

<p style="text-align: center;">COUNCIL SUPPLEMENTARY AGENDA</p>
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6 September 2023

7 RECOMMENDATIONS AND REPORTS (Pages 1 - 42)

NOTE: The deadline for amendments is midnight, Monday, 4 September 2023.

- A. To consider the report of the Chief Executive on the Youth Justice Plan 2023/24 (report and appendices now attached).
- B. **To consider any other report or motion presented pursuant to Council Procedure Rule 2(m).**

**Zena Smith
Head of Committee & Election
Services**

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REPORT OF THE CHIEF EXECUTIVE

Full Council: 6 September 2023

The Youth Justice Plan 2023 – 2024 Oversight and Implementation

Section 40 of the Crime and Disorder Act 1998 states that it is the duty of each Local Authority, after consultation with partner agencies, to formulate and deliver an annual Youth Justice Plan, setting out how the Youth Justice Service in their area is to be implemented, how they will operate, and setting out their key focuses for the coming year.

Youth Justice Plans, in England, must be sighted and agreed by full council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

The Youth Justice plans are submitted on a yearly basis to the Governing Youth Justice Board following an agreed template. This was submitted in January and March 23 for any comments and no comments were received from any of the Board Members to change the content of the Plan.

The following documents make up the Youth Justice Plan 2023-2024 and have been included for Councils reference.

- Youth Justice Plan 2023 – 2024
- Appendix 1 – Havering Youth Justice Management Board Structure and timetable
- Appendix 2 – The Youth Justice Service Staff Structure (anonymised)
- Appendix 3 – Youth Justice Service Business and Improvement Plan
- Appendix 4 – Risk Register

We ask for Councils oversight of the Youth Justice Plan 2023-2024 and, upon conformation of agreement, the Plan can be made available within the public domain, to ensure transparency, accountability and ongoing delivery of statutory Youth Justice Services within Havering.

*Tara Geere – Director of Starting Well, Statutory Director of Childrens Services
17th August 2023*

It is RECOMMENDED:

That Council adopt the Youth Justice Plan as appended to this report.

Financial Implications and Risks:

The Youth Justice Service is funded in 2023/24 to the sum of £1.218m, as exemplified in the body of the youth justice plan report attached. The local authority has committed £575,800 of resources in 2023/24, funded from core council budgets. In addition £348,025 the Youth Justice Board funding has been committed for 2023/24, and this contribution is notified on a yearly basis.

The fixed term posts for 'Turnaround' practitioners are resourced from an additional funding stream provided by the Ministry of Justice.

Legal Implications and Risks:

As stated above section 40 Crime and Disorder Act 1998 requires as follows:

40 Youth justice plans.

(1) It shall be the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement for each year a plan (a "youth justice plan") setting out—

- (a) how youth justice services in their area are to be provided and funded; and
- (b) how the youth offending team or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.

Also as set out above Regulation 4 (1) (a), (3) (d) and Schedule 3 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000' the adoption of the Youth Justice Plan may not be the responsibility of the Executive.

Whilst the legislation does not set out who should be consulted, the Youth Justice Board guidance states:

"We recognise that local areas will have their own governance arrangements in place. We encourage the practice for plans to be developed in consultation with children and their families, staff and volunteers, statutory and non-statutory partnership organisations and board members."

In the past year the approach adopted has been to table the draft Youth Justice Plan at the January and March meetings of the Youth Justice Board for any comments. None of the members of the Board responded with any comments to change the content.

Whenever there is a duty to consult the Local Authority must give the consultees sufficient time and information to be able to comment meaningfully, and then the decision maker, in this case full Council, must conscientiously take all comments into consideration before finalising its decision. As above no comments were made.

Human Resources Implications and Risks:

The proposal in the Youth Justice Plan 2023/2024 to embed an Advisory Teacher role into the YJS Team will be managed in accordance with the Council's HR policies and procedures. The Youth Justice Plan considers the number of posts

within the service and will remain compliant with the minimum staffing requirements as set out in the Crime and Disorder Act 1998. Working arrangements and conditions for all staff are considered through the management structure of the Youth Justice Service and appropriate support implemented as required.

Equalities Implications and Risks:

There are no Equality implications. The Youth Justice Plan 2023/2024 is inclusive of equalities implications and has taken into consideration disproportionalities seen across the Youth Justice system.

Health and Wellbeing Implications and Risks:

There are no Health and Wellbeing implications. The Youth Justice plan 2023/2024 is inclusive of Health and Wellbeing needs and has taken into consideration the needs seen across the Youth Justice System.

Environment and Climate Change Implications and Risks:

There are no environmental or climate change implications.

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Youth Justice Plan 2023-24

Service	Havering Youth Justice Service
Service Manager/ Lead	Helen Harding
Chair of YJS Board	Tara Geere

Introduction

Welcome to the Havering Youth Justice Plan 2023-2024. As with previous years, it demonstrates the range of work taking place in Havering and the continuing determination of partners to making a positive difference to the lives of children, young people and families engaged with our services. The contents of this plan are derived from a process of consultation with key stakeholders of the Youth Justice Management Board (YJMB). We have jointly reviewed our priorities and in the coming year, a nominated lead board member will report in detail to the YJMB members on the progress made to date against agreed actions and outcomes.

This year has been notable in our success in reducing First Time Entrants to the Youth Justice Service (YJS), through combined joint work with partner agencies and delivery of early interventions to address the causes of crime. We anticipate some challenges ahead in this coming year, with the cost of living crisis impacting families, the rise in referrals pertaining to child mental health, as well as Havering's growing youth population. The 2021 census data shows Havering's dependent child figures have risen by 15.2% compared to 4.8% across London and 3.9% across England

As acknowledged in our 2022 'Good' graded inspection, we are confident that the work we are undertaking alongside our partner agencies, will provide a strong foundation to continue to divert children from crime; alongside continuing to tackle over-representation of Black and Global Majority children within the YJS.

It is our continued vision to keep Havering's children safe, supporting them to lead happy and healthy lives and create positive pathways into adulthood. We want to ensure that children are not unnecessarily criminalised as a result of their vulnerabilities and the challenges they may face. We look forward to continuing our partnership expansion, joint working opportunities and delivering improved outcomes for our children, young people and families and are pleased to introduce the Havering Justice Plan for 2023/2024.

Tara Geere, Chair of Havering Youth Justice Management Board



Executive Summary

The Youth Justice plan sits under the wider Children's Services priorities:

1. Children, families and our staff experience safe lives, free from exploitation, racism and discrimination
2. Recruitment, retention and wellbeing, across the workforce
3. Raising aspirations for children and families; being child focused in everything we do and to deliver our Pledge to them
4. Purposeful interventions and focussed planning based on assessed individual needs
5. Improved case recording with clear evidence of decision-making and rationale
6. Strong partnerships delivering improved outcomes across our system
7. Quality Assurance, evidencing how we are making a difference to lives and life chances

These are articulated as follows in the Starting Well staff guide

- We will constructively challenge ourselves, our partnership, and our community to tackle racism, inequality and discrimination.
- We will recruit, retain and build a diverse, highly skilled, resilient workforce that operates within our practice model and improves outcomes for children.
- We will enhance our comprehensive participation offer to ensure that messages from the children are heard, fed back into the service, acted upon; and outcomes are shared back to those who provided the feedback or comments. By doing so, we will ensure the voices of children, young people and families are the golden thread through every aspect and layer of our service.
- Through early intervention wherever possible, we will support all families, to access the right services at the right time, supporting the best possible outcomes using our 'Face to Face' model of practice.
- We will ensure accurate and comprehensive recording with all relevant information about a child's circumstances being available. This information will be entered on systems in a consistent manner and include observations, assessments, and actions taken, to inform robust decision-making
- We will build strong partnerships with other agencies, including health, education, and housing, to improve outcomes for vulnerable children and families. Partnering with other agencies to identify and address issues that may be contributing to poor outcomes for children, and develop integrated and timely solutions that meet the needs of children, young people and families. Our collaborative approach will support us to reduce duplication of effort, improve resource allocation, and promotes greater efficiency in service delivery.
- We are committed to consistently deliver high quality services. Our quality assurance processes will focus on identifying evidence-based practices that are making a measurable difference in the lives of vulnerable children, young people and families. This will involve the regular review and analysis of data to track progress, identifying areas for improvement, and adapt interventions and services based on evidence of what is working. By measuring, assessing, and improving our work, we will ensure that every child receives the best possible care and support, leading to positive outcomes and improved life chances.

Headline Strategic Priority Actions for Havering YJS 2023-2024

- Leadership and Governance: Review the Terms of Reference for the Youth Justice Management Board and introduce key leads for reporting on progress within this Plan by September 2023;
- Prevention and Diversion: Continue to reduce the number of children entering the Youth Justice System, and address the disproportionate numbers of Global Majority children subject to Court Orders throughout the year;
- Prevention and Diversion: Divert more children to Out of Court disposals rather than Court Orders where appropriate throughout the year;
- Voice of the Child: Improve the ways we capture and utilise the voice of the child to improve and inform service delivery throughout the year;
- Workforce development: Explore opportunities for Apprenticeships within the Youth Justice Service from L2 to L5 by March 2024;
- Workforce Development: Embed an Advisory Teacher role into the YJS team by March 2024;
- Quality Assurance: Develop a court tracker with our neighbouring Youth Justice Service's to capture sentence and remand decisions, recommendations, outcomes and demographic figures, inclusive of disproportionality data by March 2024;
- Quality Assurance: Maintain and improve the quality of all interventions, ensuring National Standards are met, reflective self-evaluations are completed within timeframes and regular internal audits completed throughout the year;
- Quality Assurance: Focus on risk of harm, safety and wellbeing across the whole cohort ensuring that indicators are captured from multiple sources of information and that appropriate plans are in place to address concerns, with clear and recorded management oversight evidenced in each case throughout the year.

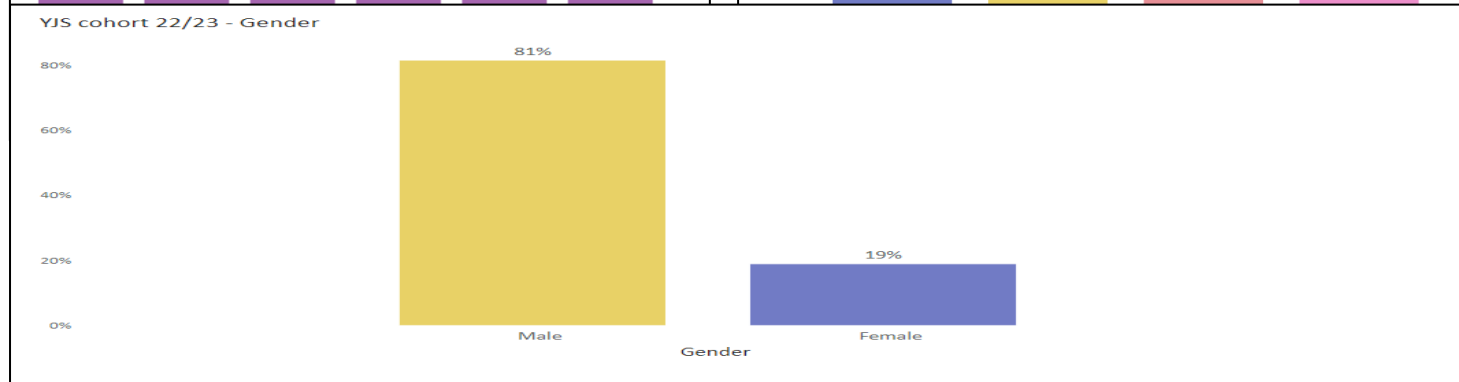
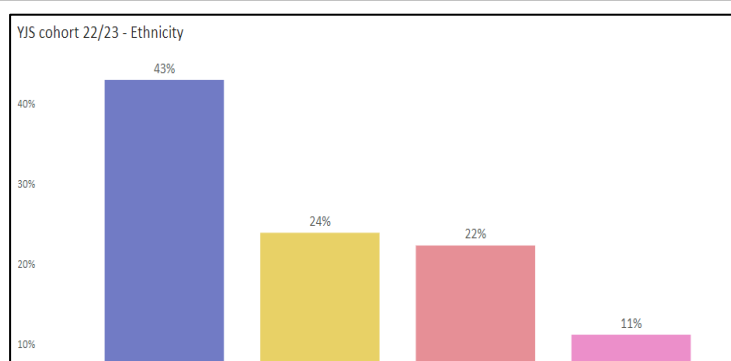
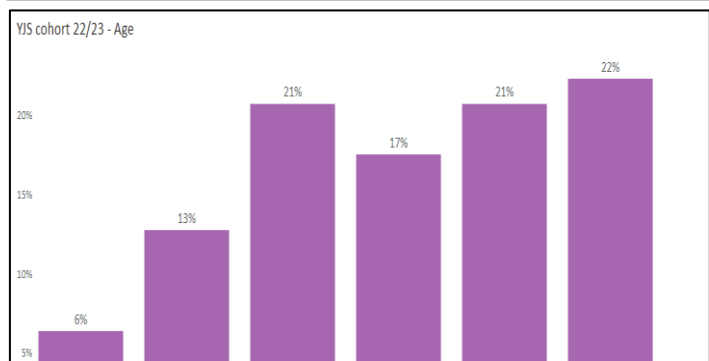
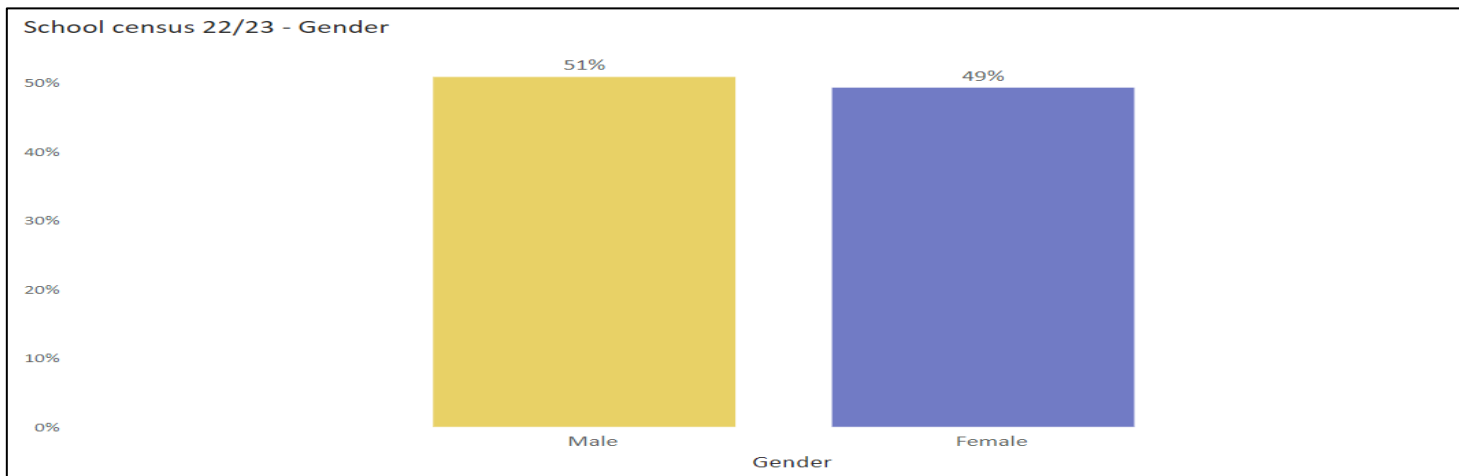
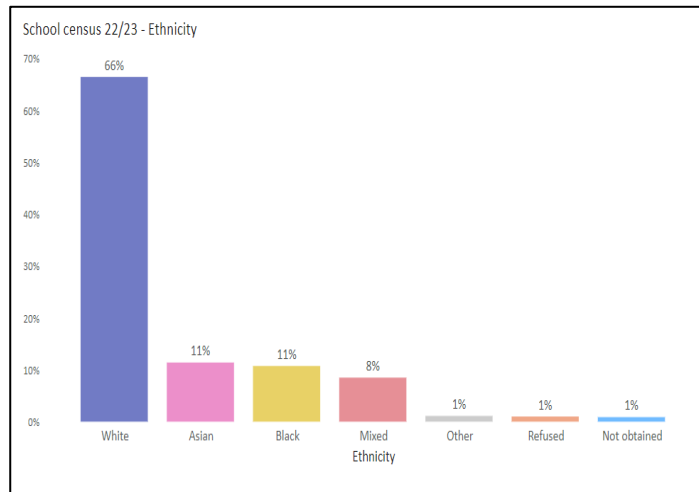
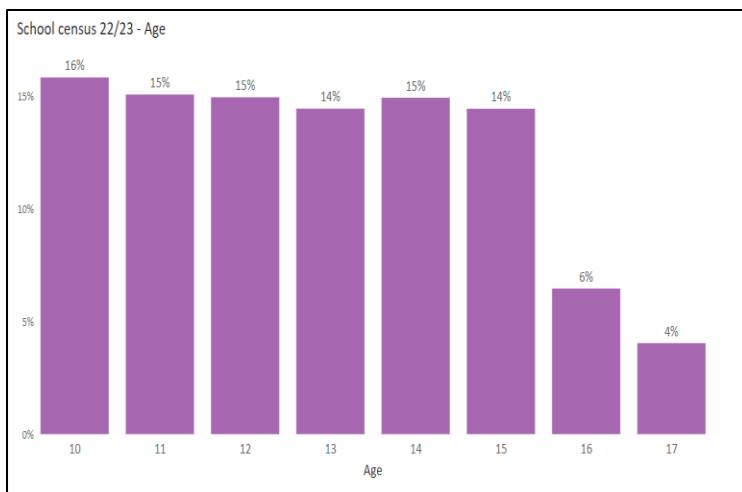
Local context

Havering Youth Justice Service is located within the Early Help, Targeted Support, Youth Justice and MASH Service, which forms part of Havering's Starting Well Directorate. The YJS delivery is in line with requirements set out to statutory partners in the Crime and Disorder Act 1998. The YJS is a co-located multi-agency team which includes staff from statutory partner agencies; the London Borough of Havering Council (LBH), the Metropolitan Police (Met/MPS), the National Probation Service (NPS), and North East London Foundation Trust (NELFT) as well as colleagues working within substance misuse, further education and community safety organisations.

Havering is an outer Northeast London Borough. Over the last 10 years the population size within Havering has seen an increase of 10.4%, from around 237,200 in 2011 to 262,000 in 2021. This is higher than the overall increase for England, which was 6.6%. The last 10 years has also seen a significant increase of 15.2% of children aged between 0-17 and our 0-4 year old cohort seeing the second highest growth of all local authorities nationally.

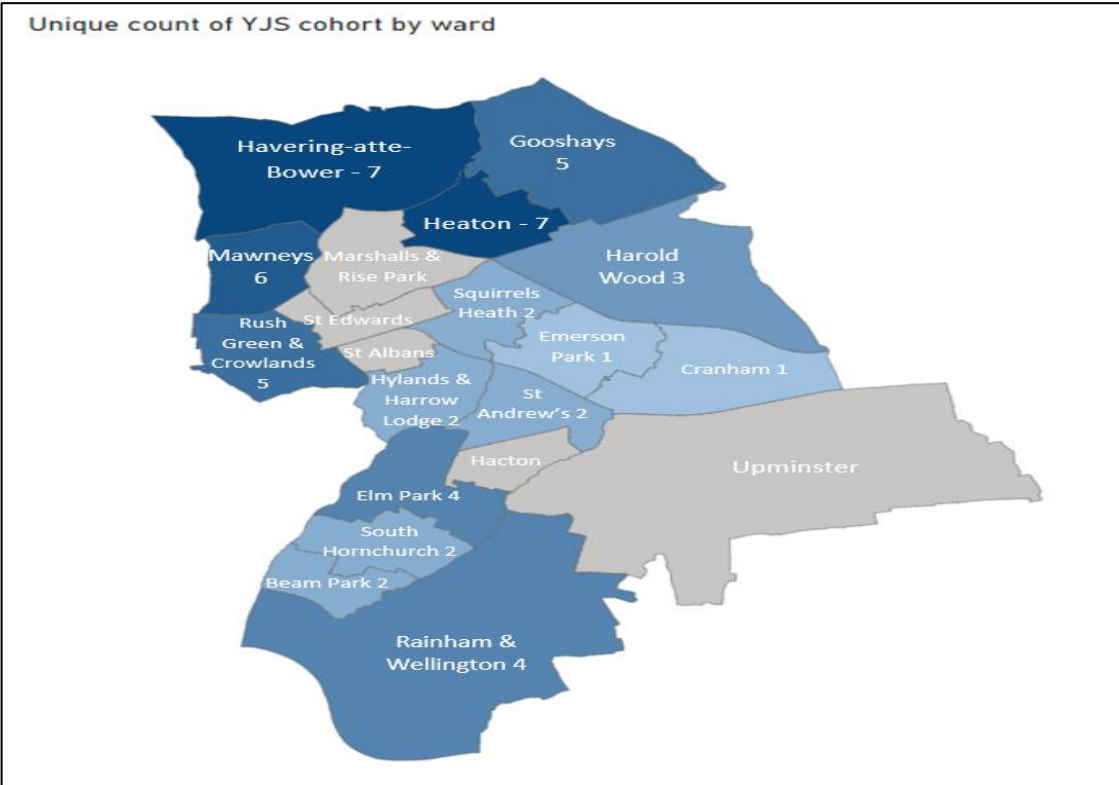
48% of all children open to the Youth Justice Service were open to Children's Social Care. 34% a Child in Care, 11% on a Child Protection Plan and 4% on a Child in Need Plan.

The following charts show the demographics of Havering children between the ages of 10 and 17, based on the school census 2022/23 data and the YJS cohort of children and young people:



From April 2022 to March 2023 the majority of children worked with by the Havering YJS were young men aged 14 to 17 years old. We know there is an over-representation of children and young people from Black and Global Majority cohorts coming through the Youth Justice System and this is reflected in our YJS cohort against the school census data. This year's plan reflects on the changes that have taken place over the past year and describes our work over this coming year to address these areas of disproportionality.

In terms of the Youth Justice cohort we can see from our data that the majority of these children reside in wards with the highest levels of deprivation.



Child First

The ‘**Child First**’ principle guides the work of the Youth Justice Service and Youth Justice Management Board and underpins our work and values within Havering. We recognise that children engaged with the Youth Justice System often experience multiple and complex needs. Where possible, we seek to deliver early interventions to divert children from the Youth Justice System, and address presenting needs through targeted youth and partnership interventions.

For those children who have committed offences, our core focus continues to be rehabilitation, tackling the underlying causes of youth offending, and delivering a system that gives children the support they need to break the cycle of offending, and build productive and fulfilling lives. ‘Child First’ is an evidenced based model for delivering Youth Justice Services and Havering will continue to adopt and embed this approach, across the partnership, in line with our Early Help model of practice to:

- Prioritise the best interests of children and young people.
- Build on children and young people’s individual strengths and capabilities as a means of developing a pro-social identity for sustainable desistance from crime.
- Encourage children and young people’s active participation, engagement and wider social inclusion.

- Promote a childhood removed from the Justice System, using prevention, diversion and minimal interventions where appropriate.
- Support parents/carers in their role as key adults in children and young people's lives

Voice of the Child

As part of our 'child first' commitment, a key priority for the Starting Well Directorate is to deliver our pledge to all children. To put children at the centre of all we do and ensure their voice at the heart of all our work. Within the YJS we actively seek feedback from children and have engaged a young person to join as a Board member. This is to ensure we have the voice of the child at the heart of our work and are working in a co-productive manner when designing and delivering interventions.

This commitment is evidenced throughout all aspects of casework; from Pre Screening Reports, Assessment and throughout the completion of the Asset. The voice of the child is a section within our internal audits which are subject to scrutiny from our Quality Assurance team. Recent feedback from the vast majority of our audits have evidenced, good practice in this area. We have also received feedback on some of our PSRs that have been noted by the magistrates as exemplary for gaining the voice of the child.

The service will continue to develop effective means of ensuring that not only is the voice of the child reflected in their plans, but in service development and board engagement.

Governance, leadership and partnership arrangements

Full board membership, including attendance, job title of the board member and dates of board meetings can be found in **Appendix 1 - composition and attendance of the Youth Justice Management Board (YJMB)**.

Full structure of the Youth Justice Partnership can be found in **Appendix 2 - Full staffing structure of the Youth Justice Service**.

In order to meet statutory requirements, Havering has a Youth Justice Management Board to oversee the work of our Youth Justice Service. The Board meets quarterly to review performance and progress on Key Performance Indicators (KPIs), positive outcomes and to share and resolve good practice and any operational issues or barriers. The Board reports into the Havering Safeguarding Children Partnership, The Adolescent Safeguarding Board and the Community Safety Partnership, ensuring links with other Havering plans and maintain a robust governance structure.

The Youth Justice Management Board is chaired by the Director of Starting Well (statutory Director of Children's Services), to ensure consistent, rigorous oversight of service delivery, effective partnership working, and to ensure the "child first, offender second" principle is integrated into practice delivery.

At both a strategic and operational level there is representation/delivery from partners in the Met Police, Health (NELFT), Social Care, Education, Probation and Voluntary and Community Sector (VCS). This ensures that the service is able to deliver statutory

youth justice work, in collaboration with our partner agencies, under a shared understanding and commitment for improving positive outcomes for children, young people and families.

Purpose of the Board:

The Youth Justice Management Board (YJMB) exists to provide oversight and support for the YJS within Havering. In carrying out this function it has a focus on the delivery of high quality, responsive, and personalised services to children. It also ensures that this work contributes to safety and well-being of the community and wider borough. The Youth Justice Management Board has the following responsibilities:

- To provide strategic oversight and direction with the aim of preventing offending, reducing re-offending and reducing youth custody for Havering children.
- To determine how the Havering YJS is composed and funded, how it is to operate and what functions it is to carry out.
- To oversee the annual formulation and implementation of the Youth Justice Plan.
- As part of the Youth Justice Plan, to agree measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.
- To contribute to local multi-agency strategies and work in partnership with local and national criminal justice organisations.
- To safeguard children and young people who receive youth justice orders, and ensure victims receive support and restorative opportunities.
- To scrutinise and oversee the YJS budget, including grant spend (e.g., the Youth Justice Board good practice grant) and partnership contributions (including in kind contributions).
- To evaluate the board's own effectiveness and performance.
- To receive and action feedback from multi-agency audits.
- To advocate the work of the Havering Youth Justice Service across the partnership.
- To support workforce development across the partnership.
- To ensure a clear vision, standards and comprehensive evidence base for the work of the YJS.
- To monitor the performance of the YJS, holding it to account for the delivery of effective services, practice standards and performance in line with guidance.
- To ensure the work of the YJS is interconnected to other service areas and partnerships within Havering to ensure youth justice issues are reflected across their delivery plans to support the safety and well-being of the borough.
- To work with neighbouring authorities to address youth crime and disorder issues, across the sub region, which impact lives within Havering.
- To ensure an effective range and sufficiency of interventions.
- To flag up risks or blockages to the delivery of youth crime and disorder prevention priorities.
- To ensure that the service is equitable and takes account of the diverse needs of the people who both use the service, and those such as victims, who benefit from the service.

- To regularly review the level and type of partner agency resource commitment to ensure that the Service is able to meet statutory responsibilities. As part of this, the board will consider the overall resources available to the service to ensure that most effective use is being made of available resources.
- To identify and address areas of service under-performance or barriers to delivering interventions.

The Youth Justice Service is represented on Serious Youth Violence panels, the Community Safety Partnership, the Reducing Reoffending Board, the Early Help Partnership Board, and Substance Misuse Partnerships.

The service leads the Havering Adolescent Risk Management (HARM) panel and also forms part of the Multi-Agency Child Exploitation (MACE) process.

Involvement in the criminal justice system can impact adversely on a child's life chances. Intervening at the earliest point provides the opportunity to deliver partnership models of preventative work, that consider risk outside of the home, desistance, and relational approaches. The work encompasses a variety of themes, from substance misuse, exploitation, anti-social behaviour, crime, domestic abuse, and emotional/mental health to ensure that a holistic programme of support is available to children within Havering.

Other key partnership arrangements and activities include:

- Working with partners to identify alternatives to remand and more robust community bail packages.
- Working with partners to support vulnerable groups, including children in care, children leaving care, children who are unaccompanied and seeking asylum, children identified as having SEND etc.
- Maintaining close links with Children's Social Care and the Placements team to identify alternative placements that avoid remands to custody.

Resources and services

As an accountable and publicly funded body, the Youth Justice Service is committed to ensuring value for money via robust budget management and effective service delivery. The service ensures that resources are deployed appropriately within the partnership to meet the changing demands of a smaller convicted cohort, with increased preventative and out of court disposal interventions.

The Youth Justice Service continues to achieve a balanced budget comprised in the main from Local Authority core funding and the Youth Justice Board Grant, supplemented by partner contributions and additional grant funding opportunities.

The partnership in Havering contributes the following to the Havering Youth Justice Service:

- ICB funding from the NEL NHSE Health and Justice funding for a Systemic Family Therapist
- MOPAC (VRU) contribute to the Mentoring programme
- NELFT provide plus 1.2 FTE Speech and Language Therapists
- Met Police Service (MPS) provide a FT Police Officer, plus additional (0.4) Sergeant time

- National Probation Service (NPS) second a 0.5 Probation officer along with a 5k contribution to running costs
- IAG contract with a 0.2 FTE Prospects practitioner
- Change, Grow, Learn (CGL) provide FT Substance Misuse support
- Early Help provide Analyst support (0.3FTE) plus FTE Social Worker and a fulltime CAMHS nurse

This range of specialist staff support the delivery of a comprehensive YJS to children following their arrest and referral arrest, referral or court appearance and to deliver diversion and direct work to children and young people. Resources are also used to provide restorative justice and reparative activities, to promote pro-social activities for children building on their strengths, improving education, training and employment opportunities for children and young people within the youth justice system.

Having YJS is compliant with the minimum staffing requirements set out in the Crime and Disorder Act 1998. The YJS management structure and Youth Justice Team includes social work qualified staff.

Having YJS Budget 2023 - 2024

INCOME	Youth Justice Board ¹	Local Authority	Police	Turnaround	Probation	Health	Other	Total
Cash	£348,025			£83,974	£5,000	£155,000		£591,999
In-kind		£575,800	£29,538		£21,533			£626,871
Total income	£348,025	£575,800	£29,538	£83,974	£26,533	£155,000		£1,218,870

EXPENDITURE	Youth Justice Board ²	Local Authority	Police	PCC	Probation	Health	Other	Total
Salaries	£287,630	£403,876	£29,538	£83,974	£21,533	£155,000		£981,551
Activity costs	£25,365	£33,000						£58,365
Accommodation	£0							£0
Overheads	£0	£105,582			£5,000			£110,582
Equipment	£35,030	£33,342						£68,372
Total expenditure	£348,025	£575,800	£29,538	£83,974	£26,533	£158,000	£0	£1,218,870

Progress on previous plan

Restructure services to promote workforce development and decrease caseloads:

We have been part of a council wide reorganisation. The YJS now sits within the Starting Well department of the People pillar. Within the service new roles of Targeted Youth Justice Workers have been established to work across prevention and diversion work. The caseloads for all staff have reduced this year, remaining, on average around 10 cases per professional.

Continue to reduce the number of children entering the justice system:

Last year (2022/2023) there were 32 first time entrants (FTE) to the Youth Justice Service compared to 32 the year before (2021/2022) – highlight no increase or decrease. We continue to work as a partnership to ensure this trajectory remains stable, especially in light of the national 1% rise in FTEs.

Divert more children into Out of Court disposals:

Overall the number of out of court disposals has increased evidencing that overall youth offending in Havering is being prevented effectively. In March 2022, 54 (60%) of all cases were cautions and sentences; in March 2023 the actual number reduced by 41% to 38; but the % remained the same with a 60:40 ratio of court/caution work: out of court work. In 2023-24 we will aim to shift this balance in favour of out of court work.

Further capture and utilise the voice of children to improve services:

During 2022-2023 a young person joined the Board to help us ensure the voice of the child is captured and that co-production with children and young people is encouraged throughout the service. The voice of the child is clear in many of the Asset Assessments and this has been recorded and recognised in our internal audits.

In the recent HMIP inspection a number of our children were approached to engage with the inspectors with 2 taking up this offer and sharing their experiences.

Data in respect of kept contacts and engagement from children in direct work are very positive. However we recognise that further work needs to be undertaken for our children to share their views and contribute to service feedback, planning and future delivery.

Work closely with partners to support our plan and improve outcomes for children and raising aspirations:

We work closely with our commissioned careers support service, Prospects, the Virtual School (for those children with a social worker) and our Attendance and Inclusion Service colleagues to raise aspirations for our children and young people. At the end of the year 84% of all children engaged with the Youth Justice Service, were in education, employment or training (EET) at the end of their respective orders. Being in EET is a significant protective and desistance factor, alongside other factors such as having pro-social, supportive relationships; and through our systemic offer and the joint partnership work of the YJS, this is a key focus of our work. We will focus on improving our education support offer in this coming year.

Extend our use of the Trauma-Informed Pre-Sentence Report (PSR) template:

We have been utilising the updated template over the past year and have shared this with our colleagues in the 2 other boroughs who share Barkingside Court. Staff have been commended by magistrates for the quality of their PSRs and how these have influenced the panel's decision-making.

Embed our systemic model of practice in the Youth Justice Service:

Our Systemic Family Therapist host weekly 'clinics' with the staff team exploring systemic thinking and practice in relation to individual cases. All systemic consultation is recorded in ChildView and informs the Assessment and Planning stages of the Asset. Staff at all levels have benefited from attending the Systemic training, from Practitioner to Supervisor level; creating a whole systems approach across the service.

Increase use of community remand and custody:

Over the past year 9 children were remanded for indictable offences; 33% were remanded into local authority accommodation (RLAA) which is due to the partnership work informing risk and safety decision-making and planning, and taking a Child-First approach.

Work with our partners to identify and address disproportionate numbers of Black and Global Majority children especially in Court Orders; acknowledging that the presentation and needs of children that offend are complex (children with significant histories of domestic abuse, neglect, loss and broken relationships leading to maladaptive coping strategies and violent crimes):

Whilst in terms of unique individuals the numbers of Black and Global Majority children becoming First Time entrants has reduced as a percentage. However, against our school census data they are still over-represented in both court and out of court orders. Police Stop and Search data shared with the YJMB does not show a disproportionate amount of Stops and Searches for Black and Global Majority children in Havering. However children have self-reported disproportionate responses through workshops with the Police, Youth Council and in our recent 'Shout - We are listening' survey. This discord between children's experiences with Police locally and reported Stop and Searches will require further exploration with the local BCU. At every YJMB information with regards to this disproportionality is presented and discussed. Work streams in regards to ensuring children understand their rights in Custody will complete in this coming year although a continued focus on addressing disproportionality will remain a key feature of work across the YJS.

Performance and priorities

Summary of performance

The progress and performance of the Youth Justice Service is reported to each Youth Justice Management Board for scrutiny, oversight and action.

The Youth Justice Service continues to provide services that make a difference for children and their families as well as the community as a whole. Our HMIP Inspection in August 2022 rated the service as Good. This was the summary from Justin Russell, HM Chief Inspector of Probation:

“The YJS staff team, together with partner agencies, are delivering holistic interventions that meet a spectrum of needs, and are working hard to engage children in their interventions. Their focus on diversity and the work of the YJS specialist staff, in particular the Child and Adolescent Mental Health Service and speech and language and parenting support provision, was particularly impressive.

Partnerships and services are an area of strength, as is resettlement work. Resettlement was supported by a policy that sets out how to keep children safe, ensure the safety of other people and meet victims’ needs. It takes an individualised approach and is strengths-based.

Planning, service delivery and reviewing in relation to court cases was all rated as ‘good’, with a strong focus on desistance. However, improvements are required to ensure that the quality of assessment for post-court work and out-of-court disposals is consistently high. Managers should ensure that staff focus equally on desistance, children’s safety and wellbeing, and managing the risk of harm to others.

Out-of-court disposal processes require improvement. Not all children are assessed before their disposal is agreed, and children, their parents or carers are not engaged from the outset. This is a missed opportunity to gain the fullest understanding of the child and their circumstances prior to making decisions. The YJS would benefit from reviewing its out-of-court assessment tool and processes for recording information so that it can extract the data it needs to evaluate service delivery. The YJS needs a better understanding of why Black, Asian and minority ethnic children are under-represented among the diversion cohort, but over-represented in statutory disposals.

The Covid-19 pandemic had a severe impact on Havering YJS and the wider local authority, with a significant number of staff being directly affected. As a result of this, as well as staff absences generally and recruitment difficulties, the YJS has been operating against a backdrop of considerable pressure. The management board needs to develop a better awareness of all risks to the delivery of effective youth justice services and put appropriate mitigations in place. Board members also need to better understand the needs of the children involved with the YJS so that they can actively advocate for them in their own services. More needs to be done to ensure that children are receiving the correct education provision and that any special educational needs are addressed.”

The HMIP Report made seven recommendations. Some such as the inclusion of an improved assessment for all out of court disposal, and how that is shared with the Board were able to be actioned in this year. Other recommendations have been integrated into our Business and Improvement Plan for 2023-24 (**see Appendix 3**).

Our fundamental aim is to promote a childhood removed from the justice system, using prevention, diversion and minimal intervention. Our data evidences the impact our partnership approach to prevention and Early Help has had, demonstrating an increase in out of court disposals/prevention programmes.

First Time Entrants to the YJS

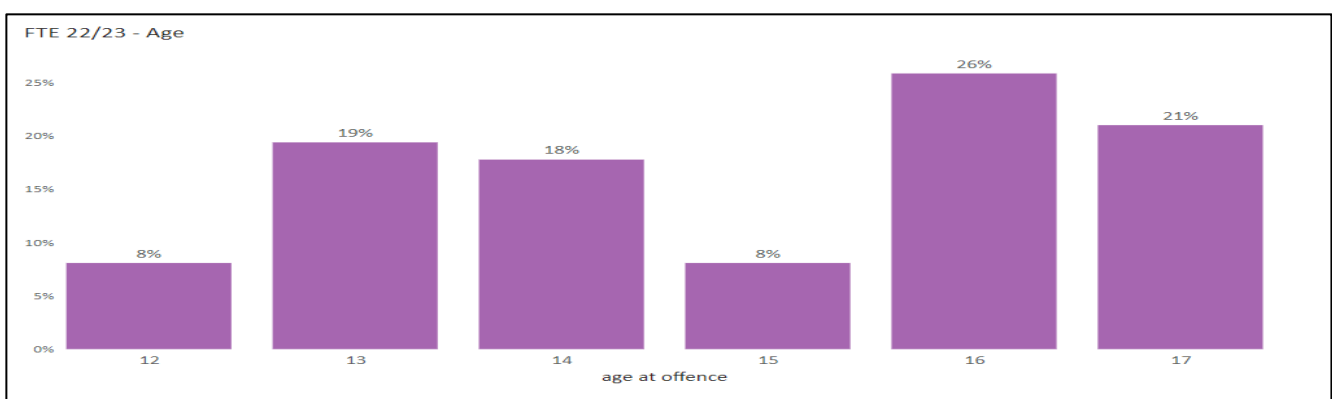
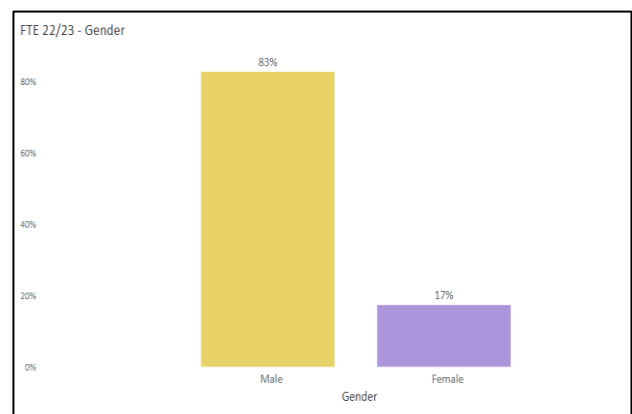
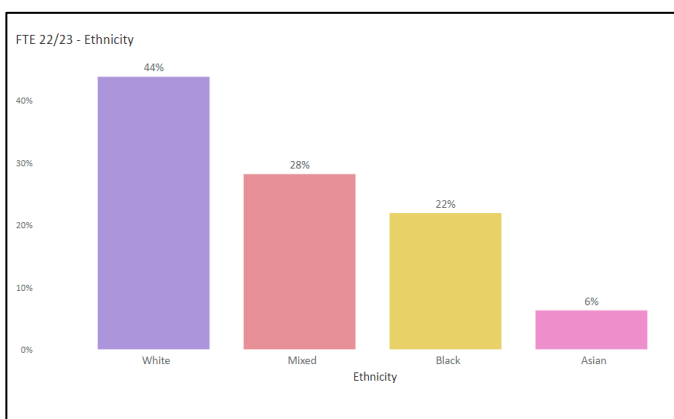
In the year 2021/22 45 children became first time entrants to Havering Youth Justice Service. In last’s year’s Youth Justice Plan a target to decrease this to 36 children was set. This target was achieved with 32 children becoming first time entrants in 2022/23.

For 2023/24 we would like to see this continuation in stabilising and lowering the number of FTEs and aim to ensure that next year we retain the number below 32 children.

Ongoing work undertaken to decrease First Time Entrant’s includes:

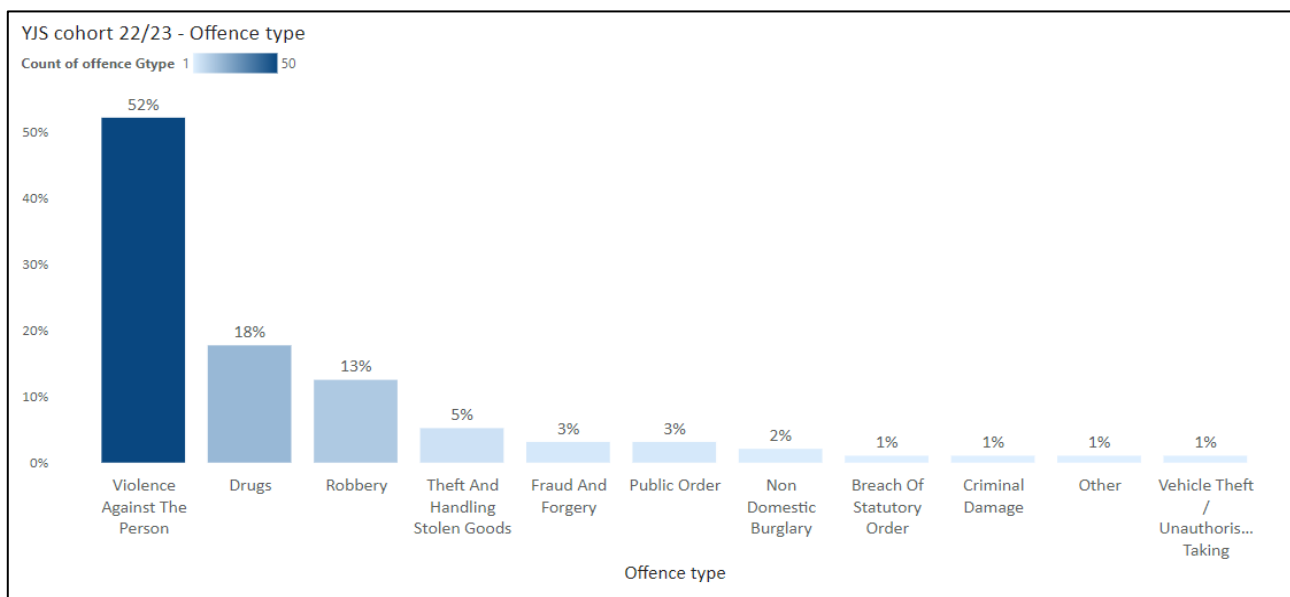
- Utilisation of our prevention offer in the new Early Help, Youth and Targeted services within the Starting Well directorate to avoid delays in intervention where appropriate
- Reflective and systemic supervision of all FTE’s to identify any themes, learning or areas of development and to identify actions and further support required
- We continue to review outcomes for FTE’s to ensure they are fair and proportionate. Findings will be fed back to the Out of Court Disposal Panel, appropriate Court staff and the YJSMB
- Key themes are taken to the YJSMB to identify partnership responses and changes required
- Reviewing the effectiveness of our Out of Court Disposal panel and to provide a year on year comparative report, inclusive of recent census data

The below data highlights the demographics of First Time Entrants to the Youth Justice Service in respect of gender, ethnicity and age



Violence against the Person has remained our top offence type, overshadowing all other offence types over the past year and symptomatic of children’s self-reported lack of safety in their communities. If you combine with the next 2 highest offence types of drugs and robbery, 83% of all offence types within our Youth Justice Service over the year

involved violence, weapons, drugs and robbery; which is a worrying development in young peoples' offending within borough.



In 2021/22 76 children and young people received an out of court disposal. In 22/23 this rose to 88 (an increase of 16%), with over half of these being substance misuse Community Resolutions, and the remaining 47% coming through the Out of Court Disposal Panel for a multi-agency decision.

Triage remains an effective means of keeping children and young people out of the Youth Justice System with 84% of all young people in receipt of an Out of Court Disposal not continuing on to become First Time Entrants within 12 months of their OOCOD ending.

Prevention and Diversion work

We continue to target the areas of highest offending, mapped against ward-level data. This is generally co-terminus with local indices of multiple deprivation. In terms of prevention work we are able to target areas through detached youth work; group work offers and work in schools through 3 focused patches: Romford and vicinity; Rainham and Elm Park; Harold Hill and Collier Row. Locations and hot spot areas are closely monitored through our exploitation and serious youth violence processes, engagement meetings with Housing and through the HARM and MACE panels so interventions can be targeted as required.

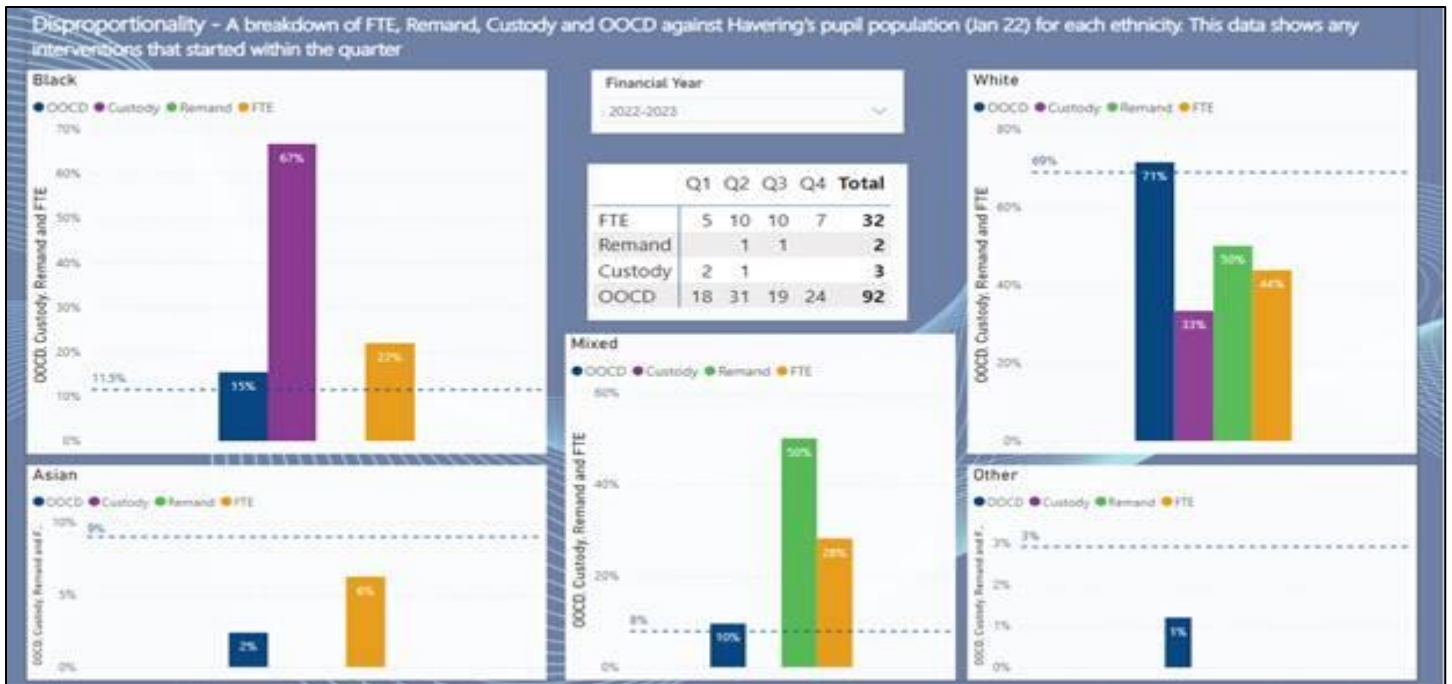
Use of Custody

Use of custody in Havering has risen slightly from 5 children between January – December 2021, to 7 children between January and December 2022. This needs to be viewed in the context we have seen a 10.9% growth in children living in the borough which coincides with a rise in violent crime across child and adult offending. Custody has been used for serious indictable offences. The new Serious Violence Duty should

support the partnership working across Havering to address the causes of serious youth violence and prevent escalations of violence within the borough. We are working closely with our community safety colleagues in relation to the Serious Violence strategic Needs assessment.

Disproportionality

Our work in this area continues. The total Havering Population that is non-white stands at 31%; however the offending rate from non-white young people is 45% (all outcomes), with the custodial rate being 67% of all young people in custody in 2022/23.



We have seen a small increase in the unique number of children from the Global Majority who have been given a Youth Justice disposal to 37% from 34% in 2020/21. This is still 6 percentage points over the local population data and therefore will remain a key priority for the YJS and our partner agencies, to address the discrimination faced by non-white children in Havering.

The main increase from non-white young people is those recorded as 'mixed ethnicity', where the rate has increased from 10.6% to 14.9%, almost double the population at 8%. There has been a small decrease in young people within the YJS in 2022/23 who have a recorded ethnicity of Black - a reduction from 18.4% to 17.4%, where the population is at 11.5%. There is still further work to be undertaken to align these rates for global majority children.

Our custody rates for Global Majority children are 36 percentage points over the population data with all Global Majority children being of black ethnicity. Our custody numbers are relatively small, so it is hard to draw an analysis comparing offence to offence by ethnicity; however we are exploring this across the partnership with deep dive case studies being undertaken and will maintain a high priority on disproportionality and the impact of discrimination, racism and poverty on offending tariffs and custody.

Re-Offending Live Tracker

The Live Tracker looks at all children in the current year's cohort (this is all children with an out of court disposal or a court disposal) and tracks any re-offending for 12 months, monitoring them for an extra 6 months to ensure all offences are captured.

The current binary rate as at the end of March 2023 for Havering is 10.8. This is calculated by taking the total number of reoffenders (5) and dividing them by the total number of young people currently on the cohort (88). An individual offender can, therefore, appear up to four times within a single annual cohort (one from each quarter).

This can lead to an increase of reoffending rates for the annual cohort compared to the old methodology based on a 12-month cohort, since prolific offenders may be counted multiple times. This in turn will increase the binary rate even though the YJS cohort may reduce. For example, the peak below in January relates to 2 children who reoffended.



In terms of unique children reoffending, our numbers remain low in comparison with national rates across Youth Justice Services in England and Wales.

Appropriate Adults

Havering continue to work in partnership with our colleagues across Redbridge and Barking and Dagenham to deliver an out of hours Appropriate Adult scheme. Staff within the YJS have also agreed to act as Appropriate Adults within the working week and training for this has been delivered by the Group Manager. The rota for this is co-terminus with the duty rota.

Risk Outside the Home

The phrase 'risk outside the home' (ROTH) has now been incorporated into the December 2020 update of statutory guidance, Working Together 2018, which tells us that 'alongside risks to children from within their family, children may also be vulnerable to abuse or exploitation from outside their families. This may include adults, groups of adults or locations that pose a risk to children. This may include schools and other educational establishments, peer groups, or more widely from within the wider community and/or online'. The Early Help and Targeted service has

led on training and workshops exploring contextual safeguarding and exploitation risk and harm for professionals as well as in community settings as part of the Prevention offer.

Havering is on a journey to further develop the multi-agency approach taken towards risk outside the home (extra-familial harm). This approach is to ensure that across the partnership we broaden our response to child exploitation in its widest sense incorporating:

- Child Sexual Exploitation
- Child Criminal Exploitation
- Serious Youth Violence
- Child Trafficking
- Modern Day Slavery
- Online abuse
- Teenage relationship abuse
- Bullying
- Child on child sexual violence and harassment and harmful sexual behaviour
- Children vulnerable to radicalisation

Restorative justice and victims

A new and revised Code of Practice for Victims of Crime was introduced in April 2021 which introduced 12 new rights for victims. The Victims' Code sets out the minimum level of services victims can expect from criminal justice agencies. It details what each criminal justice agency must do for victims and the timeframe in which they must do it. It applies to all criminal justice agencies including Youth Justice Services.

The introduction of the Code of Practice and the new victim rights has been welcomed and is encompassed in every victim contact. In accordance with the Code of Practice, every victim who has consented to share their details are contacted, their views and impact sought and a Restorative Justice intervention offered.

From 78 cases/specific offences (including out of court as well as court orders) - between 1st April 2022 and 31st March 2023, the following restorative justice outcomes have been achieved:

Working with Victims

Of 78 cases, 46 involved a direct victim. Of these 21 wanted contact with the Youth Justice Service. We were unable to engage 10 of these victims; and 8 declined any further involvement post our contact. The remaining 3 engaged in more in-depth Restorative Justice Work. This included one face to face meeting; with a very positive outcome.

- 22 young people completed Victim Impact work
- On average, the children undertook 10 hours of reparation work each week (see pictures for some of the work completed)
- 11 children attend the Saturday Junior Attendance Centre (JAC)

Types of Reparation Activities		
 Bird Boxes	 Brick Laying	 Wood Work
 Planting	 Sanding	 Xmas Decor
 Fixing fences	 Upcycling	 Painting/Decor
 Bike Maintenance	 Clearing Areas	 Van Washing
 Volunteering	 Crisp Project	 Dolls House
 BBQ Cooking	 Lawn mowing	 Home reparation
 Picking Pears	 Organising Sheds	 Youth Voice consultations

Although it is consistently offered, there has been limited response/uptake in terms of victims taking part in Restorative Justice Conferences. Generally victims' state that they are happy that contact has been made with them and they are being kept informed of the process. However, as stated this year we had one such conference.

Where requested by victims, victims are updated on progress of young people and completion of Out of Court Disposals. All victims are asked if they would like any questions putting to the young person and whether a letter of explanation would offer them further support and reassurance.

All victims are also offered the opportunity to explain the impact the crime has had on them. This information is relayed to the child's allocated and with the victim's consent, the young person. This, in turn with being kept informed of the young person's progress, is supporting the victim to come to terms with what has happened and move on with their lives.

Over the year the Youth Justice Service has secured additional funding for our Restorative Justice Bike Project and 20 donated bikes have been fixed and donated to charity. We have increased our reparation offer with the help of colleagues in Targeted Youth Support and we are exploring, for the coming year, new training for volunteers, new sites and activities, including Rom Skate Park, and supporting the work of 2 local charities.

Volunteers and Panels

Over the year 91 panels took place with 99% of these being face to face by the end of 2022. The panels have involved 15 volunteers supporting 27 Referral Orders.

National standards

Self-Assessment

Standards for children in the Youth Justice System define the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children within the YJS. Revised Standards for children in the YJS were implemented in 2019, and self-assessments against these standards were carried out by all local partnerships and submitted to the Youth Justice Board in 2020. Self-assessment work was completed in early 2022 and identified areas for development that, in part, were also reflected in the HMIP inspection in August 2022, and are being addressed in our Business and Improvement Plan. Feedback on our self-assessment by the inspection team is that we know our services.

Internal audit

On a monthly basis the YJS undertake 2 case audits. The overall objective of these audits is to provide quality assurance and feedback to Youth Justice staff on both individual practice and areas for development, which we utilise to build our programme of practice development sessions around.

The audits undertaken over this year have been graded with Good and Outstanding outcomes against the standards. They evidence some excellent practice as well as some areas for development. One area for development is how to better capture the voice of the child, whilst getting a full picture around risk and concern to improve plans.

Challenges, risks and issues

Appendix 4 - Risk Log outlines the current challenges, risks and issues recognised by the Youth Justice Service. The risk log summarises what actions are being taken to address existing issues and challenges and what proposed action may be needed to address potential risks should they emerge.

Partnership Improvement and Development

Havering Youth Justice Service is always looking at ways to promote ongoing development. **Appendix 3 (Business & Improvement Plan)** outlines the areas of focus for the next 12 months, some of which have been developed from our HMIP inspection feedback and recommendations.

Over the year the Youth Justice Service has developed a short programme of opportunities for the Board and Youth Justice staff to come together to share practice, discuss developments or undertake training together.

Workforce Development

It is imperative that staff have the knowledge and skillset required for their role. In Havering we are committed to having a highly skilled workforce that are able to meet the needs of our children and families. Our workforce consists of a qualified social worker, a CAMHS nurse, Speech and Language therapists, a family support worker, a systemic family therapist, police officers, administration, managers and practitioners who are educated to degree level in relevant subjects e.g. criminology, youth justice, social care education.

All staff and volunteers have regular access to training. The majority of staff have completed the Youth Justice Effective Practice Certificate qualification and new staff are encouraged and motivated to do so. This is role specific and reflects the risk and complexity of working in Youth Justice.

Staff are trained in other key areas such as:

- Harmful sexualised Behaviour (AIM2/3)
- Restorative Justice
- Resettlement
- Bail and Custody
- Safeguarding Children
- County Lines and Child exploitation
- Domestic Abuse
- Equality, Diversity and Inclusion
- Health and Safety matters
- Deprivation of Liberty and the Mental Capacity Act.
- Disproportionality and Unconscious Bias.
- Trauma Informed Practice
- Speech, Language and Communication Needs
- Child First Effective Practice

All staff receive regular supervision and appraisals, and ongoing career development is encouraged through this process (Havering promotes a 10 day a year learning objective for all staff as part of the Choose Havering pledge from the authority to the workforce). All new starters also receive a robust induction package.


Training needs are regularly reviewed and the Senior Practitioners deliver monthly Practice Development sessions with the team to keep up to date with trends, information from the Youth Justice Board and new requirements, plus any areas identified in audits and supervisions that are cross-cutting.

Looking forward

ROTH Approach and Transitional Safeguarding

We are keen to further develop the partnership understanding of, and response to risk outside the home (ROTH) and will be working with our colleagues in Social Care to develop a more robust and shared approach to ROTH. Another area that requires further practice and procedural exploration is that of transitional safeguarding, and explicitly those children and young people aged 17.9 and above who require ongoing safeguarding support.

Sign off, submission and approval

Chair of YJS Board - name	Tara Geere
Signature	
Date	30/06/2023

Appendix 1 – Youth Justice Management Board



Appendix 1 - Youth Management Justice E

Appendix 2 – The Youth Justice Service Structure



Appendix 2 - YJS Staff Structure.pdf

Appendix 3 - Business & Improvement Plan



Appendix 3 YJS Business and Improve

Appendix 4 - Risk Register



Appendix 4 - Risk Register.pdf

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Appendix 1:

Membership of the Youth Justice Management Board:

- Director of Starting Well, Director of Childrens Services
- Deputy BCU Commander, Met Police
- Head of Service NPS London
- Head of Children and Adults with Disabilities Services, LBH
- Lead Member for Public Protection and Community Safety, LBH
- Community Safety Manager, LBH
- Strategic Head of Service, Early Help, Targeted Support, MASH and youth Justice, LBH
- Head of Education Provision and Inclusion – Learning and Achievement LBH
- Head of Insight, Children's Services, LBH
- Head of Quality Assurance, Children's Services, LBH
- Barkingside Youth Court Representative
- Assistant Operations Direction, Prospects
- AD Children's Services, NELFT
- Strategic Head of Service, Safeguarding and Corporate Parenting, LBH
- Service Improvement Project Manager, Children's Services, LBH
- Group Manager Integrated Adolescent Safeguarding Service, LBH
- Youth Justice Board - London Lead
- Lead Safeguarding Nurse, CCG
- Young People Representatives
- Voluntary and Community Sector Representative

Timetable to 2022-2023 YJMB meetings

ROLE	26/04/2022	21/07/2022	20/10/2022	24/01/2023	25/04/2023
Director of Starting Well, Director of Childrens Services	Yes	Yes	Yes	Yes	Yes
Deputy BCU Commander, Met Police	Yes	Yes	Yes	Yes	Yes
Head of Service NPS London			Yes		
Head of Children and Adults with Disabilities Services, LBH		Yes	Yes	Yes	Yes
Lead Member for Public Protection and Community Safety, LBH					
Community Safety Manager, LBH	Yes	Yes		Yes	Yes
Strategic Head of Service, Early Help, Targeted Support, MASH and youth Justice, LBH	Yes	Yes	Yes	Yes	Yes
Head of Education Provision and Inclusion – Learning and Achievement LBH			Yes		Yes

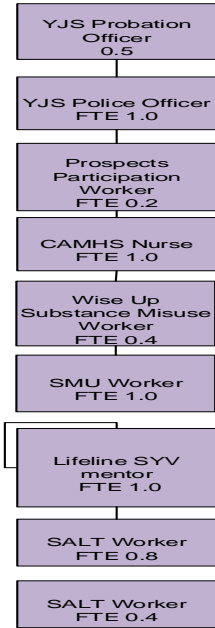
Head of Insight, Children's Services, LBH	Yes	Yes	Yes	Yes	Yes
Head of Quality Assurance, Children's Services, LBH		Yes			Yes
Head of Integrated Adolescent Safeguarding Service	Yes	Yes	Yes	Yes	Yes
Integrated Care Board		Yes		Yes	Yes
Barkingside Youth Court Representative	Yes	Yes		Yes	Yes
Assistant Operations Direction, Prospects	Yes	Yes	Yes	Yes	Yes
AD Children's Services, NELFT		Yes	Yes	Yes	Yes
Strategic Head of Service, Safeguarding and Corporate Parenting, LBH		Yes	Yes	Yes	Yes
Service Improvement Project Manager, Children's Services, LBH					
Group Manager Integrated Adolescent Safeguarding Service, LBH	Yes	Yes	Yes	Yes	Yes
Youth Justice Board - London Lead					
Lead Safeguarding Nurse, CCG					
Young People Representatives	Yes				
Voluntary and Community Sector Representative					

Timetable to 2023-2024 YJMB meetings

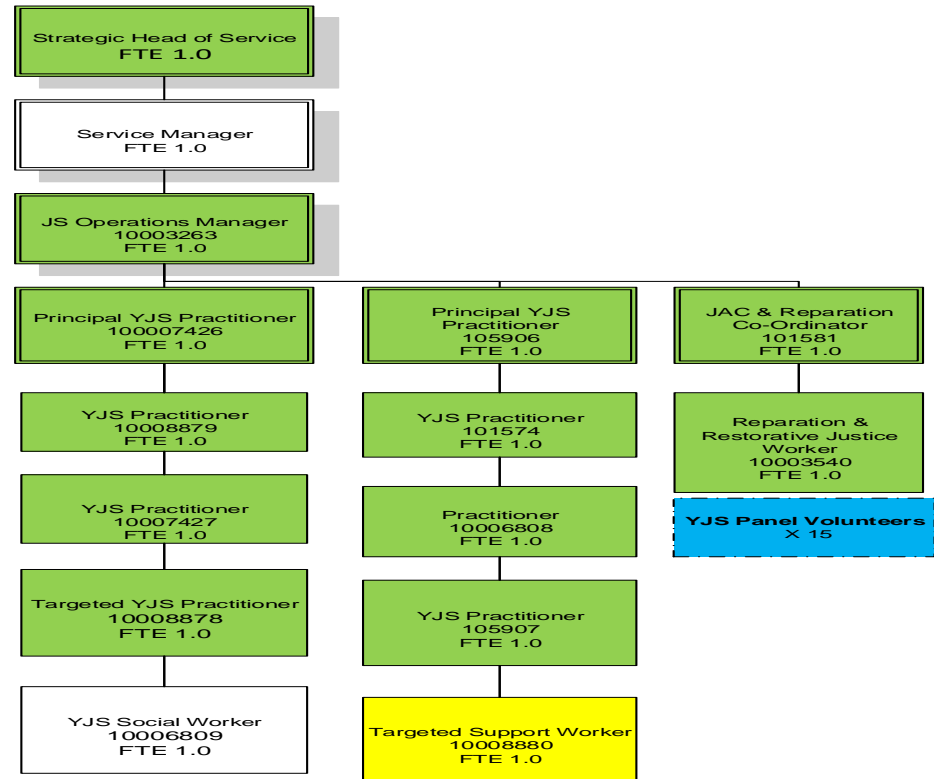
ROLE	12/09/2023	07/11/2023	06/02/2024	07/05/2024
Director of Starting Well, Director of Children's Services				
Deputy BCU Commander, Met Police				
Head of Service NPS London				
Head of Children and Adults with Disabilities Services, LBH				
Lead Member for Public Protection and Community Safety, LBH				
Community Safety Manager, LBH				

Strategic Head of Service, Early Help, Targeted Support, MASH and youth Justice, LBH				
Head of Education Provision and Inclusion – Learning and Achievement LBH				
Head of Insight, Children's Services, LBH				
Head of Quality Assurance, Children's Services, LBH				
Barkingside Youth Court Representative				
Assistant Operations Direction, Prospects				
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Strategic Head of Service, Safeguarding and Corporate Parenting, LBH				
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Group Manager Integrated Adolescent Safeguarding Service, LBH				
Youth Justice Board - London Lead				
Lead Safeguarding Nurse, CCG				
Young People Representatives				
Voluntary and Community Sector Representative				

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**Esther Tele-Donkor
Family Therapist**



Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian														2			0	2
Black				1	3	7							1	7			4	15
Mixed						1								1			0	2
White	1	1			3	9		1					2	10			6	21
Any other ethnic group														1			0	1
Not known																	0	0
Total	1	1	0	1	6	17	0	1	0	0	0	0	3	21	0	0	10	41

There are no known disabilities within the service

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Appendix 3 –Business and Improvement Plan 2023-24

Core business activity includes:

- Assessment, planning, interventions and supervision, in line with the Standards for Children in the Youth Justice System 2019
- Partnership work to reduce risks and vulnerabilities for children, the communities and victims of crime
- Recording and data analysis and effective use of information systems
- Communication with, support and services to victims of youth crime
- Ensuring compliance with court orders and sentences
- Reparation and unpaid work including developing creative opportunities
- Working with partners and communities to improve inclusion for young people to reduce offending and anti-social behaviour
- Engagement and participation with children, young people and families to capture their voices and inform future practice and service delivery

Priority Areas for 2023/24:

Priority	Activity	By when	Outcome	Lead
1. Leadership and Governance: address recommendations made by HMIP and improve accountability of the Youth Justice Board and engagement between the Board and the Youth Justice Service	1.1 Review the Terms of Reference for the Youth Justice Board and introduce key leads for reporting on progress in this Plan	September 2023	<ul style="list-style-type: none"> • All Board members work with the Youth Justice Managers and demonstrate a good understanding of the work and Youth Justice cohort. They effectively engage in identifying strong practice, and areas for improvement. Working collectively to improve outcomes and take back to their own organisations and can report on how this knowledge is disseminated throughout their own teams and organisations. 	Tara Geere / Helen Harding
	1.2. Programme of 3 to 4 Youth Justice Boards and Youth Justice Service workshops, events and joint training opportunities in place from April 2023 to March 2024	March 2024	<ul style="list-style-type: none"> • Youth Justice Management Board and Youth Justice staff members have a positive working relationship and are able to demonstrate a robust understanding of the each other’s roles. 	Helen Harding/ Sophia Tonge / Tara Geere

2. Prevention and Diversion: Continue to reduce the number of children entering the justice system, and effectively work to address the disproportionate numbers of Black & Global Majority children especially within the 'Court Order' cohort	2.1 Deliver Turnaround Programme to meet targets.	March 2024	<ul style="list-style-type: none"> • Reduced no.'s of children re-offending • Reduced no.'s of children from global majority cohorts disproportionality being involved in the youth justice service • Continued stabilisation and reduction in First Time Entrant's to the Youth Justice Service • Improved engagement in education, training & employment for children open to the Youth Justice Service 	Sophia Tonge /Helen Harding
	2.2 Development of an enhanced YJS dataset with KPIs and effectively monitoring with the board members	March 2024	<ul style="list-style-type: none"> • Regular reports shared and discussed with YJMB to identify trends, challenges and responses to address any areas of disproportionality and areas for improvement. 	Ruth White /Sophia Tonge/ Helen Harding
	2.3 Effective monitoring of the effectiveness of Out of Court Processes	March 2024	<ul style="list-style-type: none"> • Effective responses to divert children and increased no's of children subject to out of court processes 	Sophia Tonge/ Helen Harding
	2.4. Roll out the new Pre Sentencing Report paragraph to all PSR's, to ensure the court understands the picture of both local and national disproportionality	September 2024	<ul style="list-style-type: none"> • Increased understanding of the local population by the court which supports a reduction in the numbers of global majority children disproportionality receiving sentences that are differ from their peers 	Sophia Tonge/ Helen Harding
	2.5. YJMB are provided with regular information and	September 2024	<ul style="list-style-type: none"> • Regular reports are scrutinised by the YJMB who identify and work across the 	Sophia Tonge/ Helen Harding / Ruth White

	<p>updates in respect of disproportionality, and are able to identify and ask for (as well as) report on any actions proposed or undertaken to address this, across the Youth Justice partnership.</p> <p>2.6. Regular quality assurance and thematic reports are undertaken on First Time Entrant's to the YJS which are presented and scrutinised at the YJMB to identify work across the partnership</p> <p>2.7 Partners attend all YJSMB and are accountable for the work of the service</p> <p>2.8 Pathways for specific cohorts (SEND / HSB) of children are reviewed</p>	<p>September 2023</p> <p>April 2024</p> <p>September 2023</p>	<p>partnership to reduce disproportionality of global majority children within the YJS</p> <ul style="list-style-type: none"> • Effective oversight of FTE to the YJS service and actions are effectively taken to divert children and reduce FTE • Regular attendance of YJSMB member effectively monitors and identifies areas of strength and areas for development <p>Children with SEND are appropriately managed by YJS staff who can refer to other services to support planning and training is available to support staff</p>	<p>Sophia Tonge/ Helen Harding /</p> <p>Sophia Tonge/ Helen Harding / all board members</p> <p>Sophia Tonge/ Helen Harding</p>
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3. Prevention and Diversion: divert more children into Out of Court disposals	3.1. Update the Out of Court Disposal Protocol and ensure robust decision-making in place between Youth Justice Service and the Met Police	November 2024	<ul style="list-style-type: none"> • Less children become involved in the Criminal Justice System • Clear evidence of joint-decision making between the YJS and Met Police is recorded and available for scrutiny 	Helen Harding / East Area BCU
	3.2. The Early Help Partnership and the accompanying Early Help Strategy/Action Plan has a clear prevention offer in place to support children to understand their rights and are prevented from further offending	September 2024	<ul style="list-style-type: none"> • Regular monitoring and reporting on the outcomes of the Out of Court Disposal process in respect of Global Majority children, highlights any disproportionality observed and appropriate actions are identified and actioned by the YJMB as required 	Sophia Tonge / Helen Harding
	3.3. Youth Justice staff complete robust Assessments for all children identified throughout the service for prevention, diversion work and interventions	March 2024	<ul style="list-style-type: none"> • Clear justifications for diverting children through the Out of Court Disposal process, are routinely evidenced and decisions are shared and agreed by managers in the Youth Justice Service 	Sophia Tonge / Helen Harding
	3.4. The work of the Out of Court Disposal Panel is reviewed and scrutinised on a 6 monthly basis and reports made to YJMB	March 2024	<ul style="list-style-type: none"> • Children are engaged in appropriate prevention programmes • The achievements, learning and forward planning of the Out of Court Disposal Panel are shared at relevant partnership boards and a collective understanding is evidenced through partnership collaboration 	Sophia Tonge / Helen Harding
	3.5 In line with the HMIP recommendation a review of	September 2023		Sophia Tonge / Helen Harding

	the out of court disposal assessment tool will be undertaken to ensure , safety wellbeing and risk of harm are appropriately assessed		<ul style="list-style-type: none"> Effective out of court disposal processes are in place and are monitored by the YJSMB 	
4. Voice of the Child: Improve how we capture and utilise the voice of children to improve services	4.1. The Voice of the Child is a recurrent agenda item at the Youth Justice Strategic Partnership Board	March 2024	<ul style="list-style-type: none"> Children, both known or unknown to the YJS, have opportunities to share their voice and understand the impact this has on Youth Justice activity. 	Tara Geere/Youth Justice staff/YJMB members
	4.2. Children and young people are involved in recruitment and the shaping of service delivery	March 2024	<ul style="list-style-type: none"> Children are routinely consulted with, to develop services and are routinely involved in recruitment of staff 	Sophia Tonge/ Helen Harding
	4.3. Partnership assurance Events to be developed focussed on voice of the child and youth participation	March 2024	<ul style="list-style-type: none"> The Voice of the child is evidenced and shared throughout self-evaluations and at Assurance events 	Sophia Tonge/ Helen Harding
	4.4. Questionnaires are further developed to use with children and their families and are utilised to inform self-evaluations	March 2024	<ul style="list-style-type: none"> Feedback is regularly collated and reviewed to inform self-evaluations, service reflection and future delivery opportunities. Children and Young people are confident that their voices are heard and that they are supporting effective change 	Sophia Tonge/ Helen Harding

5. Workforce development: ensure that the staff team have the right skills for delivering high quality work with children and young people	5.1. Explore opportunities for Apprenticeships within the YJS from Level 2 to Level 5	March 2024	<ul style="list-style-type: none"> A range of apprenticeships are available 	Sophia Tonge/ Helen Harding
	5.2. Development of a revised YJS training including regular away days	November 2023	<ul style="list-style-type: none"> Staff training and development needs are identified and met through a robust training programme and staff are able to apply learning to practice Quality Assurance activity demonstrates the impact of training on the quality of work and outcomes achieved for children 	Sophia Tonge/ Helen Harding / All Staff
	5.3. Staff take up the 10-day learning offer in Havering in accordance with learning needs identified through the PDR process.	March 2024	<ul style="list-style-type: none"> The Havering Social Care Academy training offer is maximised with a good representative of attendance from Youth Justice professionals 	Sophia Tonge/ Helen Harding
	5.4 Reorganisation of the Starting Well department will incorporate a review of the YJS	November 2023	<ul style="list-style-type: none"> Delivery of an effective service with skilled experienced professionals 	Sophia Tonge/ Helen Harding
6. Quality Assurance: Maintain and improve the quality of all interventions, ensuring National Standards are met and a strong focus remains on	1. Develop a court tracker with neighbouring Youth Justice Services to capture recommendations, decisions and data on disproportionality	March 2024	<ul style="list-style-type: none"> Robust, timely disproportionality data is available assisting routine monitoring of all remand and sentenced decisions in the Youth Court 	Sophia Tonge/ Helen Harding
		March 2024	<ul style="list-style-type: none"> Data on court decisions are routinely shared with the YJMB and any areas requiring action are implemented in a timely and reportable 	Sophia Tonge/ Helen Harding
		March 2024	<ul style="list-style-type: none"> Data on court decisions is regularly shared with the YJMB and any areas requiring action are implemented and monitored 	Sophia Tonge/ Helen Harding

<p>addressing disproportionality</p>	<p>2. Self-Evaluation is completed and regular internal audits completed</p>	<p>March 2024</p>	<ul style="list-style-type: none"> • The Youth Justice Service remains compliant with all National Standards • Recommendations made in the HMIP report are responded to and monitored via the YJSMB <p>The YJSMB is confident that high quality services are being delivered through feedback from audits, staff, young people and families</p> <p>Practice is reviewed on a regular basis to highlight alignment with National Standards, with key focus workshops/supervision sessions taking place</p>	<p>Sophia Tonge/ Helen Harding</p> <p>Sophia Tonge/ Helen Harding</p> <p>Tara Geere/ Helen Harding/ YJMB /Youth Justice Management Board members</p>
<p>7. Risk of Harm to Self and Others and Safety and Wellbeing of our children</p>	<p>1. Ensure that risk and harm is captured from multiple source information at assessment stage, and plans in place to address this, with clear and recorded management oversight for all cases.</p>		<p>Risk is identified, appropriate interventions are undertaken to ensure risk reduction and there is regular review</p>	<p>Youth Justice staff and managers</p>

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Appendix 4: Risks to Future Delivery

Risks to the delivery of this plan and to the performance of the Youth Justice Service against statutory, locally agreed indicators is given below and scored against the following scale:

1	2	3	4	5	6	7	8	9	10
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Risk	Likelihood	Impact	Score	Actions to mitigate risk	Likelihood	Impact	Final score
Significant reduction to resources or funding	1	7	7	Funding is secured in contracts and core budgets as part of medium term funding plans	1	5	5
Rise in high risk children relocating into Havering	2	5	10	Robust Risk Management processes in place support transition processes and early risk management. Partnership work with colleagues in Social Care and Specialist Safeguarding in place.	2	3	6
Partnership and commissioned services not delivering to contracts	1	6	6	Agreements in place have to date meant that services have continued with limited reduction in delivery.	1	4	4
Building/infrastructure issues restricting staff and young people's access to support	1	4	4	Alternative sites are possible on a temporary basis. Current arrangements not at risk. There is an IT investment strategy.	1	3	3
Delays in court dates and disposal decisions impact on children's wellbeing and confidence in the youth justice system.	2	5	10	Positive partnership working helps with unblocking issues at earliest possible opportunity. Staff are persistent in their engagement with courts and solicitors.	2	3	6
A rise in serious violence increasing indicatable crimes and custody for children	2	5	10	Partnership work and the new Serious Violence plan will activate local resources to respond early. Current positive prevention offer responds early.	2	3	6

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