Officer attended 76 community panel meetings where the victims' views were represented. One strand of the restorative offer is a letter of apology/explanation completed by the child and 19 of these were received directly by the victims.

There were 287 individual victim awareness sessions completed with children during the year ensuring that restorative work lies at the heart of youth justice intervention. A further 50 Restorative Justice Assessments/Screenings were completed to complement risk assessment, address victim safety issues, and assist in preparation of pre-sentence report

### Internal Audits (National Standard Audits)

The YJS conducted two internal national standard audits of 77 cases from January 2020 to March 2021. The focus of this audit was completed in line with the new inspection framework and to review the quality of the practice. The Youth Justice Board were happy with our submission last year and validated our audits.

The third round of National Standard Audits will commence from September 2021- December 2022.

The YJS will also be conducting thematic audits with the local audit team around during practice weeks. The local Safeguarding board will provide direction on what areas the multi-agency should be focusing on this year.

### Feedback from children and young people

Haringey have developed its own exit questionnaire which is completed by the young person within the last six weeks of their intervention. We have had 96 completed thus far. Forms are completed anonymously to illicit honest responses.

- 79% felt involved in the making of their plan.
- 61% said the best part of the intervention was working with their case manager.
- 94% said they were listened to.
- 100% said we had helped stop them offending (53% helped a lot)

We will be monitoring the outcomes on a regular basis with the intention of informing future practice and service delivery.

### Young People's Plan Booklet

The Young Persons Plan (YPP) is bespoke to Haringey Youth Justice Service. It was developed to ensure the centrality of a young person's needs and is underpinned by the Signs of Safety framework, theory of desistance and the 'Good Lives Model'. The YPP is reviewed and modified after regular young people's feedback, practitioner feedback, new initiatives and interventions becoming available.

Recognition of and commitment to diversity and disproportionality issues for the youth justice cohort are crucial to capture and the most recent version launched in March 2021 has enhanced this key area as well as ensuring that it is shared with and in parallel with plans from partner agencies. The YPP has a 'co-ownership' philosophy, young people and their parent/carers are always encouraged to review progress and express their own aims and desired outcomes.

### Reparation

Haringey Youth Justice Service reparation projects since April 2020 have been outdoors as the result of the Covid 19 pandemic. The Youth Justice Service is very thankful to all our partners in the community who have supported us to continue delivering high quality Reparation projects in the Borough of Haringey. Thanks are extended to Haringey Parks Services who have provided storage facilities for equipment at various locations.

Over the past year, young people have worked in Bruce Castle Park. Their hard work has helped the Parks maintain its Green Flag award for another year. 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. During 2021 and the easing of lockdown young people have swept basketball, football and tennis courts from broken glass, stones, and branches to ensure safe play for users. In Wood Green, young people have worked in Chapmans Green and their contribution enabled the community park to retain its green flag award status.

We continually seek to consolidate partnerships and expand our portfolio of projects in the community. In October 2020 we established a new project via our partnership with the Parks. Judges at Wood Green Crown Court approached Zina Etheridge (Chief Executive) and requested support with tidying, clearing and maintaining the garden area in front of the court. Via enquiries with Parks management and their recommendation of the work completed at other sites we become involved. Staff provided over 50 kg of flower bulbs which were planted all over the grounds of the crown court. Young people then cleared one of the large beds from ivy roots and old shrub. Via physical exertion and sheer determination

### Social Work Practice

Haringey Children's Academy ensuring that National Assessment and Accreditation System (NAAS) is implemented across Children Services. The objective of NAAS is to provide a consistent way of assuring that child and family social workers, supervisors and leaders have the knowledge and skills for effective practice.

Candidates will have workshops to attend that will support them with their Knowledge Skills Statements (KSS) and will need a focus on the KSS in their supervision so that they have clear support plan with their line managers as well as the support offered by the service manager and Haringey Children's Academy.

YJS has three staff signed up for the first cohort with the view of:

- Gaining a better understanding of practice and a clear benchmark of expertise.
- Support to develop their knowledge and skills and ensure they meet the post-qualifying standards.
- A framework for discussion about career development and progression pathways
- Accreditation

### Parent/Carer Involvement

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

The YJS has been strengthening its parenting support by working alongside the Brandon Centre Multi Systemic Therapy provision, and Haringey Positive Families Partnership functional therapy offers.

Over the past year we have recognised that parents/carers within the criminal justice system and across partnership services need to be able to gain knowledge and education on the core risk areas that have been identified within the cohort of children known to the YJS.

In response to this the YJS, Early Help, Youth Services, Community Gold, Exploitation Service and Bridge Renewal Trust have come together to deliver bespoke virtual seminars. This Targeted parenting approach allows parents to access these seminars from the own comfort of their homes.

The parenting seminars focuses on topics such as weapons awareness, children exploitation (CSE and CCE), substance misuse, social media, parting skills.

young people then planted bedding flowers provided by the park's services. We have 4 more flower beds to work on in 2021.

We have nurtured and maintained positive relationship with the Registry Office in George Meehan House. Young people have cleared all the beds of stubborn weeds, planted a variety of bulbs in the beds and grass area to bring colour for when people take photographs after their wedding ceremony. It is a project we will continue with in 2021.

In December 2020 we were approached by Haringey Library Service to participate in a new project in St. Ann's Library garden with the aim of creating a new food growing area. Library services had established a partnership with a construction company who were responsible for the work in the garden. Young people worked alongside construction mentors and truly enjoyed the sessions. We are building on our new relationship with the Libraries in Haringey our next exciting project will be clearing the garden area in Muswell Hill Library.

As of April 2021, young people working with us will resume valuable work with the Markfield Centre for disabled children. Young people will help keep the area tidy for children to use including trimming the grass, scrubbing the outdoor wood if it becomes slippery, moving the chip bark under swings and climbing areas as well as vacuuming inside soft play area and wiping with viral and bacterial spray all the mats on the walls and climbing.

The lockdowns that have periodically cancelled our outdoor activities led us to explore other ways of working. In the last 12 months we have developed and established several virtual reparation programs. In collaboration with Alexandra Palace young people have been involved in planning and consultation around several cultural events ensuring that our young people are involved in decisions that promote engagement and enrichment for all in the local community.

Young people have been involved in the recruitment process for interviewing a new Assessed and Supported Year in Employment (ASYE) and participating in consultation services with the YJS Service Manager. Young people also contributed to our inaugural Youth Justice Service podcast that was released in April 2021.

Candidates will have workshops to attend that will support them with their Knowledge Skills Statements (KSS) and will need a focus on the KSS in their supervision so that they have clear support plan with their line managers as well as the support offered by myself and Haringey Children's Academy.

YJS has three staff signed up for the first cohort with the view of:

- Gaining a better understanding of practice and a clear benchmark of expertise.
- Support to develop their knowledge and skills and ensure they meet the post-qualifying standards.
- A framework for discussion about career development and progression pathways
- Accreditation

### **HMIP Thematic Inspection on how the Youth Justice Service meets the needs of the Black and Mixed Heritage boys and young men.**

The outcome of this inspection with any areas for development will be reflected in the operational and strategic delivery plans.



## Review of 20/21 Achievements

Implementation of YJS Personal Performance Reports and Performance Clinics	Community Reparation Projects	YJS is now a AQA registered licenced awards centre called 'Young Haringey Achievement Centre'
Signs and Safety approach to YJS Risk Management Panel	Disproportionality Project and Development Plans	Partnership with Youth Service for OECD cohort
SEND Quality Lead Award Achieved	Parenting Seminars (Weapons Awareness, Social Media, Substance Misuse, Exploitation)	DFE laptops distributed to children to support with education
Police Partnership – MET Cup	National Standard Audits reviewed	Restorative Justice developments with Referral Order Panel



**The Quality Lead Award**  
July 2020

For partnerships securing better outcomes for children and young people with special education needs in the youth justice system

Presented to

**Haringey Local Area Partnership**  
by

Prof Sonia Blandford  
Founder and CEO of Achievement for All and Andy Peaden  
Chair of the Association of YOT Managers

**20/21 AQA Certification**

**30 young people**

**76 Units Completed**

**22 BAME**



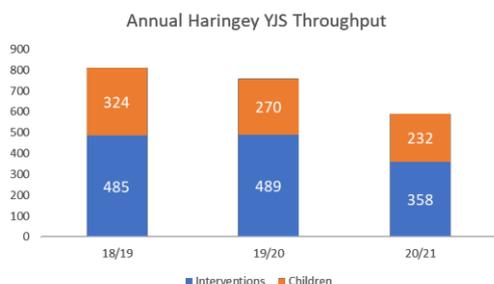
## Local Demographics

The key factors pertaining to the youth justice population in Haringey in 20/21. Data excerpts are from the Haringey Youth Justice Dashboard.

The Haringey youth population stood at 23,783 (2011 census), of which the Youth Justice Service worked with 232 children in 20/21 representing 0.98% of the population. The following data relates to the throughput of interventions and children between April 2020 and March 2021.

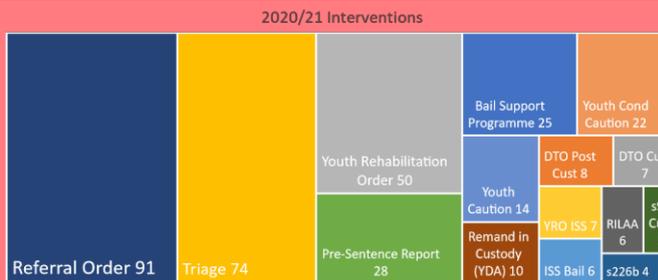
The 20/21 throughput was 358 interventions across 232 children, consisting of 110 Out of Court Disposals and 248 post court cases. There has been a 27% (131 interventions) reduction since last year. There has been a 29% reduction in the OOCDC caseload since 19/20. Possible explanations for the reduction in caseloads include: -

- The pandemic and ensuing lockdown has significantly impacted upon crime levels in Haringey and nationwide.
- Increase in the use of community resolutions.
- Offences remaining under investigation by the Police for extended periods.
- Political will to resist criminalising Children for lower tariff offending.

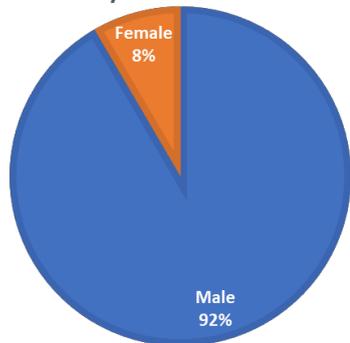


### Interventions

Referral Orders is the most common intervention representing 25% of all interventions in 20/21. Triage is the most common OOCDC pre-court intervention representing 21% of our caseload. All OOCDCs constitute 31%. Community Orders make up 40% and Custody 7% (4% Sentenced, 3% remand). 2% are released on licence. 4% were given ISS sentences/bail.



### 20/21 GENDER



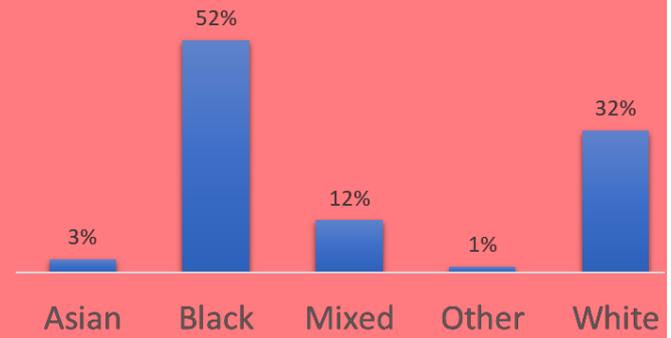
### Gender

92% of the caseload are Male. The gap between genders continues to widen each year. It is thought this is due to females committing more lower-level offences which are less likely to be investigated/prosecuted. This is a similar pattern to other Youth Justice Services.

**Ethnicity**

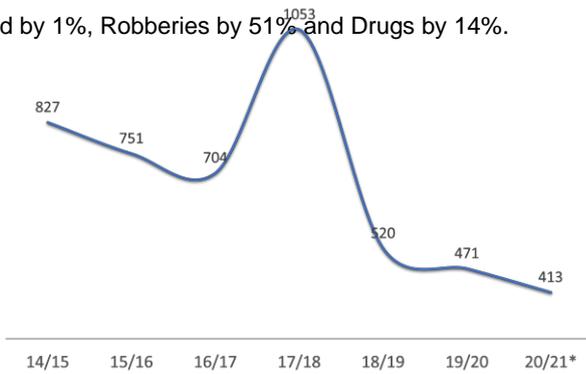
52% of our caseload are black children which remains disproportionate to the % of population residing within the Borough according to the 2011 census (29%). However, this figure has reduced from 55% in 19/20. All other ethnicities are below the % residing within the Borough.

**20/21 Ethnicity**

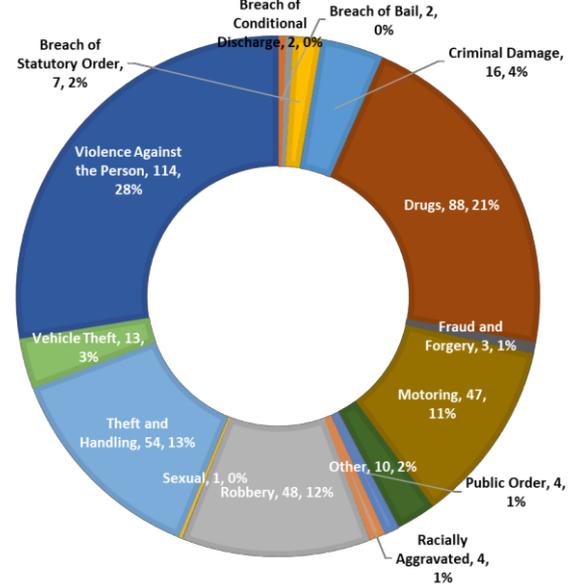


**Offending**

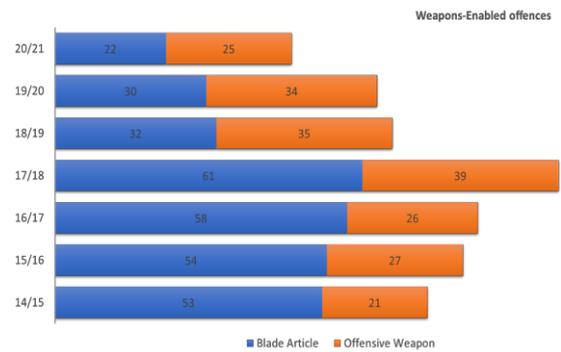
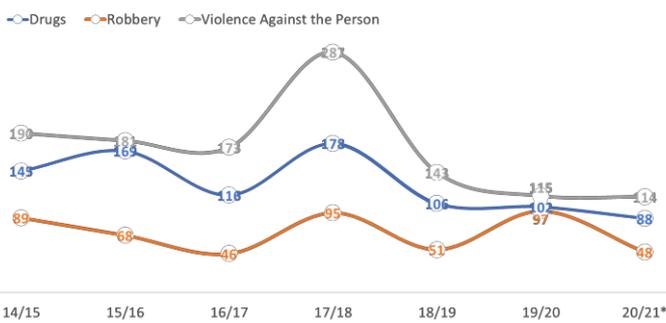
There were 58 less offences committed in 2020/21 than the previous year, a reduction of 12%. Violent offences remain the highest offending category. There were 114 violent offences committed in 20/21 which represents 28% of all offending. Compared to 19/20, Violent offences reduced by 1%, Robberies by 51% and Drugs by 14%.



**2020/21 OFFENCES WITH AN SUBSTANTIVE OUTCOME**



**SERIOUS YOUTH VIOLENCE 2014/15 TO 2020/21**



**Risk**

There remains a high/very high level of risk across the caseload; High/Very High Risk of Serious Harm is 26%, High/Very High Safety and Wellbeing 35% and high risk of re-offending 28%. Safety and Wellbeing risk increased by 1%, RoSH increased by 4% and the risk of re-offending reduced by 4% compared to last year.

**Legal Status**

This LAC analysis covers the year Apr 20 to Mar 21, 42 (28%) of the 152 active cases were LAC. The LAC % increased throughout the year as the caseload reduced. The analysis below compares the LAC against the general population on a wide range of measures. The LAC population presents far higher level of risk in most categories, excluding educational concerns and attitudes to offending. It must also be noted that the majority of the LAC cohort reside outside of Haringey. The following was of particular concern: -

- the re-offending rate was 30% higher (with LAC children)
- the risk of safety and wellbeing was 52% higher
- the custody rate was 10% higher
- risk of serious harm to others was 20% higher
- NEET % was 14% higher
- There were 24% higher with mental health concerns

Apr 20 to Mar 21	Non-LAC Population	LAC Population
Not in Education (NEET)	27%	41%
Pre-Entry/Entry Level Literacy	44%	35%
Pre-Entry/Entry Level Numeracy	46%	41%
Over 15 Offences Committed	6%	28%
Average No of Offences Charged (ever) per YP	8	9
Charged with Knife/Blade offence ever	49%	50%
Violent Offence committed (for current intervention)	21%	43%
Robbery Offence committed (for current intervention)	8%	6%
Drugs Offence committed (for current intervention)	19%	19%
Re-Offending Rate	27%	57%
High Safety and Wellbeing	17%	69%
High Serious Harm	16%	36%
Mental Health Concerns (ASSET Plus)	40%	64%
Evidence of Substance Misuse (ASSET Plus)	60%	90%
Physical Health Concerns (ASSET Plus)	12%	17%
SEN Identified (ASSET Plus)	17%	33%
Risk of CSE (ASSET Plus)	6%	17%
Sexual Harmful behaviour (ASSET Plus)	1%	2%
Self Harm/Suicide Concerns (ASSET Plus)	15%	24%
Learning Needs Concerns (ASSET Plus)	25%	26%
ETE Concerns (ASSET Plus)	73%	83%
Behaviour Concerns (ASSET Plus)	64%	79%
Attitude to Offending Concerns (ASSET Plus)	45%	36%
Accommodation Concerns (ASSET Plus)	47%	67%
Local Tensions / Issues (ASSET Plus)	53%	64%
Custody Rate	4%	14%
Breach Rate	32%	17%

## Disproportionality



### **Working with Highbury Corner Youth Court:**

Haringey YJS is currently working with the six other Youth Offending Service using the North London Youth Court at Highbury Corner to better understand and address issues of disproportionality at Court. The seven-borough consortium meet regularly to share practice in order to ensure that issues impacting disproportionality.

### **Improved Court Report Templates:**

To effect change for our young people and address unconscious bias Haringey launched new Court report templates in November 2020. Pre-sentence reports have historically referenced the offence 1st and the child's circumstances afterwards. This way of presenting a child at court can create unconscious bias an ultimately show the child secondary to their offence. In an effort to push a more child and young person-centered approach we amended our pre-sentence and breach report templates to discuss the child first, giving the court the opportunity to understand the context in which the child exists therefore offering mitigation before the court reads what offence they stand before the court. We have also changed the nuances and focuses of how we wish our pre-sentence reports to be adding a more systemic and trauma informed lens, we feel that this approach will challenge unconscious bias and bring forward the structural barriers that children of BAME face.

We launched our breach template in January 2021, this too change the focus of our breach reports asking case managers to be more curious about why young people are disengaging, pushing the emphasis on what we as a youth justice service can do to re-engage young people opposed to focusing purely on willful noncompliance which again feeds into issues of unconscious bias.

### **Magistrate's feedback:**

The YJS has been seeking feedback for court reports from judges and benches for over a year, unfortunately receiving feedback has not been as consistent as we had hoped however the aspect of court report feedback has been raised amongst the seven boroughs directly to court staff judges and benches as a priority for us as justice services. Since then, we have noted a marked improvement of received feedback from the magistrate's bench. This feedback has been essential to improving practice, it has also been a reminder of the excellent practice that exists within the team currently.

After the launch of our new report format one Bench made comment of how powerful it was to read about the child's circumstances prior to reading the offence analysis as it gave good context to the behavior – he was very complementary and asked if all YOTs were going to be doing this.

Quotes from Court Report feedback:

“overall rating for the report is excellent - it was easy to read clearly set out in a way that is easy to find what you need”

“the young person state of mind difficult circumstances was well expressed and gave the bench a good guide to the background of the young person’s offences”

“the report was particularly good assessment of difficulties an attitude to the offence and the challenges the young person faced it was good and helpful to read the information regarding the victim impact as the CPS did not have this”

“the report fully addressed the young person’s Romanian heritage and family characteristics”

#### **Disproportionality Pilot Project through the Youth Justice Board:**

YJS submitted jointly with Islington YOS through the Youth Justice Board a proposal to tackle serious youth violence with a view of improving outcomes for BAME children and families. We were successful in the bid and joint commissioning arrangements were successful. This project was completed from September 2019 to December 2019 with the evaluation report published in May 2020 by City of London University. The training element of the pilot project (unconscious bias, was also be rolled out to Haringey Targeted Response Team<sup>1</sup> and Early Help Team <sup>2</sup> as part of the diversion and prevention agenda.

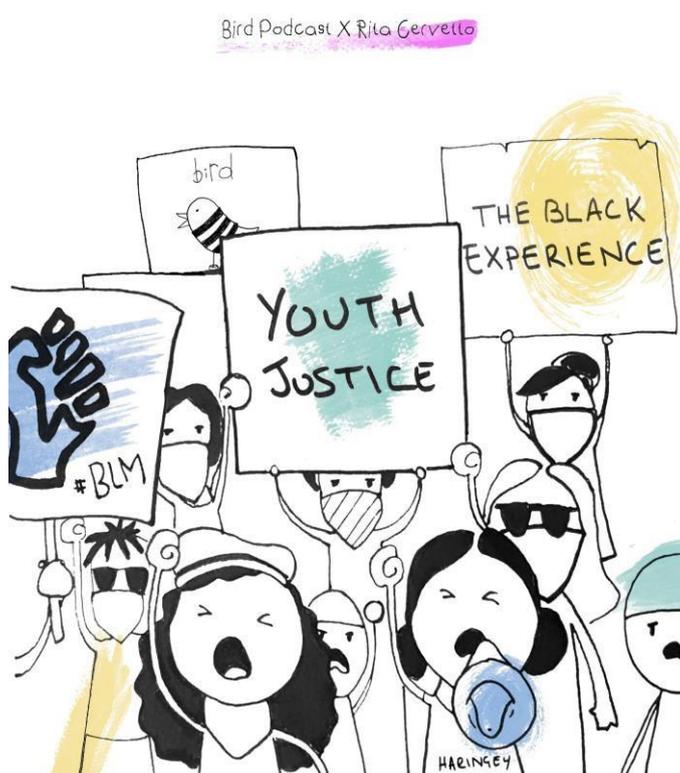
#### **Project Aims:**

To provide training around Adverse Childhood Experiences (ACEs) within BAME communities, Trauma and Relationship building with BAME families. Other aspects of the training focused on conscious and unconscious bias and a return to an understanding of institutional racism and how it impacts on individuals and communities. The project also provided workshops for parents from BAME backgrounds to have a space to discuss the pressures associated with their children’s involvement in ASB and/or offending behaviour and the structural and societal pressures they face. The final part of the project gathered the views of the Children involved in the criminal justice system.

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**YJS Post Project Developments 2020/2021:**

- **Disproportionality Development Plan:** This comprehensive plan has been created following the disproportionality project and evaluation. This is a strategic and operational plan which at present focuses on Youth Justice Service, Early Help and Youth Services.
- **Ether programme over the summer 2020:** This programme is an eight-session programme aimed towards Black, Asian and Minority Ethnic young men involved with the youth justice system. This highly motivational and inspirational leadership course directly addresses issues around race and identity and perceptions of self, as well as self-esteem and confidence, attitude and behaviour and independent thinking. Sessions also include discussions around stereotypes, breaking barriers, and perceptions of masculinity. Two further programmes for 2021 have also been commissioned.
- **Cooking Virtual Club:** This initiative is completed with young people virtually to get them to embrace their culture and improve their life skills.
- **Diversity Workshop:** This was completed with staff to review how the YJS are addressing and evidencing diversity within key focus areas assessments, plans and interventions.
- **Reports for court:** The report templates for the YJS have been reviewed so that we have a more 'child first' and 'identity lens' approach opposed to 'offender' dominating the initial part of the reports.
- **YJS Disproportionality Podcast:** Focus of the podcast is about spreading the awareness of disproportionality, gaining three young people experiences of growing up in Haringey and going through the criminal justice system. The podcast was produced by an organisation called Bird Podcast. The YJS Service manager and Cllr were also interviewed to give a wider perspective on disproportionality.
- **Development of the YJS Haringey racial disparity analysis:** This has been completed alongside YJS, Education and Health data to capture a live picture of the racial disparity for the YJS cohort. This has been shared with the management board and presented at local authority conferences.
- **Social Workers In Schools (SWIS):** Disproportionality Pilot Project to be embedded within the pastoral structures in 7 secondary schools. One of the areas is to try and bring the governors, school staff and parents together in a series of training workshops to support with learning and culture change to support with school exclusions. Plan to start this project from May 2021-July 2021



Academic excellence for business and the professions

**The Disproportionality Project:**  
Addressing issues relating to the disproportionately high representation of Islington's and Haringey's BAME young people in the Criminal Justice System

An Evaluation Report by the Centre for City Criminology, City, University of London  
May 2020



## PARTNERSHIP ARRANGEMENTS

Haringey YJS Partnership Arrangements	
Safeguarding	There is a joint protocol between Children’s Social Care and the YJS. In addition, there is membership from Youth Justice Service senior management on the Safeguarding Children board.
Looked After Children	YJS report to the Corporate Parenting Advisory Group (CPAG) and operationally the YJS staff attend LAC meetings as necessary both in the community and custody settings.
MACE	YJS representation at the MACE meetings to contribute to information sharing about victims and potential perpetrators of child exploitation. Whilst also having a focus on key locations that need to be targeted.
PREVENT	There is an operational representative from the YJS that works directly with those delivering the Prevent agenda and ensuring that the agenda is embedded into the service delivery.
MARAC	The YJS also now attend MARAC operational meetings when Children and parents known to the service.
MAPPA	YJS management representation at MAPPA level 2 meetings where Children from the YJS are being discussed. All level 1 screenings/threshold forms are shared with the MAPPA administrator.
Troubled Families	There is representation within the Early Help Partnership Board which oversee the work of the Troubled family’s 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 and 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 and 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 developments of the Youth at Risk Strategy and Haringey’s Early Help Strategy.



Evidence of Partnership Effectiveness on National Indicators

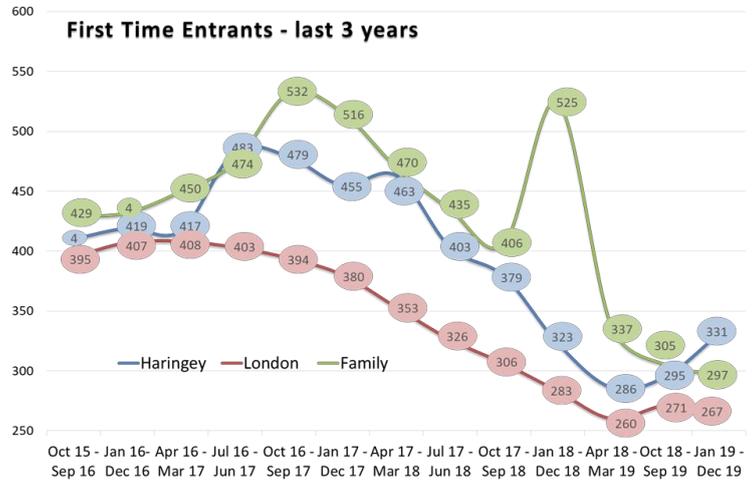
These are Haringey National Indicator data returns for q3 (Oct – Dec 20)

**1) First Time Entrants:**

The latest available period for FTE is January to December 2019 due to the unavailability of Police data. The pattern was that the number of children and young people becoming first time entrants was reducing prior to the pandemic albeit with a minor increase in the last two quarters. The expectation is that the decrease has accelerated due to the pandemic and ensuing reduction in offending. The most recent data indicates 331 per 100,000 ten to seventeen-year-olds entered the youth justice system. In terms of actual numbers this represents 82 children. There continues to be a focus on the whole family approach and partnership with the Police and Magistrates to consult on cases to ensure that where appropriate, Children receive Out Of Court Disposals. OOCs program have been successful, evidenced by a 24% re-offending rate which is far lower than the Haringey re-offending rate.

**Risks to Future Delivery**

- Increase in Police Resources (Stop and Search and Detection Rates)
- Increase in offending following easing of lockdown and social distancing measures.
- Spikes in offending (unanticipated trends ie civil unrest)



Haringey is higher than the family and London averages. Haringey is 8<sup>th</sup> best in family and 26<sup>th</sup> best in London.

**Priorities for 2021-22:**

There are a number of initiatives being undertaken in Haringey in order to further reduce the number of children and young people becoming first time entrants coming into the Youth Justice System. These include the following: -

- There will be further developments of the Youth Service partnership work with the out of court disposal.
- Development with the Operation Alliance diversion initiative with the police and Youth Services.
- Developments with the new Wood Green Youth Centre
- Continued focus on scrutiny panel for OOC to ensure that children that meet the criteria to get a Triage are being treated fairly.
- Embedding a multi-agency team around the family approach to address wider issues within the family to improve overall outcomes for children and young people.

**2) Reduce Use of Custody:**

Haringey have improved performance over the last year. Numbers of custodies have declined steadily following a spike in 2019 where there were several serious incidents where custody was the only viable option.

Haringey also has a dedicated Intensive, Supervision and Surveillance (ISS) team of practitioners who provide a rigorous ISS programme. We had 13 children on ISS, our highest for at least five years.

In an effort to push a more child centred approach we amended our pre-sentence and breach report templates to discuss the child first, giving the court the opportunity to understand the context in which the child exists therefore offering mitigation before the court reads what offence they stand before the court. This hoped to support with unconscious bias within the court arena and to ensure that children are being sentenced proportionately.

**Risks to Future Delivery:**

- Increase in committal of serious offences, there have been a number of serious incidents in 2021 which could impact on the future numbers sentenced to custody if found guilty. 10 children were remanded to custody (20/21)
- Increase in offending following easing of lockdown measures.
- Media attention and pressure applied on courts for tougher sentencing.
- Ongoing tensions between rival group/gangs and revenge incidents.

**Use of Custody**



Haringey has seen a marked decrease in the use of custody from 0.68 in 19/20 to 0.40 per 1,000 of population in 20/21, reflecting a 41% reduction. There were ten custodies in Haringey in 20/21. The rate remains higher than the family and London averages, however the gap is closing.

**Priorities for 2021/22:**

- The YJS continues to take a number of steps to reduce the need for custodial sentences. Firstly, via a proactive and positive relationship with Court staff and professionals through offering the courts robust alternatives to custodial sentence.
- Haringey will continue to facilitate PSR/ISS Planning Panels to ensure congruence between proposal and sentencing.
- A forecasting monitoring remand process has now been implemented to review remand costs.
- Development and use of the of the YJB London Accommodation Pathfinder to support in diverting children from custody (remand and sentence).
- Review national research around the ethnic disproportionality of those receiving custodial outcomes to identify best practice.
- Further development to utilise the Police station reporting mechanism, especially for those children subject to strict bail conditions and require weekend reporting to enhance our bail programme offer.

### 3) **Reduce Re-offending**

This measure has not been updated due to Police data not being unavailable. The latest available period is Jan to March 2018 tracked for one year.

The rate was 43.3%, average number of re-offences was 3.12 per re-offender, average number of offences was 1.35 per offender.

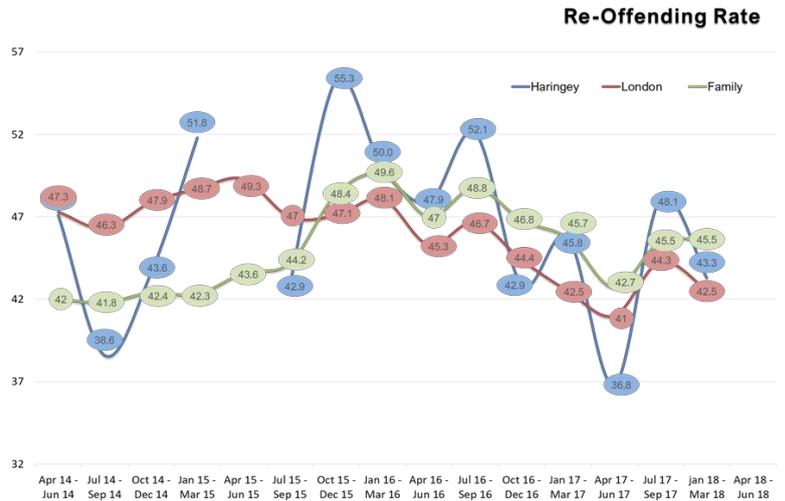
Haringey have been tracking the local position using the Live Toolkit which contains more recent analysis of re-offending.

#### Risks to Future Delivery

- Increase in arrests for serious youth violence.
- Increase in Police resources would affect caseload as many young people have been released under investigation.
- Increase in use of Stop and Search.
- The number of children subject to statutory orders has significantly reduced over recent years. Whilst the cohort size has reduced, the YJS is now managing Children who invariably have very complex risks and needs. With the increase in serious youth violence there is a risk that this will directly impact on reoffending rates.

#### Priorities for 2021-22:

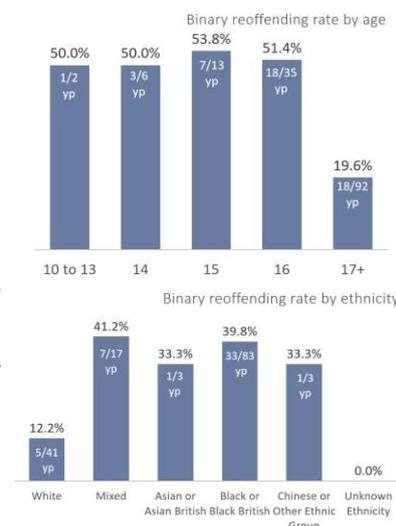
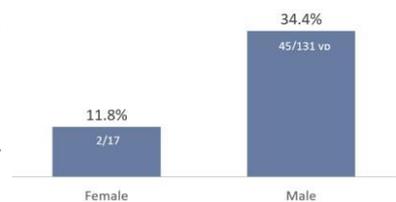
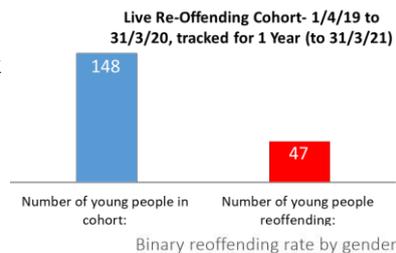
- The YJS is committed to reducing the overall numbers of Children reoffending. A core element of this is ensuring Children are engaged in full time education, training (ETE) as this is a protective factor.
- Tracking the re-offending cohort to further monitor and evaluate the reoffending of Children to enhance our understanding of the factors leading to reoffending and to ensure we are developing effective interventions that reduce this risk.
- YJS risk panels to monitor the risk factors of those most likely to re-offend and or assessed as high risk of serious harm.
- Improve the level of information sharing with the Integrated Offender Management (IOM) Service. This is to ensure that there is a clear transition between the youth and adult provision for the most prolific offenders to effectively



Haringey was lower than the family average and higher than the London average. Haringey's rate was 15<sup>th</sup> best in London and third best in family.

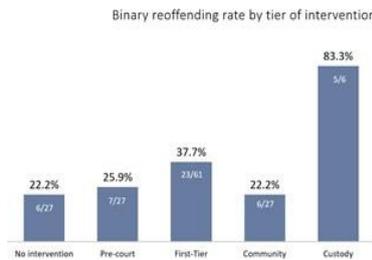
#### Live Toolkit

The cohort used was all young people sentenced/received a disposal between 1/4/19 to 31/3/20. They were then tracked for a year up to the end of March 2021.



- 47 (32%) from 148 young people re-offended
- Gender - Male re-offending rate is 34%, Female is 12%
- Ethnicity - Mixed re-offending rate is 41%, Black 40%, White 12%
- Ethnicity - Black re-offending frequency is highest (3.15 offences per re-offender), White 2.20, Mixed 2.00
- Legal Status - Currently LAC 56%, Previously LAC 67%, Never LAC 27%
- Intervention Tier - Custody 83%, Community 22%, First Tier 38%, Pre Court 26%, No intervention 22%. Concerning that Pre- Court and First Tier re-offending rates are higher than community (YROs)
- Intervention Tier - First Tier also has the highest number of re-offences (3.26) when a yp re-offends. Community 3.00, Custody 1.80, Pre-Court 1.77. Children with no intervention 3.67.

- manage the risk of serious harm and reoffending.
- Improve the health services available for Children to access throughout the criminal justice system. This includes liaison and diversion, MST, sexual health etc.
- Utilising the development of the London resettlement pathfinder will be key to supporting young people being released from custody.
- Ensuring that the YJS continues to have meaningful and creative one to one and group work interventions which meet the children's needs.
- Mobilizing the intervention and services offered to children and their parents/carer in their local area. Developing our partnership with the library services is critical for this to be achieved.



- Original Offence Type - Theft and Handling has the highest re-offending rate 50% followed by Robbery at 44%
- Time to First Offence - of those that re-offended 52% committed their first re-offence within the first three months.
- YOGRS - The re-offending rate increases with the YOGRS score as expected. 60% of those with a high YOGRS score re-offended.
- Seriousness - 15% re-offended at a more serious level. 31% re-offended at a less serious level



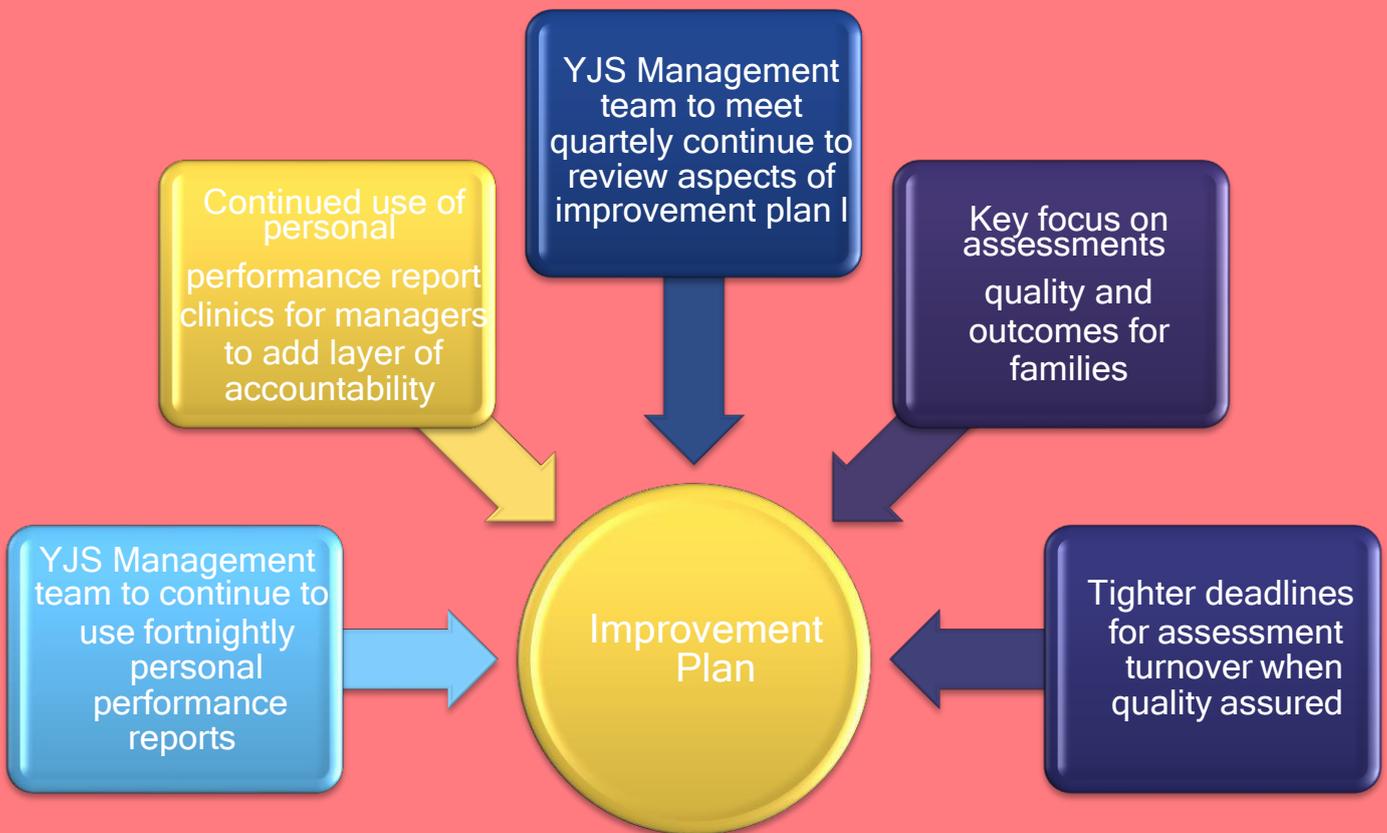
## Performance Management – Overview

### What is working well in Haringey?

- Introduction of the fortnightly new ‘Personal Performance Reports’ (PPR) for staff, which supports with monitoring and targets around timeliness of assessments, home visits, young people’s plans and data cleansing. This has had a real positive impact and is starting to impact on driving individual performance and overall performance has already improved by 28% since April 19 when we commenced the Reports and 4% since last year.
- The YJS data analysis is comprehensive which support the management team and partnerships joint data sets.

### What are our key areas for improvement?

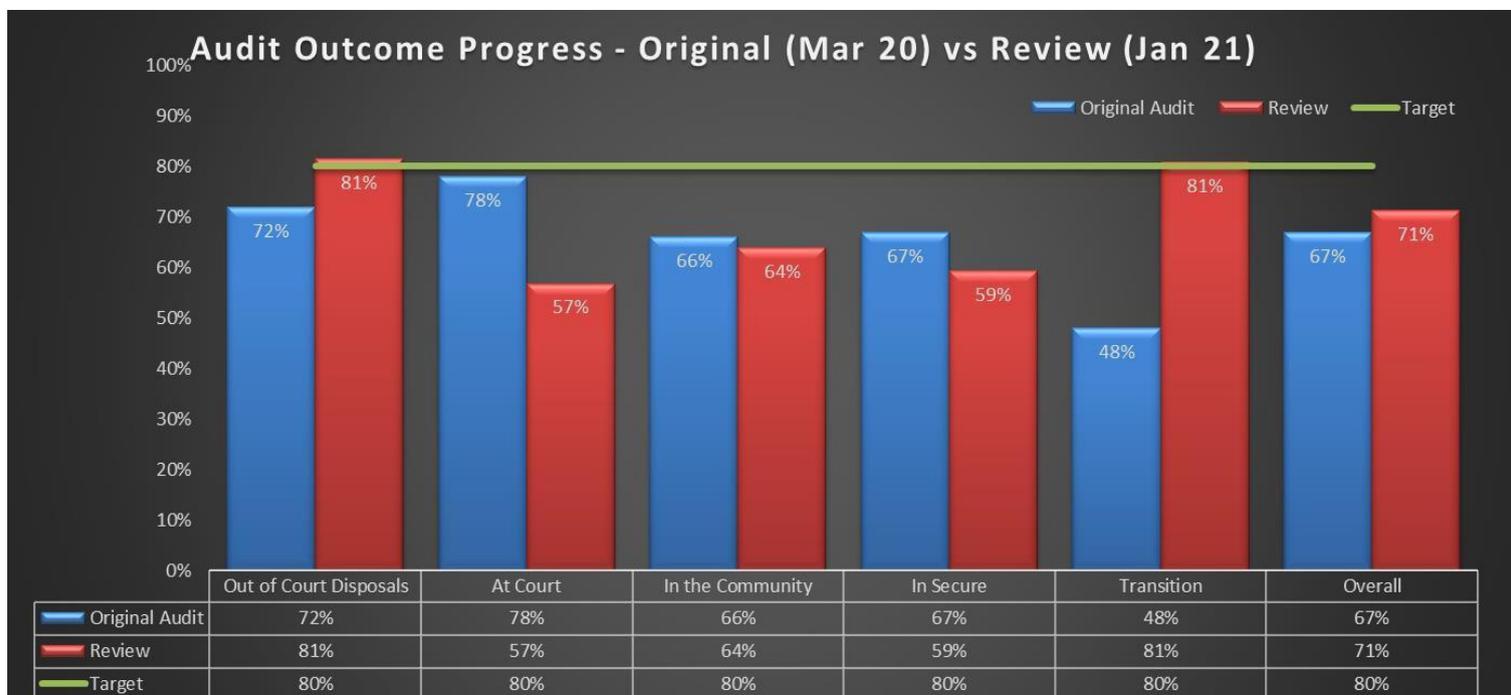
- The YJS to be part of the multi-agency practice week audits.
- The YJS key performance indicators embedded as part of the children services QPN performance review meetings.
- National Standard Audit to be reviewed every year to evidence impact, show direction and travel and inform future planning and delivery.





PERFORMANCE MANAGEMENT

National Standards Audit 20/21



Section	Original	Review	Change	Latest Rating
Assessment	68%	80%	↑ 12%	Outstanding
Planning	71%	79%	↑ 8%	Good
Children/Parent Involvement	70%	83%	↑ 13%	Outstanding
Effective Relationships	80%	89%	↑ 8%	Outstanding
<b>Out of Court Disposals Review</b>	72%	81%	↑ 10%	Outstanding
<b>At Court Overall</b>	78%	57%	↓ -21%	Requires Improvement
Engaging Children	89%	78%	↓ -11%	Good
Managing the Court Order	63%	30%	↓ -33%	Inadequate
Supervision and Oversight of Orders	73%	62%	↓ -11%	Requires Improvement
Assessments	67%	73%	↑ 6%	Good
Planning	58%	59%	→ 2%	Requires Improvement
Reviews	63%	40%	↓ -23%	Inadequate
<b>In the Community Overall Review</b>	66%	64%	↓ -2%	Requires Improvement
Post Sentence	48%	52%	→ 3%	Requires Improvement
Planning	72%	57%	↓ -15%	Requires Improvement
Intervention and Delivery	78%	72%	↓ -6%	Good
Post Release	80%	100%	↑ 20%	Outstanding
<b>In Secure Settings Overall</b>	67%	59%	↓ -8%	Requires Improvement
Transition to Probation	53%	74%	↑ 22%	Good
Resettlement	46%	84%	↑ 38%	Outstanding
<b>Transition and Resettlement Overall</b>	50%	81%	↑ 31%	Outstanding
<b>Overall Score %</b>	67%	71%	→ 4%	Good

The original NS Audit commenced in March 2020 and a review took place in January 2021. We audited 75 cases in total. The overall performance score of the original audit was 67% and this increased to 71% for the review audit. Particular improvements were evident with OOCs (10%) and Transition and Resettlement (31%). Conversely, reductions were evident in At Court (21%) and In Secure (8%) sections. In many cases, despite work being undertaken it was not evidenced on the case management system. The Audit will again be reviewed in September 2021.



National Standards 21/22 Road Map

# National Standards Audit Roadmap 21/22





# PANDEMIC RESPONSE

## Responding to the pandemic and recovery from COVID-19

What is working well in Haringey?	What were some of the challenges?
<ul style="list-style-type: none"> <li>• The YJS has responded positively during all three stages of lockdown. The YJS office has remained opened two days a week with the staff working in ‘bubbles’. We have a comprehensive service rota that helps manage this.</li> <li>• Comprehensive PPE for all staff members available for office, court, home visits, prison visits etc.</li> <li>• Virtual and face to face meaningful interventions (one to one and group work) and contacts have been ongoing since the initial pandemic</li> <li>• Good use of Food Banks for food parcels where required</li> <li>• Regular meetings with the YJB and YCS about issues the service faces</li> <li>• Community Reparation sessions were completed virtually and face to face</li> <li>• Virtual workshops for parents</li> <li>• Lateral flow testing available next door to the YJS office</li> </ul>	<ul style="list-style-type: none"> <li>• Limitations of monitoring and surveillance for Children subject to intensive disposals for public protection purposes</li> <li>• Backlog at court and charging decisions from police</li> <li>• Increased poverty for families</li> <li>• Children receiving a lack of education and lack of educational facilities at home</li> <li>• Staff well-being and increased sickness levels</li> <li>• Restriction to visiting and communicating with children in custodial establishments</li> <li>• Decrease in home visits and focus on only doorstep visits</li> <li>• Seconded staff redeployment</li> <li>• Lack of facilities and buildings open to see young people</li> <li>• Liaison and Diversion work in police custody has been impacted due to restrictions to staff going into custody and lockdown measures</li> <li>• Children mental health needs have increased with limited resources to meet their needs</li> <li>• Limited information from education providers during periods of lockdown</li> </ul>

**What next?**

The YJS are expected to have a reduced caseload for the first half of the year due to the backlog in police charging decisions and in court hearing/trials. However, it is expected that the cohort will increase especially in the out of court disposals. The complexity of the YJS cohort still remains very complex and the service will continue to mobilise services to ensure that resources are supportive of the children and young people's identified needs.

**Road map to recovery for operational delivery based within Haringey.**

- 12th April 21 – The YJS building open three days a week (Monday, Tuesday, Wednesday)
- 17th May 21 – The YJS building will be open four days a week (Monday, Tuesday, Wednesday, and Thursday)
- 21st June 21 – The YJS building will be open 5 days a week (Monday to Friday)

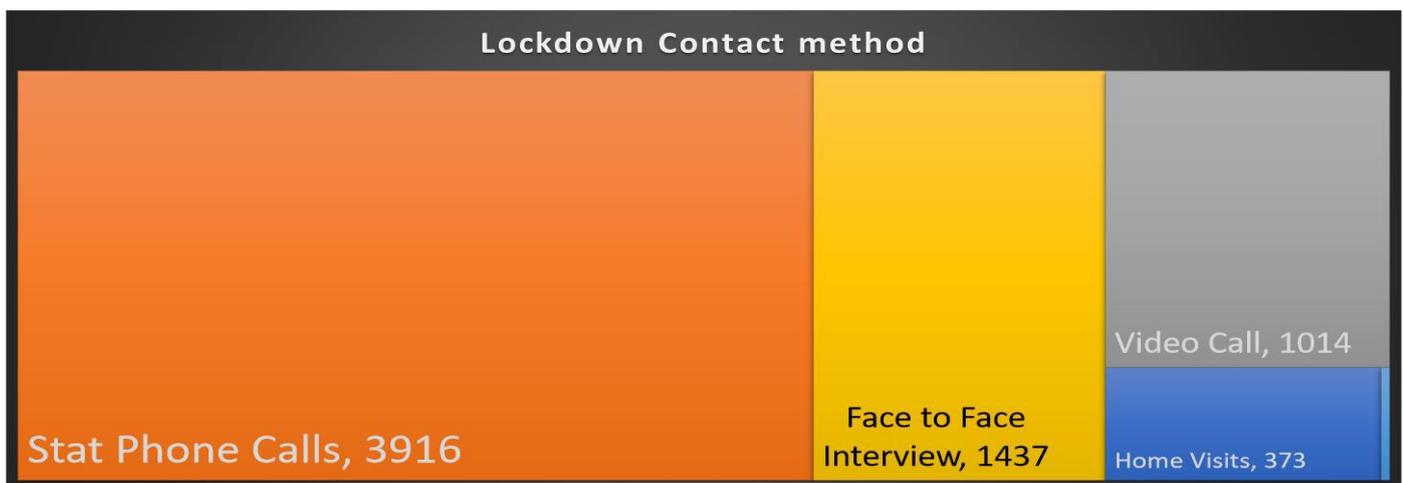
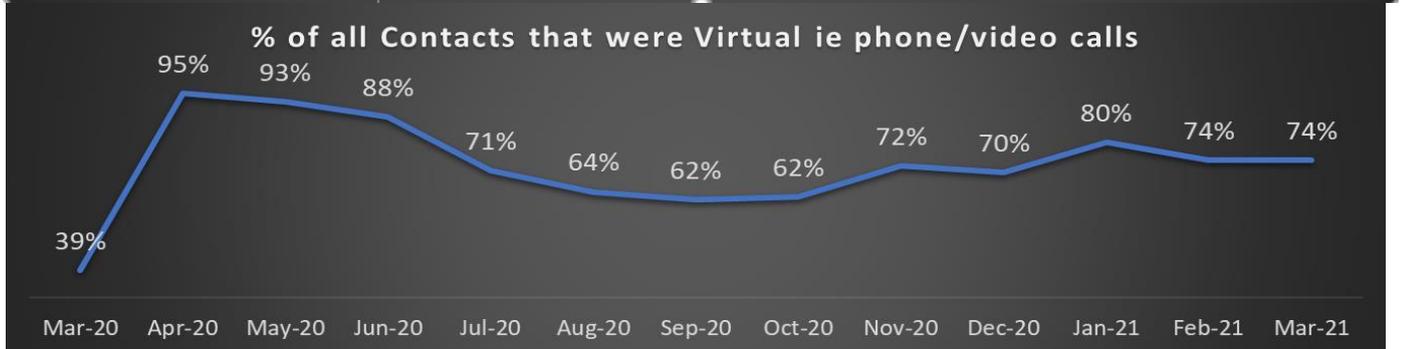
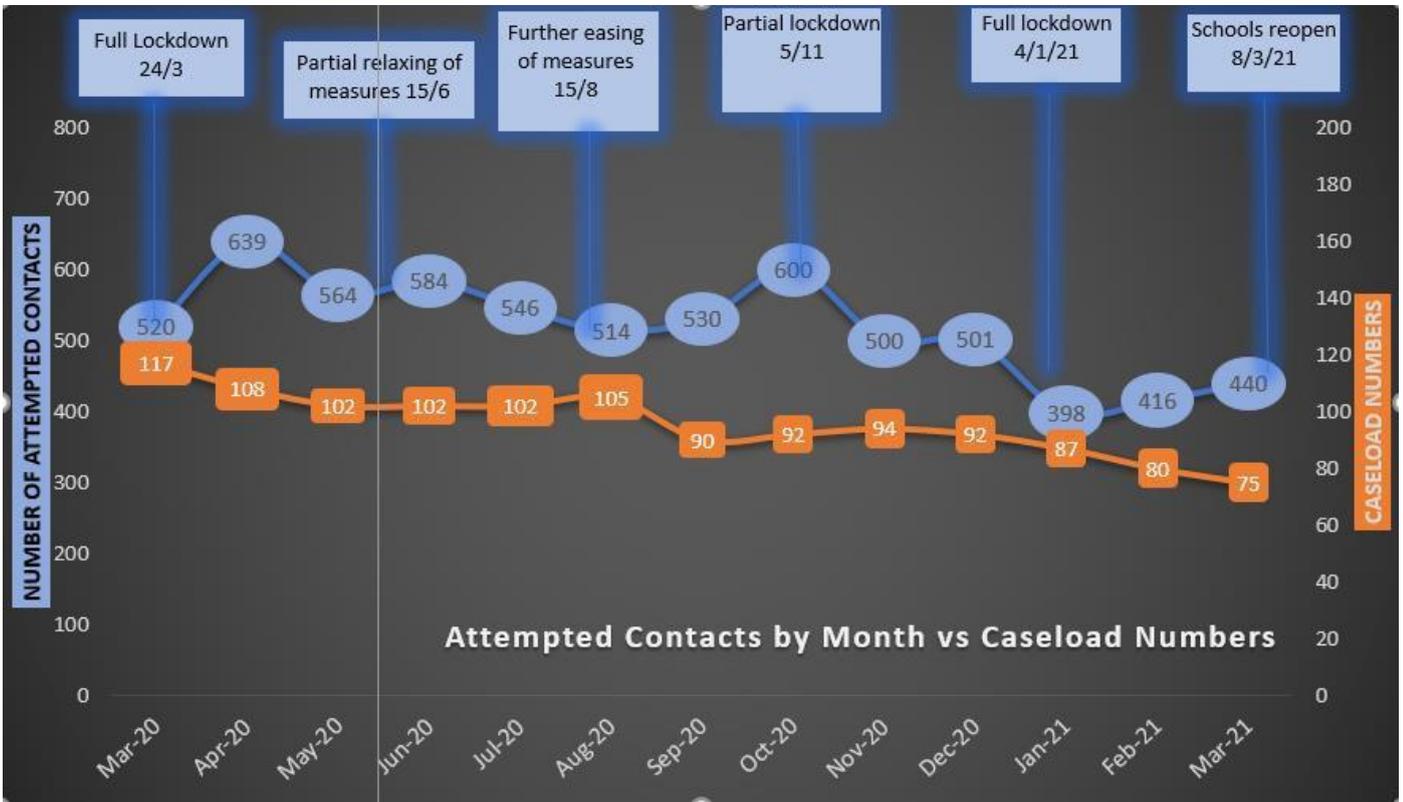
**Mobilisation of services:**

- Library services, arrangements have been agreed that YJS can use the library services as hub spaces across the local authority, meaning that one to one and group work sessions can be facilitated in local areas. The RO panels can be remobilised within the community and that our reparation projects can be enhanced by supporting with the regeneration of spaces in and around the library services.
- Health services, the schools nurse offer will be extended and remobilized to the Tottenham Hale area as well as continuing to offer the service in Wood green. This is hoped that the children within the east of the borough will not need to travel across the borough and can access physical health screening's more locally with the view of increasing the physical health screenings within the service.
- Interface with prisons, custody establishments, youth service and social care will continue to be maintained and regularly reviewed to ensure that our partnership arrangements are focused on delivering outcomes for children and young people.



## JYS Contact with Children during Lockdown

We have been tracking client contacts since the beginning of lockdown in March 2020.



- We attempted an average of 519 contacts with children per month across the service. An average of 120 per week.
- The highest number of attempted contacts we had in a month was 639 in April 2020 and lowest in January 2021 (398)
- The caseload has reduced by 36% since the start of the pandemic.
- Client contacts have reduced by 15% since the start of the pandemic.
- Breakdown by type of contact is 58% statutory phone calls, 21% face to face, 15% Video calls, 6% home visits.
- Average number of home visits attempted per month is 29, Phone calls 301, Video calls 78, Face to face 111
- The % of all face-to-face contacts (home visits, office, prison visits) was increasing each month up to 38% in October 20. However, since the second lockdown the number reduced to 20% however it is risen up to 26% following the recent easing of measures.
- The % of virtual contacts currently stands at 74%.
- Attendance rate for March 2021 was 74%. This is an increase from December (66%) and more in line with previous months.
- Home Visit contacts had the highest attendance rate (85%), followed by Phone Calls (79%) and Face to Face (69%) Video calls (60%)

## RESOURCING, VALUE FOR MONEY AND RISKS

## Finance/Budget



Agency	Payment in Kind	Other delegated funds	Total
Police and Crime Commissioner	£150,000		£150,000
Probation	£35,208		£35,208
Health (Clinical Commissioning Group)	£55,000	£18,000	£73,000
Local Authority		£1,102,274	£1,102,274
YJB		£545,652	£545,652
Other (NHS England L&D post)	£56,000		£56,000
<b>Total</b>	<b>£296,208</b>	<b>£1,665,926</b>	<b>£1,926,134</b>

YOS Partnership contributions are essential to the effective running of the multi-agency Youth Offending Service.

Budgetary Summary for 2021/2022	Value for Money
<p>The YJS Partnership will fund the Youth Offending Service for 2021-2022 as detailed above, with the changes summarised as follows:</p> <ul style="list-style-type: none"> <li>Funding (payments in kind) from the Police, Health and Probation will remain</li> </ul>	<p>The YJS marginally came within budget during 2021/22. The commissioning aspects of the workshops and programmes for young people for this year has most been funded through last year's budget.</p>

<p>the same this year. These are strictly staffing costs.</p> <ul style="list-style-type: none"> <li>• CCG contribution has remained the same for this year.</li> <li>• The entire YJB grant was used on staff salary costs and the increase to service areas such as business support and management team. In total three new posts were created last year.</li> <li>• There has been a big commitment to ensuring that the YJS has appropriate and relevant interventions and group work programmes that meet their needs. The commissioning aspect has mostly been paid of last year budget.</li> <li>• The Youth Justice Board grant has increased to £545,652 for 2021/2022. This is around a 10% uplift and enabling the YJS to use the extra funding to priority areas of need such as contribution to health services.</li> </ul>	<p>Haringey has adopted a range of partnership initiatives to ensure the YJS can demonstrate value for money.</p> <p>These include the following: -</p> <ul style="list-style-type: none"> <li>• The Community Gold at risk strategy commitment to intervene at the earliest available opportunity, to reduce the likelihood of escalation into high-cost acute services in the future.</li> <li>• The borough has and will be utilising a number of accredited and evidence-based programmes such as Multisystem Therapy (MST).</li> <li>• The Youth Service has restructured to increase the teams in prevention and diversion, particularly around the exploitation and whole family work offer.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• There is limited scope to respond to any unexpected financial demands. There will be additional costs incurred in relation to the commissioning further posts especially agency costs.</li> <li>• Additional pressure on services in Haringey including the YJS will be difficult to manage within the climate of reduced budgets.</li> <li>• Serious youth violence has devastating consequences for too many Children in Haringey. Haringey has the 3<sup>rd</sup> highest volume of Serious Youth Violence in London over the past 12 months.</li> </ul>
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**Haringey Youth Justice Budget Plan**

Expenditure Category	Description	£
Staffing	Salaries	1,313,274
Accommodation	Premise's maintenance	1,750
Overheads	Support Service Costs inc. IT/HR etc	265,100
Equipment		2,052
Activity costs	Supplies & Services	83,750
<b>Total</b>		<b>1,665,926</b>



**Management Board Signature**

Signed on behalf of Haringey Youth Justice Partnership Board

Name and Role	Signature
<p><b>Ann Graham</b>                      Chair of YJS Partnership Board</p>	

## Appendix A – YJS Training Plan 21/22

Training Requirement	Learning Objective/Outcome	Target Audience	Group size	Timeframe	Specialist course Y/N	Training Provider
Court Practice	Internal workshops to increase best practice at court, Breaches, Bail and Remand, Report writing	YOT ops managers and case workers	8 - 10	On going	Yes	Internal YJS Workshops
Risk assessments, Desistance, Analysis. (using assetplus)	To ensure staff are effective at analysing and effectively managing risk based issues	Case managers and social workers and managers	10-15	Within 3 months	Yes	<a href="http://www.wardellassociates.co.uk">www.wardellassociates.co.uk</a>
Restorative Justice Practices	To understand the RJ principles and how to apply these to direct work with young people and victims	YJS, TRT and Early Help	Up to 25	Within the next 3 months	Yes	<a href="http://www.restorativenow.com">www.restorativenow.com</a>
Exploitation	To understand the signs and symptoms of exploitations and professional curiosity	All YJS		Dec 2021	Yes	Haringey Council LSCB course
Gangs	Gangs awareness training	All YJS		Dec 2021		Haringey Council LSCB course
Attachment and Relationship-Based Practice	Understand and appreciate how to bring knowledge of attachment research and trauma-informed approaches to teams and services	A one-day course for social work managers		Dec 2021	Yes	Haringey Council

	Be more confident when applying relationship-based practice with team members.					
Disproportionality	training x3 around Adverse Childhood Experiences within BAME communities, Trauma/Aces for BAME families and Relationship building with BAME families. Training for staff will highlight cultural and community competence, conscious and unconscious bias and a return to an understanding of institutional racism and how it impacts on individuals and communities.	All staff	30		Yes	Haringey Academy
Trauma Informed Practice Refresh	Refresh and continuation of three day training in 2018.	All		TBC	Yes	Icon
Chronologies Training	Facilitated by Bev Hendricks, Assistant Director Safeguarding & Social Care and Sarah Pike, Principal Child & Family Social Worker Safeguarding, Quality, Improvement & Practice	Social Workers and Managers	Virtual	Dates: 2021 13th April 27th April 11th May 25th May 8th June 22nd June	Yes	Haringey Workforce Development Programme

Practice development Training – Young People’s Plan	To discuss key elements of how we can introduce diversity, absent fathers to the plan and be more strengths based (use guidance available)	All case managers	Virtual	TBC	Yes	YJS Service manager
Practice development Training – Absent Fathers	To discuss how we can engage absent fathers from Assessment, Plans and Interventions. Key aspects of Referral Order Panels and compliance meetings also need to be discussed.	All Case managers	Virtual	TBC	YES	YJS Service manager
YJB Inset training	Working with young people who display Sexually Harmful Behaviour (Aims 3 Training) Disproportionality and Youth Justice Effective risk practice to promote the safety of young people and others Effective practice to support children and young people’s desistance Improving Court Skills & Confidence Challenging Behaviour: working with young people in distress Social media and Young People – Risks, Safeguarding and Challenges Effective Transitions for children & young people in youth justice AssetPlus Quality Assurance, Fast & Effective QA of AssetPlus Stages AIM3 for Supervisors	All YJS Staff and managers		Various		Youth Justice Board Inset Training programme.

	<p>Unconscious Bias</p> <p>Coaching for Managers</p> <p>Children and young people using violence and abuse in close relationships.</p> <p>Trauma Informed Practice- an introduction</p> <p>Contextual Safeguarding for Youth Justice Practitioners</p>					
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 persons live4d experience whilst looking at their own and understanding how their "Graces" will impact the young people we work with	All YJS Staff and managers	Virtual	TBC	Yes	TBC – possibly Haringey WFD
Reflective Practice and Decision Making	Support staff to utilise reflective practice – with a focus on assessment deskin making and supervision	All YJS Staff and managers	Virtual	TBC	Yes	Haringey WFD or YJS Interim Service Manager TBC
Youth Mental Health First Aid	Accredited course to support staff to increase their knowledge and skills around emotional wellbeing and mental health of young people	Social Workers and Senior Pracs	Virtual	10 staff	Yes	Public Health – London Mayor