

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	<p>3.1. Update the Out of Court Disposal Protocol and ensure robust decision-making in place between Youth Justice Service and the Met Police</p>	<p>November 2024</p>	<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 	<p>Helen Harding / East Area BCU</p>
	<p>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</p>	<p>September 2024</p>	<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 	<p>Sophia Tonge / Helen Harding</p>
	<p>3.3. Youth Justice staff complete robust Assessments for all children identified throughout the service for prevention, diversion work and interventions</p>	<p>March 2024</p>	<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 	<p>Sophia Tonge / Helen Harding</p>
	<p>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</p>	<p>March 2024</p>	<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 	<p>Sophia Tonge / Helen Harding</p>
	<p>3.5 In line with the HMIP recommendation a review of</p>	<p>September 2023</p>		<p>Sophia Tonge / Helen Harding</p>

	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>