

Youth Justice Service (YJS) Strategy 2024- 2027

Service	Havering Youth Justice Service
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Introduction

Welcome to the Havering Youth Justice Plan 2024-2025. As with previous years, the plan evidences 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 have been developed from our self-evaluation and from consultation with key stakeholders of the Youth Justice Management Board (YJMB). We have jointly reviewed our priorities and agreed a process for the coming year, whereby a nominated lead board member will report in detail on themed areas to the YJMB on the progress made against agreed actions, timescales 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 continued 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 showed Havering's dependent child figures had risen by 15.2% in a decade, compared to 4.8% across London and 3.9% across England in the same period and our child population continues to grow.

As acknowledged in our 2022 'Good' graded HMIP 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 Youth Justice Plan for 2024/2025.

***Simon Hutchinson, Superintendent Neighbourhood Policing, East Area BCU
and Tara Geere Statutory Director of Children's Service
Chairs of Havering Youth Justice Management Board***



Context and legal framework

Youth Offending Teams were established under the Crime and Disorder Act 1998 with the principal aim being to prevent offending behaviour by children. The Act imposes a duty on each local authority together with its statutory partners, Police, Health and Probation, to ensure Youth Justice Services are available in their area. The core business activity of a Youth Justice Service (YJS) should include:

- 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 and support services for 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

The legislation imposes a duty to submit a Youth Justice Plan each year. The Act states that the Youth Justice Plan should set out how youth justice services in Local Authority areas will be provided, funded, the leadership and governance arrangements, and include key information about the Youth Justice Service to ensure a quality and effective provision.

This Plan sets out the strategic direction of Havering's youth justice service, through Havering's vision and priorities, in particular to:

1. Provide Leadership and Governance
2. Reduce Re-offending
3. Address and tackle disproportionality
4. Improve Education Training and Employment (ETE) outcomes for children and young people
5. Reduce Substance Misuse and support preventative education and awareness raising
6. Improve outcomes for children and young people with SEND/SLCN or Mental Health Needs
7. Reduce serious youth violence and exploitation
8. Support Prevention and engaging communities
9. Evidence victim uptake in Restorative Justice process and increase the child's understanding of harm caused
10. Improve practice within the YJS and use learning from inspections and thematic inspections
11. Develop a 'Stable and Able' Workforce

12. Undertake Quality Assurance

Introduction, vision and strategy

This plan has been written with the explicit consideration of [The Youth Justice Board strategy for delivering positive outcomes for children by reducing offending and creating safer communities 2024- 2027](#).

The Youth Justice Board's Strategic Plan 2024-27, outlines how the Youth Justice Board intends to seek to achieve a Child First approach in the youth justice system with the vision of:

'A youth justice system that sees children as children first, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.'

To achieve this, Havering's Youth Justice Board is committed to following an evidence-based approach, and drawing on evidence of what works in creating positive outcomes for children.

Havering Council's vision for the borough is 'The Havering you want to be part of'. The corporate plan was developed to set out how this vision will be delivered. The [latest version of the plan](#), was refreshed and adopted in April 2024 and incorporates the Council's new ways of delivering services to meet the ever-changing needs of our borough, based on a structure of "People, Places and Resources." The ambition for People services is "Supporting our residents to stay safe and well".

The Havering you want to be part of



Supporting our residents to stay safe and well

- We support residents of all ages to live socially connected, independent and healthy lives
- We engage with individuals, families, and our partners to help residents reach their full potential
- We respond fairly to changes in our growing population with a focus on both meeting and reducing need



A great place to live, work and enjoy

- We are a clean, green, sustainable borough, where it is safe and easy to get around
- We deliver safe and affordable housing and community assets
- We attract and deliver investment and regeneration opportunities, whilst protecting the character of the borough



Enabling a resident-focused and resilient Council

- We manage our resources well
- We will be an employer of choice, with a workforce that reflects our communities
- We will provide excellent customer service and engage effectively with our communities



Our Vision and Priorities for Children and Young People

A good start for every child

Families and communities looking after themselves and each other

Enabling our children and families to lead happy, healthy lives.



Education and Learning

Schools

Foster partnerships between schools to help learners thrive

Providing opportunities to thrive

Achieve better outcomes

Ofsted GRADED GOOD

Shaping the school system to provide high quality education

Schools are inclusive

OPPORTUNITY

Children with disabilities and additional needs get the support they need

Support the aspirations of the most disadvantaged children

Act as a champion for children and families

Supporting Families

Advice and information is available

So families can find their own solutions

Services are delivered more locally...

More children enjoy a stable family life

Families build positive relationships

Help families to make positive change

NEEDS of the family

to fit the

INFORMATION

SUPPORT

ADVICE

Delivering Care Services

Interventions based on evidence and shaped to each family

Build consistent social care relationships

Those with additional needs get the right support

Improve the life experiences of children in care

Partnerships that ensure the best quality care

and listen to their voice

Help young people to grow up confidently

More children are cared for locally & in family settings

Hold the highest aspirations for children in our care

Our Way of Working

Positively Work with families to identify strengths

Implement more face-to-face work with families

Staff are braver with risk-taking through a culture of trust

Use information effectively to inform practice

Be open & transparent

Co-production & Collaboration - Doing 'with' not 'to' our people

Inspire Creativity & Innovation

Deliver the most efficient services

Work in a more thoughtful and analytical way

that are the best value for money

Continue to develop our staff to become a centre of excellence

Havering is an outer Borough in North East London. We have seen a significant population growth in the last decade resulting in increasing demands for services. This growth, coupled with the current government funding formula, market forces affecting recruitment of school, council and health staff and the cost-of-living pressures felt by residents means we are all facing significant challenges. Considerable pressures are impacting on services and the already stretched budgets. Forecasts are telling us that this increased need for services for our residents will continue to rise.

There have been several national reviews and policy changes which are shaping our Starting Well plan, which also underpin our YJS plan. These changes guide how we will deliver our services over the next three years.

The government [Stable Homes, Built on Love strategy](#) published in early 2023 supports earlier intervention and seeks to build upon strengths within a child's family network. This approach is consistent with [Havering's Face to Face model of practice](#) locally, which is based on working with families, engaging with them to identify strengths, and building relationships over time to stop problems escalating. The national strategy also focuses on greater ambition for care-experienced children and young people, with proposed changes to legislation to improve access to education and employment opportunities as well as access to stable homes and housing. Alongside this the Competition and Markets Authority Children's Social Care Market Study was published, noting the significant pressure of finding suitable homes for children in care.

In March 2023 the DfE published its [Special Educational Need, Disability and Alternative Provision Improvement Plan](#) and alongside this, Ofsted implemented a [new framework for Local Area SEND Inspections](#) from the start of 2023. A significant shift of the SEND Inspection Framework is a prominent focus on the experiences of children with SEND (and their families) and for us to consider what impact we have had on children's outcomes.

In December 2023, Havering Children's Services were inspected under the ILACS Framework, with the report published by Ofsted in February 2024. The overall Inadequate grading means Children's Services are now subject to formal intervention from the Department for Education (DFE). An improvement plan was submitted to Ofsted and the DFE in May 2024, with the YJS and its partners sited on the improvements which need to be made.

The implementation of the service improvements outlined in the government's strategies relies on strong, coordinated multi-agency partnerships. In 2022, Integrated Care Systems were established across England, bringing together organisations that deliver health and social care services. Havering Council is currently undergoing its biggest transformation to deliver to this agenda, with all services now being delivered under three pillars; People, Places and Resources. Within People, a life course approach has been adopted, with services re-organized into directorates for 'Starting Well' 'Living Well' and Ageing Well'. Locally, the Havering "Placed Based Partnership" is leading the integration of services across the borough. The vision is for Havering's residents to receive seamless health and social care when needed, designed around residents and their families.

Havering demographics

What our Data tells us about our Children and Young People

22.3% of our population are aged 0-17

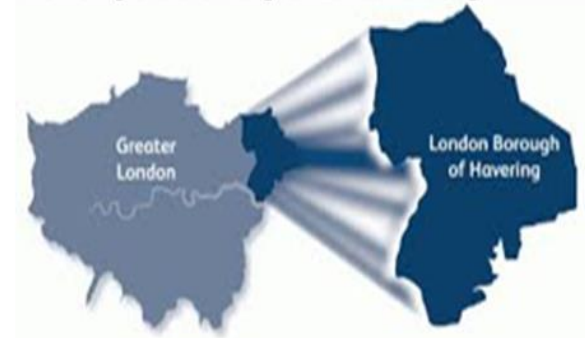


Between 2011 and 2021, Havering saw a **15.2% growth in population of 0-17 year olds**, this compares to increases of 4.8% in London and 3.9% in England

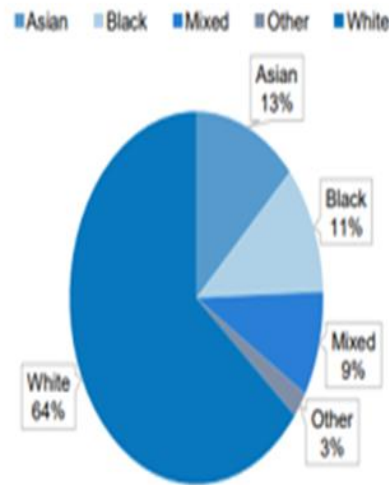


In 2022/23
8.7% of Havering pupils receive SEN Support
3.9% of Havering pupils have an EHCP

Havering is the 3rd largest London borough



The majority of our children are White British/White Other however the proportion of children from Global Majority Ethnicities has increased in the last decade



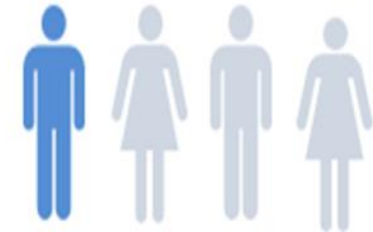
Source: Census 2021, Produced by: LBH PHI 2023

98% of our schools are Ofsted rated Good or Outstanding



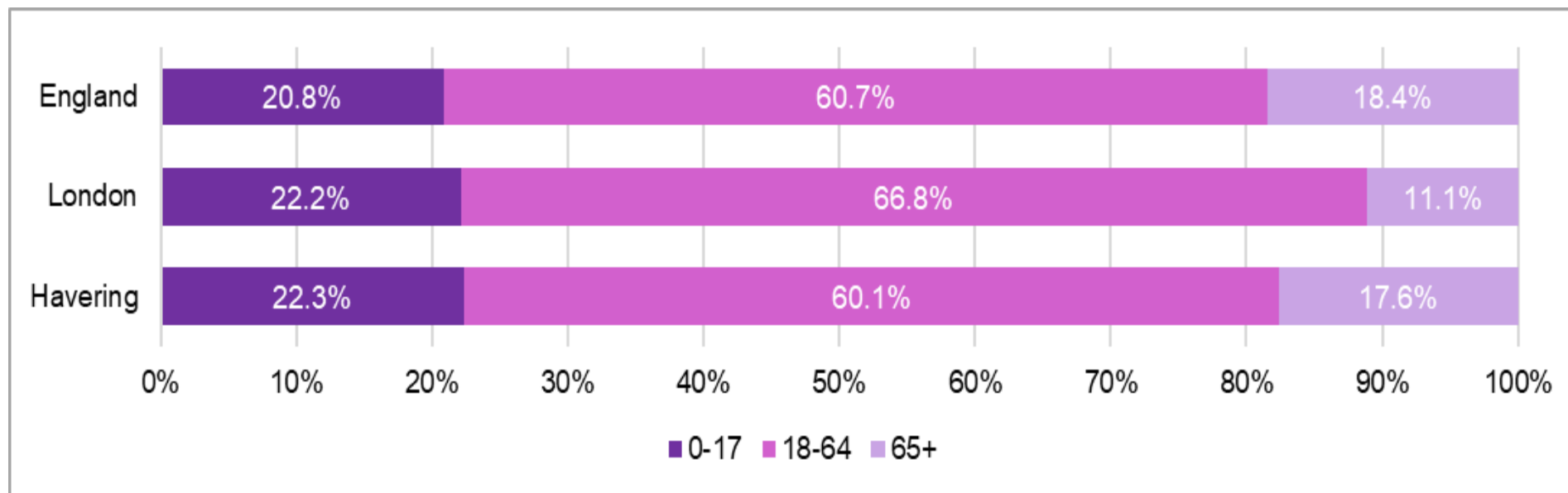
8,500 children eligible for Free School Meals

25.6% of children under 16 live in absolute low income or relative low income families



9.9% of our children have English as an additional language

The number of children aged under 18 in Havering has seen an increase of 15.2% (from 50,827 to 58,550) between the last two censuses, greatly outpacing the 4.8% and 3.9% increases in London and England, respectively.



Havering now has a higher proportion of children aged 0-17 (22.3%) than 80% of local authorities in England. The ONS predicts that Havering's 0-17 population will grow to 61,350 by 2031. The total population count in Havering is 262,052, compared to 237,232 in 2011 (a 10.5% increase).

Alongside the changing demographic and increasing population, Havering has also experienced an increase in the number of children and young people at risk of harm from factors outside of the family home. This increased trend seen nationally was exacerbated by the pandemic. The increase in factors such as isolation, financial difficulties and mental ill health contributed to some children becoming more vulnerable to exploitation in the community. The use of technology is advancing at a rate that is positive, however it does raise concerns about the impact on the health and wellbeing of children growing up today and in the future. The safeguarding of adolescents against exploitation and criminal activity, alongside the safety of women and girls is a priority for our safeguarding partnership locally.

Governance, leadership and partnership arrangements

Havering's Youth Justice Service is located within the Council's Early Help 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 Youth Justice Service 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 Northeast London Foundation Trust (NELFT) as well as colleagues working within substance misuse, further education and community safety organisations.

In line with the requirements of the Crime and Disorder Act (1998) and revised guidance from the Youth Justice Board for Youth Justice Service Governance and Leadership, Havering has a Youth Justice Management Board to oversee the work of our Youth Justice Service.

Havering Youth Justice Management Board oversees the Youth Justice Services, providing oversight and scrutiny of the quality and effectiveness of child justice services across Havering, specifically monitoring:

- First time Entrants
- Reoffending rates
- Custody Rates
- Disproportionality
- Victim Engagement
- Locally agreed performance indicators
- Quality Assurance
- Improvement Plan

The Board meets bi-monthly, reviewing performance and progress against Key Performance Indicators (KPIs), identifying positive outcomes, sharing good practice and resolving any operational issues or barriers. The Board reports into multiple partner boards and partnerships, including the Havering Safeguarding Children Partnership, the SEND Board and the Community Safety Partnership. This ensures links with other Havering plans, providing a robust governance structure.

The Youth Justice Board is co-chaired by the Superintendent for Neighbourhood Policing, East Area BCU, and the statutory Director of Children's Services to ensure consistent and rigorous oversight of service delivery, effective partnership working, and to ensure a child first approach is integrated into practice delivery.

There is representation/delivery from partners in the Met Police, Health (NELFT), Social Care, Education, Probation and the Voluntary and Community Sector (VCS). This ensures that the service can 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. The board understands that 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 with young people 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, and children identified as having SEND
- 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.

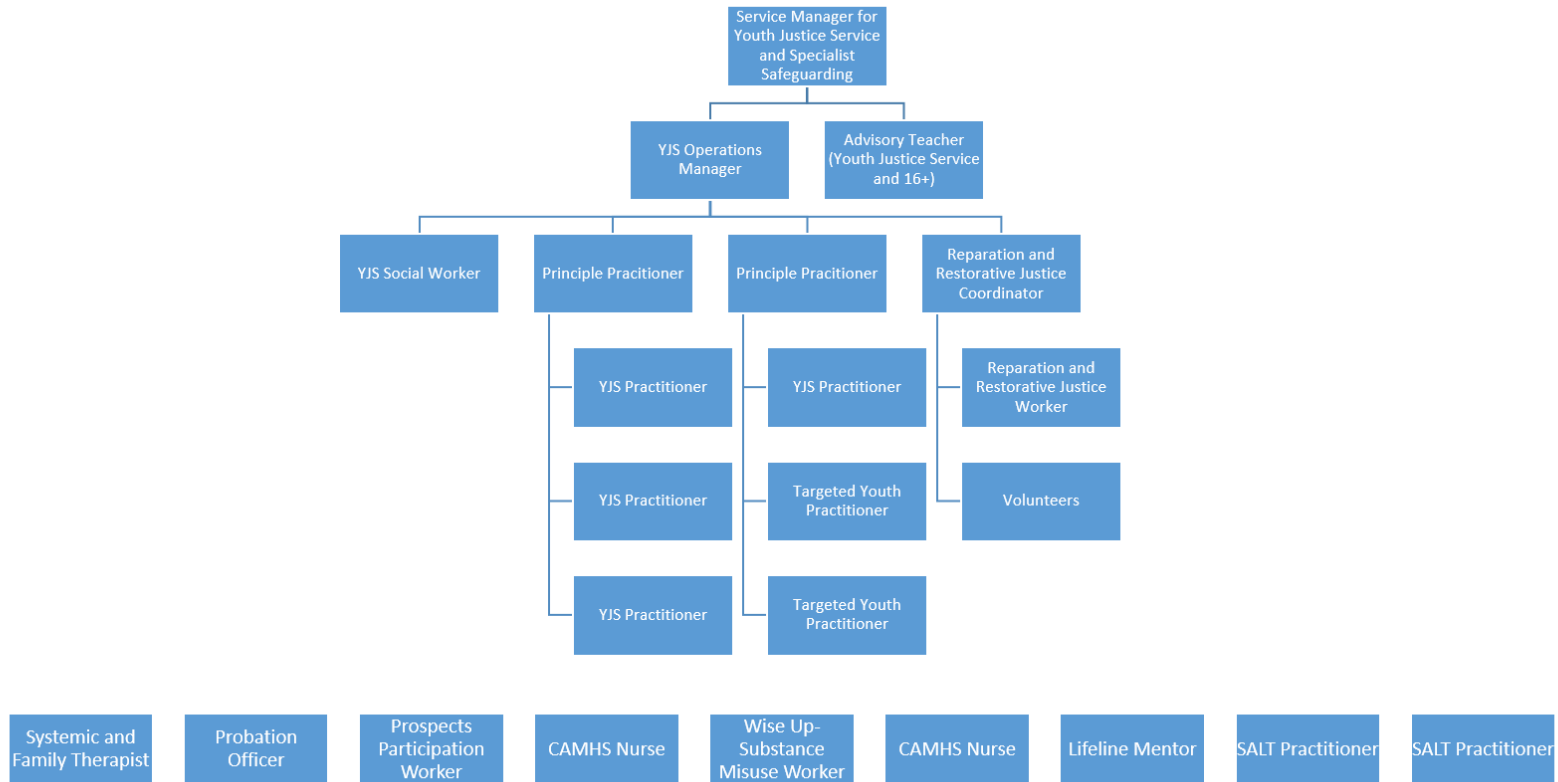
The Youth Justice Service continues to achieve a balanced budget comprised in the main from Local Authority core funding and the Youth Justice Board grant, supplemented by partner contributions and additional grant funding opportunities.

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
- Northeast London NHS Foundation Trust (NELFT) provide 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, Grown, learn (CGL) provide FT Substance Misuse support
- FTE Social Worker and a fulltime CAMHS nurse
- MoJ- Turnaround post

The YJS staff structure is made up for the following posts-



During 2024-2025, the Youth Justice Service will be undertaking a service restructure to ensure there is sufficient capacity in place to meet the needs of children and families. There is a range of specialist staff supporting the delivery of youth justice services to children who become known to the service. A range of resources are used to provide restorative justice and reparation activities, to promote pro-social activities for children and young people building on their strengths, improving education, training and employment opportunities for children and young people within the youth justice system.

Havering Budgets

At the time of submission of Havering's YJS plan, the Youth Justice Board have been unable to confirm this year's budget allocation due to the pending general election, therefore, the below is the predicted budget for 2024- 2025.

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board	348,025			348,025
Local Authority	390,430			390,430
Police		21,359		21,359
Police and Crime Commissioner				0
Probation	5,000	21,533		26,533
Health	73,000			73,000
Welsh Government				0
Other			83,928	83,928
Total	816,455	42,892	83,928	943,275

Update on the previous year

Progress on priorities in previous plan

The Havering Youth Justice Service continues to provide services that make a difference to children and their families. Our HMIP Inspection in October 2022 rated the service as Good, with the following summary from Justin Russell, HM Chief Inspector of Probation:

“The YJS staff team, together with partner agencies, are delivering holistic interventions that meet a broad spectrum of children and young people’s needs. 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’s Youth Justice Service and the wider local authority, with a significant number of staff being directly affected. As a result of this, as well as staff absences 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 Youth Justice Service and the partnership have been working hard over the last 12 months to address the recommendations in the inspection report and have made the following progress and achievements;

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

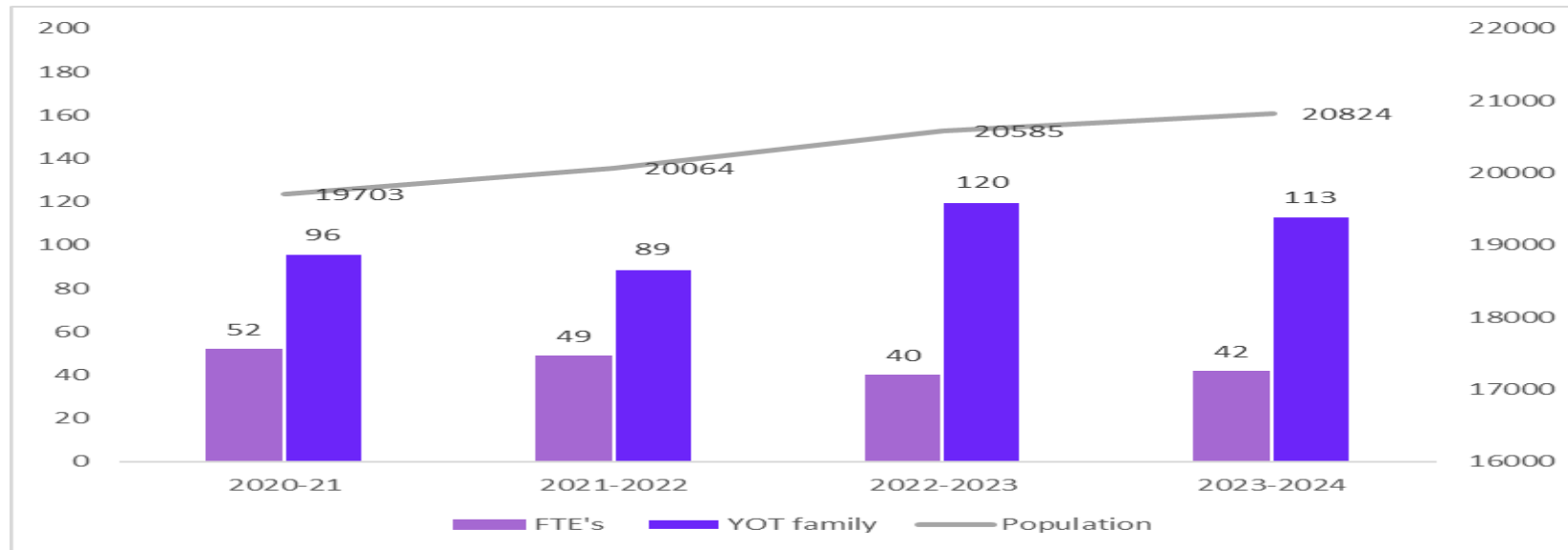
- The Youth Justice Management Board (YJMB) Terms of Reference were signed off on 12.09.2023.
- The board are now routinely reviewing any staffing challenges and the impact on service delivery at every board. An update is given in relation to plans to address these challenges and actions are monitored by the board to ensure progressing is made. The Youth Justice Service is due to undertake a re-structure as part of the Starting Well re-organisation, to help to ensure long term stability across the workforce.
- The improvement plan is now sent out to the partners prior to board meetings to highlight any items where there are concerns around drift and delay and how these are being addressed.
- The data the board receives has been reviewed and members have shared that they feel the information is more informative, supports discussions regarding any actions and priorities to be made and helps to give oversight. The data dashboard continues to evolve to reflect and highlight themes and patterns for the youth justice cohort.
- The youth justice service and partners have worked hard in 2023- 2024 to ensure the characteristics and diverse needs of children are being captured so the board can better target its resources.
- The Out of Court Disposal (O OCD) Protocol was updated in May 2023.
- The Custody, Resettlement and Transition Good Practice Guidance was updated in July 2023.
- The Youth Justice Service (YJS) currently hold monthly team meetings with YJS staff and operational partners.
- The London Accommodation Pathfinder now has a 'Spot Purchasing Agreement' in place.
- The Information Sharing Agreement between the Youth Justice Service and the British Transport Police is currently being reviewed to ensure the agreement is kept up to date and can continue to be implemented.

- Attendance at the YJMB has been reviewed to ensure regular and appropriate seniority in attendance
- Havering's child recording system had been updated following recommendations by our HMIP Inspection in 2022. Subsequently, data has been presented at each board to ensure the opportunity for scrutiny and to drive service delivery. Following the roll out of the new YJB prevention and diversion assessment tool for April 2024, we are currently in the process of updating our case recording systems to integrate the tool.
- Processes are now in place to ensure children's Education, Training and Employment is monitored weekly, helping to ensure a timely response any children not accessing appropriate provisions.
- The characteristics and the diverse needs of the children accessing the youth justice service are now being captured and checked against partner agency databases to ensure accuracy. This provides the board with the information required to effectively understand the characteristics of the youth justice cohort and to provide assurance that services are delivered accordingly.
- For 2024- 2025, the board have agreed to review a different YJB standard at each board meeting to ensure in-depth scrutiny for each area.
- All managers have completed the Best Practice in Auditing Training
- All managers within the Youth Justice Service are now allocated monthly audits, with alternative months focusing on one of the YJS standards and bi-monthly themes audits being held to include, management oversight and quality assurance, risk management, and exploitation and contextual safeguarding. Outcomes of the audits will be presented to the board and any actions added to the improvement plan.
- The link between strategic and operational delivery has been a focus for 2023- 2024. Monthly team meetings are in place, staff surveys have been promoted for feedback and meetings have taken place with the team to help staff feed into the plan meaningfully. Staff have shared that they feel this is an area they want to be a focus over the upcoming year.

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

- We have delivered the Turnaround Programme to meet our target of 29 children.

- Last year (2023/2024) we saw 42 First Time Entrants (FTE) access the Youth Justice Service in Havering compared to 40 in 2022-2023, evidencing an increase of 5% but still a noticeable reduction of 12% since 2021/2022. In addition, we are still seeing a reduction in FTE's in comparison to our population growth of 15.2% for 0–17-year-olds.



- Disproportionality is a standing agenda item at the YJMB. We currently have an over representation of children who are black in comparison to the school census at 16% and 11% respectively. Children of mixed ethnicity are also overrepresented at 18% in comparison to 8% of the school census. Children who are white and children who are Asian are underrepresented in the YJS cohort in comparison to the school census.
- The YJMB members are provided with information and updates in respect of disproportionality, and members can identify and implement actions to be undertaken to address this, which are then monitored via the YJMB action log.
- Havering's Youth Justice Service and Police have completed a deep dive audit on 10.10.2023 looking at children currently accessing interventions, exploring their sentencing to see if it was proportionate. In all cases the deep dive found that sentencing was proportionate for the offence committed. The next steps will be an audit to explore child characteristics in relation to disproportionality and sentencing.

- The YJS feeds into the Havering's SEND Self- Assessment and is working closely with this service area to ensure children are being supported appropriately. Actions include-
 - Regular reporting included as part of the YJS, SEND and Alternative Provision Dashboard to ensure that data is provided on all those children and young people accessing the Youth Justice Service who have identified SEND
 - Provisions to explore disproportionality for children who are accessing or are at risk of accessing the Youth Justice Service
 - A SEND representative will attend all Out of Court Disposal Meetings

3. Prevention and Diversion: divert more children into Out of Court disposals

- The Out of Court Disposal (OOC) Protocol was reviewed in May 2023 to ensure all children's risks are effectively assessed and appropriate intervention implemented. As of 01.04.2024, the YJS rolled out the new YJB Prevention and Diversion assessment template for all OOC.
- A member of the Starting Well Senior Management Team and Metropolitan Police have completed quality assurance for a decision made at the Out of Court Disposal Panel. This process agreed with the decision made at the OOC panel and that appropriate use of thresholds was implemented. The OOC dates for 2024- 2025 scrutiny panel are now in place.

4. Voice of the Child: Improve how we capture and utilise the voice of children to improve services

- As of 01.04.2024, Havering has implemented Mind of My Own Xchange. Xchange is a strengths-based participation tool that helps the youth justice services to understand the young person and their world. Xchange helps workers to understand the risk and resilience factors present in young people's lives and enables young people to tell their workers about things that are important to them, so they can play an active role in decision making and shaping their own future. Moving forward, we will be focusing on embedding this app across the service.
- We can now evidence a stronger focus on the child's voice throughout assessments completed by the YJS.

5. Workforce development: ensure that the staff team have the right skills for delivering high quality work with children and young people

- The YJS have arranged AIM (Assessment/ Intervention/ Moving On) assessment refresher training for three staff members across, YJS, Youth Service and Specialist Safeguarding Service. AIM is a course targeted at practitioners working with families where harmful

sexual behaviour has occurred between siblings, it has been designed to support families to heal and move on from crisis through a shared narrative.

- All YJS staff have access to the training provided by the Academy for Social Justice.
- YJS managers have fed into the Starting Well 'Training Requirements for the coming year' sessions.
- As part of the framework for the Face-to-Face systemic model of practice, there is a corporate commitment to all permanent staff to access 10 days of learning per year.

6. Quality Assurance: Maintain and improve the quality of all interventions, ensuring National Standards are met and a strong focus remains on addressing disproportionality

Achievements and Progress;

- All managers are now routinely allocated monthly audits and work is ongoing to evidence the impact of interventions and outcomes for children and young people.
- The Youth Offending Service/ Court Liaison Meeting for Northeast London LJA sits quarterly at Barkingside Magistrates Court, this provides a forum for regular discussions and feedback with our local court. It was agreed at the Barkingside Court Users Group on 12.12.2023 that the court feedback form will be attached to the back of all Pre- Sentence Reports. YJS managers are currently in the process of devising a tracker for us to collate, track and monitor feedback.

7. Risk of Harm to Self and Others and Safety and Wellbeing of our children

Achievements and Progress;

- All assessments completed by the YJS are scored for Likelihood of Reoffending, Risk of Serious Harm and Safety and Wellbeing.
- Children are regularly discussed at the weekly Systemic Consultation multi agency meeting where the child's relationships, and family dynamics are considered, helping practitioners work holistically with the child and their family/ carers.

Universal and Targeted intervention across Havering 2023- 2024

- Serious Group Violence Mentoring Programme – this provides support to young people aged 11-25 to reduce re-offending and gang involvement of those young people already open to services for criminal or violent behaviour. This is a split post between Children

and adults, with a total caseload of 20 young people (10 under 18's/ 10 over 18's) supporting the transition from the YJS to probation where appropriate. In 2023/24 – a total of 668 session hours were delivered (345 hours for under 18's)

- Youth Unity – Detached Outreach for young people. Games, Podcasting, Sports, Mentoring. Wednesday and now Thursday in Romford Town Centre. Engaged over 1,000 young people in 2023/24
- Street Doctors – First Time Knife Carriers Programme. Programme runs in schools when required and monthly at the YJS – Dangers of knife carrying and teach young people how to save a life through stemming a bleed. Run by Doctors and medical professionals. Within YJS number vary between 3-6 per month, reflecting the needs of the children.
- Air Network – Youth engagement and mentoring through Sport, Operating 3 x per week. Since January 2024, 81 separate young people have engaged in outreach sessions and 58 in sports programmes
- Box UP Crime – Engagement with Young people aged 7-19 through boxing. Focus on discipline, hard work and mentoring. Working with over 80 different young people in the borough.
- Junior Citizens – This a partnership initiative between LBH, Met Police, TFL, LAS, Fire, CGL etc. to prepare year 6 students transitioning into secondary school to deal with a range of life situations or emergency. This programme runs for 2 weeks with roughly 2,000 students who attend and is always oversubscribed. <https://www.youtube.com/watch?v=be7wDCALXkg>
- Night Marshals - provide extra support to keep residents and visitors safer at night in Romford Town. Friday and Saturday Night from 10:30 pm till 4:30 am.
- Street Triage – Medics and Security funded by the Business Improvement District covering Romford and Hornchurch Friday and Saturday Nights 10:30 till 4:30 am.
- Street Pastors - a citizen-led approach to public order maintenance. De-escalate outbreaks of violence and antisocial behaviour, help people to calmly sober up and ensure that vulnerable adolescents get home safely. Friday & Saturday night from 10pm -4am
- Safer Schools Officers – There are 25 Safer School Partnerships in Havering which are supported by 12 Safer Schools Police Officers and one Sergeant . Their role is to:
 - Develop positive relationships between young people and the Police.
 - Provide visible reassurance before, during and after school.
 - Work alongside the school and parents in early intervention, preventing young people becoming either victims or perpetrators of crime.

Additional activity the Safer Schools Officers undertake includes:

Risk assessing, doing targeting intervention (i.e. weapon sweeps), delivering assemblies, workshops, targeted group work and 1-2-1s in schools, covering a wide range of topics such as:

- Acid Attacks
- Decisions & Consequences
- Drug Awareness
- Child Criminal & Sexual Exploitation
- Gangs
- Internet Safety
- Joint Enterprise
- Knife Crime
- Offensive Weapons
- Social Media
- Stop and Search
- Sexting
- Domestic Violence/VAWG

Within the last 12 months, our Met police colleagues have presented to over 21,804 students in Havering Secondary Schools from School Years 7 up to 13.

- Events around personal Safety and Violence Against Women and Girls (VAWG) took place at a 10 of our education providers and in key hot spot areas. When working with colleges we have engaged approximately 200 young people at a time.
- The Council and partners work very closely with Schools around the topic of knife crime. The Schools Inclusions Team approved providers deliver the following programmes on this related topic:

5 Day Direction - The programme is designed to reduce suspensions whilst providing pupils with a period of development and learning, delivered outside of the school setting, rather than being sent home.

10 Day Direction - The programme was designed to reduce poor behaviour in school, reduce suspensions and avoid permanent exclusions whilst providing pre identified pupils, with a period of development and learning, delivered inside the school setting, off timetable


Both the 5 & 10 Day Directions cover the topics set out below

- Introduction & overview
- Rapport and team building
- Drug and alcohol awareness
- Avoid issue of immediate gratification
- Using ABC methods
- How to ask for help, motivate myself...
- Prevent impulsivity
- Assertive behaviour
- Life maps

- Knife crime and county lines
- Patterns of behaviour
- Child criminal & sexual exploitation
- Passive aggressive identification using language
- Future with change
- Future without change
- Using the cycle of change
- Motivation to change
- Goal setting
- Problem solving

Behind the Lines - A 12 week programme that is designed to give pupils the ability to identify influences and factors which have contributed to events and give them tools and support to influence change. Topics covered include:

- How do I see myself
- Victim Awareness
- Kyles Story
- MIA weapons
- What makes you happy
- When did I get angry
- County Lines
- How serious? Analysing offences
- Anti-social behaviour
- Gangs (pro's and con's)
- Cyber bullying and online safety
- Democracy
- Stay Safe Workshops -Delivered in primary schools to year 6 pupils. Workshop delivery to whole year groups to inform them of the danger around knife crime and how to keep themselves safe.
- Inspired Futures Knife Crime Workshop – Collaboration between Met Police, LAS and Inspired Futures Knife Crime Charity This is a four-hour intense workshop delivered to year 9 students in all Havering schools about the dangers of carrying a weapon from different perspectives. Session is delivered in assembly format to whole years at a time (i.e. 300 students)
- Bleed Kits - Following a stabbing outside of Ardleigh Green College in 2023, the student returned to the college for medical assistance. They used a bleed kit along with their training to keep the young man alive until the LAS could arrive. This work saved the young man's life. In 2023/24 Bleed Kits have been provided by LBH Community Safety to all secondary schools and colleges in Havering. Training over 230 staff in how to address a catastrophic bleed following a stabbing/ shooting/ car crash/ bad fall etc. Whilst we hope they never have to use one, it is important for them to be prepared.



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.

Police continue to refer victims to the YJS where consent to do so is provided, provide updates, support and advice where necessary.

Working with Victims

Between, 2023- 2024, of the 94 individuals who accessed the YJS, there were 314 offences and 66 involved a direct victim. Of these, 26 gave consent to be contacted by the Youth Justice Service. Out of the victims we contacted, there were 20 we were able to engage with.

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. In 2023- 2024, we successfully completed one conference.

Where requested by victims, they 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 worker and with the victim's consent, the young person. This, alongside being kept informed of the young person's progress, is supporting the victim to come to terms with what has happened and move forward.

Reparation Projects 2023- 2024



Some of the reparation projects that took place in 2023- 2024 include

Bikes Fixed and Donated
Around 20 donated bikes have been fixed and cleaned at the Bike Shed and donated to a charity organisation Trail net
Brick BBQ area at St Kilda's Children's Centre
Young people have completed the building of a brick BBQ with small wall around. This is situated in the garden in St Kilda's Children's Centre, and can be used for youth and community use via Early Help
Bird Box Project
Completed Bird Boxes were put up in trees at Hedley Close YJS Office, St Kilda's Children's Centre and Ingrebourne Children's Centre. Birds have since nested in those boxes
Fences Fixed
Fences have been fixed at Ingrebourne Children's Centre and Hedley Close YJS Office. One of them was a mesh fencing, the other a wood panel fence.
Gardening and Raised Flower Beds
Young people have cut grass, cleared weeds, raked leaves, fixed the raised flower beds, and planted seeds to grow plants
Woodwork and Upcycling
The following items young people made and/or fixed – A new water & bird table, made a bug hotel from pallets at St Kilda's Children's centre, refurbished a table and doll's house to donate to charity
Community Centres Projects and Charity
Supported the creative arts holiday projects at MyPlace Youth and Community Centre, organised a new rep project at the Rainham Royals, YP made a banner for Mind Marathon Walk & also a Foodbank Box for Christmas
Festive Activities
Making sleeping bags out of crisps packets to donate to homeless charity. Making festive decorations to donate to care home.
General Clearing
Young people have cleared areas – Filled up the Skip at St Kilda's CC, cleared the Bike Shed in Harold Hill, cleared litter from Hedley Close YJS Office, sorted out shed at St Kilda's CC
Other Reparation
This included a young person completing a wooden seat made from pallets via his school, caring for siblings at home, gardening at home and charity work in Dubai (with agreement from courts),

Evidence-based practice and innovation

Evidence-based practice and innovation

Systemic Intervention

As previously stated, Havering's Face to Face model of practice is based on working with families, engaging with them to identify strengths, and building relationships over time to stop problems escalating. Children are regularly discussed at the weekly Systemic Consultation multi agency meeting where relationships and family dynamics are considered, helping practitioners work holistically with the child and their family/ carers.

Tackling Knife Crime

Street Doctors – First Time Knife Carriers Programme. Programme runs in schools when required and monthly at the YJS – Dangers of knife carrying and teach young people how to save a life through stemming a bleed. Run by Doctors and medical professionals.

Youth Sessions

Air Network – Youth engagement and mentoring through Sport, Operating 3 x per week. Since January 2024, 81 separate young people have engaged in outreach sessions and 58 in sports programmes

Box UP Crime – Engagement with Young people aged 7-19 through boxing. Focus on Discipline, hard work and mentoring. Working with over 80 different young people in the borough.

Plan for 2024 – 2025

We will continue to innovate our practice and we will:

- build on our trauma informed approach
- consider the cost-of-living crisis within the work of our Strengthening Families team
- bid to the VRU for the child to parent violence project funding;
- implement a step-down process from the Youth Justice into Early Help to provide ongoing support for those children and their families post closure to the YJS
- pilot the use of the AQAs to recognise and certify children's learning within Youth Justice; and
- involve the YJMB partners within multi-agency practice reviews to help us to drive practice development.

Evaluation

In Havering, evidenced based practice is at the heart of what we do, some of the work we are proud to have implemented are;

Trauma informed Pre-Sentenced Reports

Our Pre-Sentence Reports are trauma informed, which looks at the child's life experience and how this could have impacted on the child's journey, whilst focusing on the child's strengths and future and identifying safeguarding and risk factors early to enable timely and appropriate interventions

Mind of my Own Xchange

Mind of my Own Xchange is an online account that encourages self-reflection in children who have offended or are on the edge of offending, offering the child's perspective on their own life. This is used to gain an understanding of the young person's perspective which helps us target our services at an early stage, preventing escalation or further offending. By capturing the child's voice, we aim to help protect the public from harm and achieve better outcomes.

So far this year, when asked 'what has been good about working with youth justice', feedback has included;

- Learning new things
- Workers attitude
- One person in particular
- My attitude
- Understanding myself better

Children have also shared what they feel could stop them from re-offending and their hopes and ambitions for the future.

Performance over the previous year

Accommodation Suitability

Accommodation suitability at the end of their order. Havering's accommodation was suitable for 92% of the children throughout 23/24 in comparison to London at 89%. The unsuitable accommodation was where the child had been in custody and where a child was believed to be living in an exploiters home.

Education

ETE suitability at the end of an order. Our local target is for 85% of our children to be in ETE at the end of their intervention. Our ETE suitability was around 59% for 23/24, where London was 56%. There were also a few data recording issues where the suitability wasn't noted. This is something that we will monitor closely going forward. In addition, the small numbers involved statistically has a significant impact on percentage outcomes.

SEND

Havering's Special Educational Needs, Disability (SEND) and Alternative Provision (AP) Strategy 2024 – 2029, sets out our 6 priorities-

- Priority 1- A SEND and AP system where every school and setting is confident and skilled at supporting our children with SEND
- Priority 2- A SEND and AP system that includes a wide range of settings and services giving families the help and support they need
- Priority 3- A SEND and AP system which makes sense, which families can navigate, and which places families at its heart
- Priority 4- A SEND and AP system where children and young people with SEND and in AP are valued, visible, and prepared for adulthood
- Priority 5- A SEND and AP system where education, health, and social care teams do what matters well and in a timely way
- Priority 6- A SEND and AP system where leaders work together effectively to deliver what is needed for families of children with SEND and those accessing AP

In Havering, 43% of our SEN children were recorded as being on an Education, Health Care Plan in comparison to 52% of London's children. Most of Havering's SEND Service have completed two days of training with colleagues from Essex titled 'Trauma Perceptive Practice: The Essex Approach to Understanding Behaviour and Supporting Emotional Wellbeing'. We are currently in the process of rolling out this model of delivery and running engagement sessions with schools and partners.

Mental Health

The HMIP inspection of Havering YJS (November 2022) highlighted strengths in partnership working between Havering YJS and Havering CAMHS & SALT, particularly in areas of access, communication and offer.

The same inspection highlighted an area of improvement of “no suitable provision that creates an effective link between the YJS and the education department to ensure that the school-age children’s educational needs and any learning needs are attended to swiftly.” In Havering we see the impact of this, anecdotally, in the amount of young people we come across at health screening with undiagnosed learning needs, neurodiversity, and communication difficulties. We know that early identification and intervention around such difficulties have a significant impact on positive outcomes for young people and their families and may, in turn, have avoided contact with criminal justice services in some instances.

To inform us on areas to target we plan to complete an audit on young people recently involved with Havering YJS and highlight their contact points with health and local authority services prior to contact with CJS to identify ‘missed opportunities’ for assessment and intervention and to share learning across the partnership.

Havering CAMHS are currently undergoing a Quality Improvement Project with the Royal College of Psychiatry focusing on demand, capacity and flow which incorporates parts of YJS recommended and National priority areas of focus of ‘Child First’, ‘Resources and Services’, ‘Prevention’ and ‘Working with families’.

The number of children screened or identified with Mental Health (MH) or Emotional wellbeing (EW) at the end of their order. This is an area of improvement for us in 24/25 as our data recording hasn’t been accurate as we would want. On average London sees 36% of their children screened for MH or EW. Where we have seen recording, our data tells us that 25% of children have been screened

Substance Misuse

Looking at the number of children screened or identified with concerns around substance misuse at the end of their order, 40% of children were referred onto Wize Up throughout 23/24 in comparison to 24% of London’s cohort being screened or identified with substance misuse.

Out of Court Disposals

Havering saw 74% of our children successfully complete their OOCDD intervention plan, in line with London’s average. However, we will continue to explore any areas of disengagement to help build on our prevention and diversion offer.

Multi-agency Intervention

In Havering, the percentage of children using wider services at the end of their order was 32% in comparison to London at 41%. This is a focus for 2024- 2024 to ensure long term sustainable outcomes for our children and families.

Youth Justice Management Board

There are 5 senior managers expected to attend the quarterly board meetings. We've seen 4 of the 5 in the last 3 quarters, this is in line with London performance.

Serious Violence Offences

Looking at the number of proven serious violence offences as a rate of per 100,000. SYV is recorded in line with the YJB definition as any drug, robbery or violence against the person offence that has a gravity score of five or more resulting in a caution or court sentence. Havering's rate per 100,000 was 67 for the year, London was 81 per 100,000. Although Havering is doing better than our London neighbours, the safety of the children, families and our community is paramount, therefore, this continues to be an area of focus of 2024- 2025.

Victims

The number of victims engaged as a proportion of victims contacted at the end of the child's order closing remains something that we are monitoring. Last year we saw 88% of our victims engage, however this is a small cohort for us. London saw around 52% of victims engage.

Plan for 2024 – 2025

We are aiming to:

- Improve our interface with Havering SEND & CAD teams
- Consider school nursing input with those at risk of exclusion and further improved working with Havering social care teams
- Develop school awareness of link between behaviour and communication/unidentified needs in the hope that these can be considered and where possible avoid exclusions and increasing numbers of NEET
- Work closely with NELFT health services to provide an improved offer of education and training on the above
- Improve our recording of substance misuse and interventions offered

Benchmarking

Benchmarking

Data sourced from the 118 Final YDS for England and Wales Apr 23 -March 24

The YJS Data Summary (YDS) for England and Wales is produced each quarter to serve as a standard data set for YJS and the YJB (Youth Justice Board). Updated FTE and Reoffending data is not available from the MoJ (Ministry of Justice) for inclusion in this YDS.

First Time Entrants April 23 - March 24

Local YOT Area	Number	Population 2022	Rate per 100,000
Havering	47	26,092	180
Barking and Dageham	66	28,797	229
Redbridge	60	33,930	177
YJS Family Average	113	70,982	160

Havering did unfortunately see an increase in FTE's last year however what has been reported to the YDS is still being reviewed. Based on the data in the above chart, Havering's FTE's are higher than the YOT family average. We've also fallen to position 90 from 65 last year out of 154 total boroughs. Local data shows us to be inline with the family average at 160 rate per 100,000

Custody April 23 - March 24

Local YOT Area	Number	Population 2021	Rate per 1,000
Havering	3	26,092	0.11
Barking and Dageham	11	28,797	0.38
Redbridge	6	33,930	0.18
YJS Family Average	7	70,982	0.09

Havering's custody rate per 100,000 is marginally higher than the YJS family average.

We're positioned at 98th out of 154 in the list of England and Wales YJB's which is an improvement in comparison to the same period last year where we were at 112.

Reoffending rate - Three month cohort Apr 22 - June 22

Local YOT Area	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending
Havering	12	6	10	1.67	0.83	50.0%
Redbridge	22	9	77	8.56	3.50	40.9%
Barking and Dagenham	31	9	36	4.00	1.16	29.0%
YJS Family Average	39	14	60	4.29	1.53	35.9%

Havering's reoffending is higher than the YJS family average and our neighbouring boroughs for the % of reoffending. We were in position 55 in the same period the previous year and are now at 141 which is disappointing however this data is 2 years out of date. Unfortunately more recent data from the YJB is unavailable

Reoffending rate - Aggregated quarterly cohorts Jul 21 - June 22

Local YOT Area	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending
Havering	54	14	30	2	0.56	25.9%
Barking and Dagenham	128	44	145	3	1.13	34.4%
Redbridge	102	37	242	7	2.37	36.3%
YJS Family Average	144	47	187	4	1.30	32.6%

Havering's reoffending is lower than the YJS family average for the annual time period of April 21 - March 22 and also lower than our neighbouring boroughs. We were in position 79 in the same period the previous year and are now at 25 which was an amazing improvement.

Unfortunately more recent data from the YJB is unavailable

First Time Entrants

Havering did unfortunately see an increase in FTE's last year. However, what has been reported to the YDS is still being reviewed. Based on the data in the above chart, Havering's FTE's are now higher than the YOT family average. We have also fallen to position 90 from 65 last year out of 154 total boroughs. However, Local data shows us to be in line with the family average at 160 rate per 100,000.

Custody

Havering's custody rate per 100,000 is marginally higher than the YJS family average. We are positioned at 98th out of 154 in the list of England and Wales YJB's which is an improvement in comparison to the same period last year where we were at 112.

Reoffending April 22 – June 22

Havering's reoffending is higher than the YJS family average and our neighbouring boroughs for the % of reoffending. We were in position 55 in the same period the previous year and are now at 141 which is disappointing however this data is 2 years out of date. Unfortunately, more recent data from the YJB is unavailable. We will continue to monitor this closely, which includes an effectiveness of the plans of our cohort of young people who have the highest occurrence of reoffending.

Reoffending July 21 – June 22

Havering's reoffending is lower than the YJS family average for the annual time period of April 21 - March 22 and also lower than our neighbouring boroughs. We were in position 79 in the same period the previous year and are now at 25 which was a significant improvement.

Unfortunately, more recent data from the YJB is unavailable for us to benchmark further.

Risks and issues

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

Youth Justice Grant 2024- 2025

As of June 2024, the Youth Justice Board have been unable to secure a grant allocation for 2024- 2025 and therefore unable to confirm Havering's core grant settlement. This impacts on our ability to fully financially plan for the delivery of the Youth Justice Service. Our Youth Justice core grant is based on 2011 census population figures, therefore due to the recent unprecedented growth, our funding does not reflect the child population within Havering.

Delays in Sentencing

Havering continues to see delays in children being charged for an offence and sentencing and will be focusing on diversionary work whilst a child is awaiting sentencing. Data is shared with the board to ensure oversight and scrutiny and where appropriate, implementing escalation.

Staffing

There is a statutory requirement for an education provision to be within the YJS. This post is currently vacant and therefore, the education department within Starting Well is helping provide the required service to the YJS. Due to staff vacancies, there is a current reduction in capacity within the team. Starting Well is currently in stage two of a restructure where staffing structures are being revised to provide additional capacity.

Turnaround

Turnaround funding is due to end in March 2025. Therefore, Havering are currently exploring how preventative services can continue beyond April 2025. This will remain an agenda item at the YJMB.

Disproportionality

Havering continue to see an overrepresentation for children who are open to children's social care, from a Black or mixed ethnicity. This will continue to be a focus as the YJMB. A paper is going to be brought to the next Board meeting on disproportionality.

ICT/ Performance

Havering's data and the YJS KPIs performance are not yet consistent. We are currently liaising with the YJSB and Childview to resolve these issues.

Victims

Delays in sentencing could be impacting on victim engagement. We are currently reviewing victim engagement and sentencing timeframes to explore our hypothesis.

Resources

The YJS are currently reviewing the offences being committed to ensure we have appropriate evidenced based interventions. Havering staff are linking with boroughs assessed as being 'good' or 'outstanding' to share and learn good practice.

Plan for the forthcoming year

Board development

During 2023- 2024, the board and partnership work has positively evolved and has shown a significant amount of co-production and collaboration that has positively impacted on services provided to children within youth justice.

Board Priorities

- To ensure an effective local vision and partnership strategy for the delivery of a high-quality, personalised and responsive service for all children, families, victims and the community
- To ensure leadership and partnership arrangements actively support effective service delivery
- Appropriate information is shared at the board to ensure effective scrutiny to drive service delivery

Vision

- The Board will champion the delivery of youth justice services through multi-agency working aiming to promote better outcomes for children and families, ensure effective safeguarding of children and the community and effective victim support.
- The Board will be a place to challenge and seek accountability from the membership applying a child first approach to improve outcomes for children.

Culture of the Board

- To champion the needs of the children, families and victims within, or at risk of entering, the criminal justice system.
- To create a safe space to provide challenge and scrutiny in a constructive manner to achieve better outcomes for children in line with the YJB guidance.
- To focus on delivering the strategic objectives in-line with the YJB guidance.
- To maximize public and stakeholder trust and confidence in the delivery of Youth Justice Services

Objectives:

- Promote the voice of the child (service users/victims) and facilitate their contribution to the functioning of the board
- Promoting decision making through a Child First lens.
- Actively respond to and address disproportionality within the youth justice system
- Identify emerging themes focusing on a multi-agency response (e.g., Child Exploitation).
- Routinely compare Havering's performance with equivalent services and neighbouring boroughs with a view to openness, honesty, and continuous improvement
- Identify best practice through HMIP Inspections and thematic reviews and incorporate it. Review and challenge the functioning of the Board against these criteria.

Workforce Development

It is imperative that all staff have the knowledge and skillset required for their roles. In Havering we are committed to having a highly skilled workforce that can 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. Most 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 (Assessment/ Intervention/ Moving On- AIM3)
- 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
- Systemic Practice

Moving forward our aim is to attract and retain a highly skilled, diverse, and stable workforce through providing relevant training, effective recruitment, and positive employee engagement. We will identify gaps in knowledge via the thematic reviews, quality assurance process and staff feedback and respond to these needs in a timely manner.

Priorities for the coming year



Standards for children

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. The 5 standards set out in the [Standards for children in the youth justice system 2019](#) are:

Standard 1

In our 2022 inspection, we were assessed as **'requires improvement'** for our assessments and policy provision, **'good'** in our implementation and delivery and **'outstanding'** in our planning. In early 2023, we reviewed this assessment tool to ensure risk was being assessed accurately and since 01.04.2024, we have implemented and embedded the new YJB prevention and diversion assessment tool. We have also reviewed our data to reflect the impact our Out of Court Disposals is having on our children, and this will be available for oversight and scrutiny at all future YJMBs. Moreover, Havering have dates for the 2024- 2025 scrutiny panels, with the first one taking place in July. We continue to monitor progress closely.

Standard 2

On 31.10.2023, Havering submitted our self-evaluation which was reviewed, and the evidence was scored at the Youth Justice Management Board on 26.10.2023 where our overall rating was 'good'. At this meeting, the board fed back positively in relation to this process. We also received positive verbal feedback from our Youth Justice Board lead who shared that we carried out a thorough self-assessment and set a high standard at our Youth Justice Board. Although our self- evaluation was scored as 'good', as a reflective partnership, an action plan has been devised from the learning and will be monitored via the Youth Justice Management Board.

Standard 3

In our 2022 inspection, we were assessed as being 'good' overall for our work in court disposals. In 2023- 2024, we continued to complete robust assessments to address the child's safety and wellbeing needs. To ensure effective oversight, we have implemented a whole team weekly meeting to review children whose risk meets the threshold to be heard at the risk management panels to help prevent drift and delay.

Standard 4

As part of our quality assurance process, audits conducted in early 2024 highlighted areas of strengths with work the team and partnership are undertaking with our children in custody. It is acknowledged that children in custody are some of our most vulnerable cohorts and therefore, we will continue to focus on providing support and effective practice for these children.

Standard 5

In our 2022 inspection, we were assessed as being 'good' overall for our work in resettlement. In 2023- 2024, our findings from our audit reviews were that the work carried out with our children and families continued to be of a good quality. With a focus for 2024- 2025, we will be embedding standard guidance as part of the allocation and supervision process to evidence quality assurance and oversight for all children.

Plan for 2024- 2025

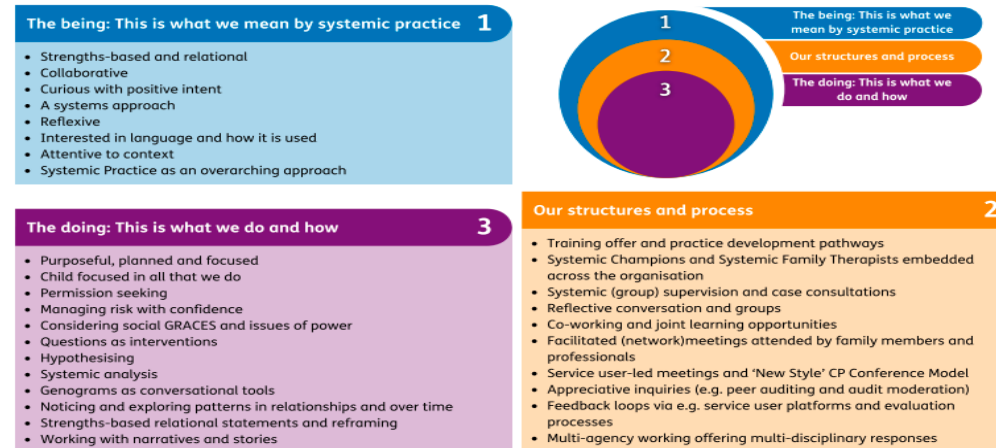
All managers within the Youth Justice Service are now taking part in monthly audits, with alternative months focusing on one of the YJS standards and bi-monthly themes audits being held to include: management oversight and quality assurance, risk management, and exploitation and contextual safeguarding. Outcomes of the audits will be presented to the board and any actions added to the improvement plan.

A focus for 2024- 2025 will be to ensure the all staffwith YJS will attend refresher training in relation to the standards and that management oversight reflects the standards set out by the YJB. We will be ensuring initial case direction reflects the standards and is tracked via supervision.

Service development

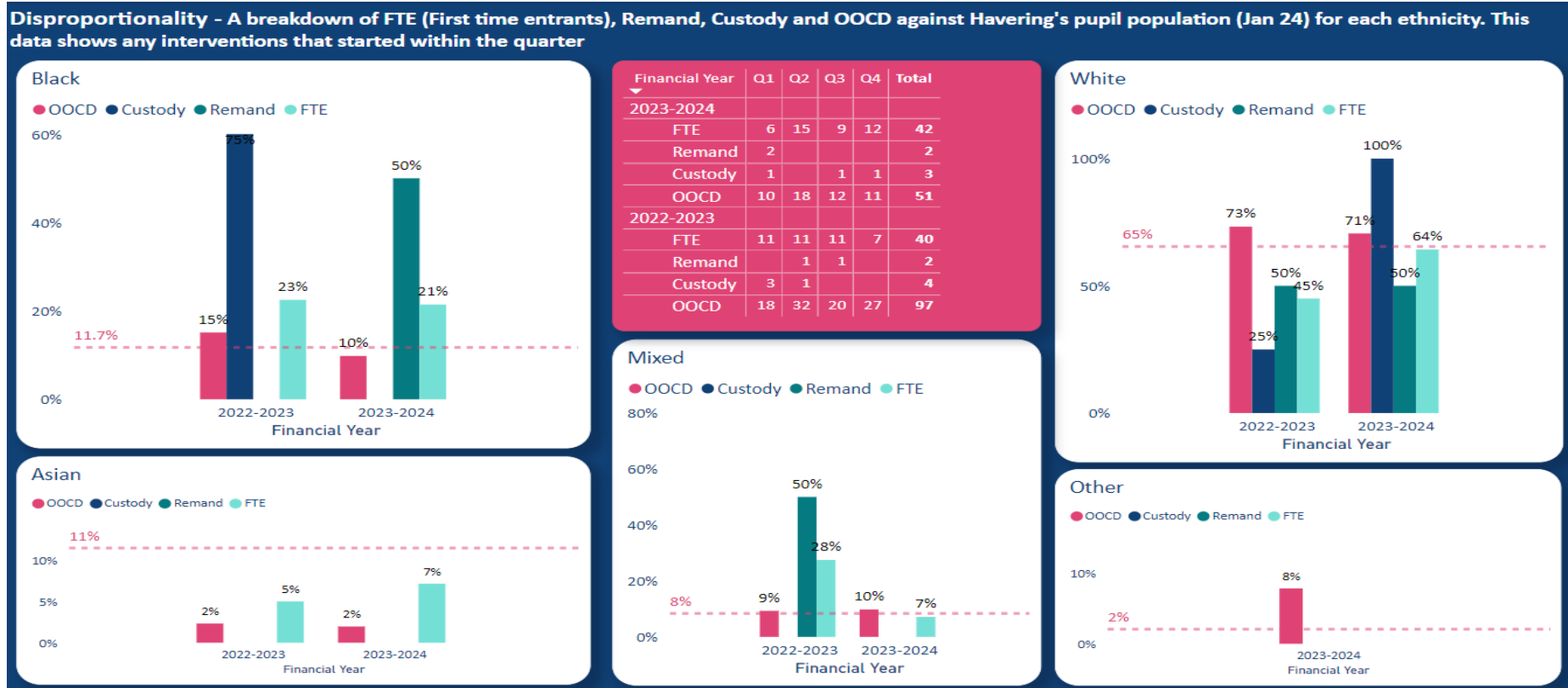
The Youth Justice Service is undertaking a service re-structure later in the year as part of the Starting Well re-organisation Phase 2 to strengthen service capacity and to continue to improve practice. We have continued to embed our Face to Face, systemic practice model, which is supported by having a full-time systemic therapist in the service.

Our Model of Practice



Within the YJS, we have worked in collaboration to deliver the Havering Youth Justice Plan 2023-2024, with a particular emphasis on embedding systemic ideas as an overarching approach. To achieve this, we:

- Work jointly with the multi-disciplinary / multi-agency network as well as families to support diversion and desistance and to improve outcomes for children, young people, families and communities.
- To provide a systemic/relational strength-based approach to address and improve the mental wellbeing and resilience of young people and their families.
- To promote positive relationships between young people and their families.
- Assist in improving the quality of assessments, care plans/interventions and case formulations.
- Family Therapy intervention will assist in preventing offending behaviour and reduce re-offending.



Plan for 2024- 2025

We will;

- Review our resources and develop the service in response to local needs and opportunities;
- Work with the sector and YJB to support wider system challenge and improvement work; and
- Learn from the HMIP published inspection findings, serious case reviews and local reviews to bring learning into the work of the partnership as well as the service.

Focusing on National priority areas especially in relation to Children from groups which are over-represented

Our work in this area continues to be focused on disproportionality. The total Havering Population for under 18's that are non-white stands at 31%; however, the offending rate from non-white young people is 59% (all outcomes).

Plan for 2024- 2025

Over the upcoming year, we will focus on improving our overall outcomes to help address over- represented children by

- Advocating for overrepresented children to improve outcomes for our children and young people from Black, Asian, Other or Mixed-Race heritages
- Ensuring a strong multi- agency, whole family response.
- Reducing school exclusions which disproportionately impact children and young people from Black, Asian or other categories
- Ensuring that children and young people receive appropriate outcomes, support and interventions

Re-offending rates

In terms of unique children reoffending, our numbers remain low in comparison with national rates across Youth Justice Services in England and Wales. However, we will continue to explore ways to address re-offending to ensuring a timely early help and diversionary offer is available where possible.

Reoffending rate - Three month cohort Jan 22 - Mar 22

Local YOT Area	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending
Havering	7	1	4	4.00	0.57	14.3%
Redbridge	28	12	85	7.08	3.04	42.9%
Barking and Dagenham	31	9	31	3.44	1.00	29.0%
YJS Family Average	40	14	51	3.80	1.28	35.0%

Havering's reoffending is considerably lower than the YJS family average for the time period of Jan 22 - March 22 for % of reoffending. We were in position 93 in the same period the previous year and are now at 8 which is a fantastic improvement. Unfortunately more recent data from the YJB is unavailable

Reoffending rate - Aggregated quarterly cohorts Apr 21 - Mar 22

Local YOT Area	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending
Havering	57	12	28	2	0.49	21.1%
Barking and Dagenham	130	49	142	3	1.09	37.7%
Redbridge	116	43	208	5	1.79	37.1%
YJS Family Average	145	45	167	4	1.15	31.0%

Havering's reoffending is lower than the YJS family average for the annual time period of April 21 - March 22. We were in position 111 in the same period the previous year and are now at 13 which is an amazing improvement. Unfortunately more recent data from the YJB is unavailable

Children in Care

In Havering we take our duty as “corporate parents” seriously. All of us, across the Partnership and within the Council are focused on being good corporate parents to the 280 children in our care and over 350 care leavers. Our coproduced Corporate Parenting Strategy lists the six main areas that our children in our care want us to work on, with them. These are;

1. Every young person should feel safe in their homes, schools, and public spaces
2. Hear the voice of young people more, to better develop our services and the care young people receive
3. For every child to have a caring home
4. To provide aspiration, an excellent education, and opportunities for employment and learning for life
5. A clear and shared picture of our service

As part of the strategy, we have made a pledge to care leavers and children in our care. Our pledge was formulated with children and young people and outlines the commitment of staff, partners and Councillors by listing our promises to them. The pledge is based on the reality of the children and young people we work with and emphasises what is important to them.

We pledge to:

- Listen to you
- Look after you and treat you well
- Help you achieve your full potential in education
- Help you to keep healthy and well

One of our service priorities is to raise the aspirations of children. It is our role as corporate parents and ambassadors for children to be ambitious for and on behalf of our children. This reaches across every aspect of our practice, from education and universal services to care leavers and adopted children. Our corporate plan, supports the [Reducing criminalisation of looked -after children and care leavers- A Protocol for London](#) which will continue to be a focus for 2024- 2025.

Policing

The Metropolitan Police Service (MPS) are committed to continuing to working towards a child first approach, ensuring that children are treated as individuals and any complex needs are considered when dealing with them for criminal matters whilst also upholding the principles of public safety. Locally police are fully engaged with the OOC panel, RMP and YJB board to ensure that the right

outcomes are met for all children in the borough. Police fully acknowledge the need for the voice of the child to be heard and their opinions respected and looking for alternative outcomes for children where appropriate rather than the youth justice system.

Prevention

Our fundamental aim is to promote a childhood removed from the justice system, using prevention, diversion and minimal intervention.

The Child First approach tells us that diverting children away from the formal criminal justice system using non-statutory disposals, where appropriate, delivers better outcomes for children, families, victims and the community. The Youth Endowment Fund has summarised the evidence:

Pre-court diversion leads to greater reductions in reoffending than processing through the courts. The research suggests that pre-court diversion reduces reoffending by 13%. Furthermore, if children are diverted but do commit another offence, this offence is likely to be less serious. There is also evidence that pre-court diversion has a greater impact than diversion after a charge is made. This provides support for the argument that you can achieve greater impacts by limiting a child's experience of the criminal justice system.

Local Police are involved in several diversionary and prevention work through the Safer Schools Teams, Youth Offending Teams, Child Exploitation Team, Police Cadets and beyond. Our Police colleagues continue to expand their engagement opportunities with the YJS in terms of the delivery of educational and diversionary 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.

Diversion

As shared on page 48, our diversionary offer remains a priority for Havering over the upcoming year. Our MASH provides an opportunity to divert and signpost young people from the earliest opportunity to universal and Early Help Services.

Plan for 2024- 2025

We will aim to:

- Increase the number of children engaging in diversionary and learning activities with universal or early help services.
- Continue to engage with children and young people on the cusp of or engaging in anti-social behaviour and or substance misuse via our Your Choice and Turnaround programmes, aiming to prevent escalation into serious youth violence or offending through supporting pathways to more positive outcomes.
- Continue to focus on school attendance and transitions
- Increase awareness sessions around the harm of drugs and alcohol for children and families
- Involve young people with local violence prevention work through youth council, youth independent advisory groups and media platforms.
- Focus on whole family model in relation to mental health and well-being supporting parents with their emotional resilience, improving family relationships and developing targeted response to domestic abuse.

Education

Education for our children and young people continues to be a focus for the Youth Justice Service and the board. Over the last year, we have secured funding to create an education position within the youth justice service to focus on the educational needs of the children with our cohort. We now have provisions in place to review and monitor children's education arrangements weekly. This is currently being overseen at a senior management level to ensure effective monitoring.

Plan for 2024- 2025

We will aim to:

Appoint to the Education post by September 2024

Restorative approaches and victims

As previously stated, restorative approaches empower victims and support children to develop a 'pro-social' identity, and to help them to make a positive contribution to their community. Please provide information on the services delivered to victims and how you are delivering the rights to victims as required under the [Victims Code](#).

Plan for 2024-2025

We will focus on;

- Developing a clear plan on improving engagement of victims
- Monitoring data, to be reviewed and scrutinised by the YJMB to develop further strategies for engagement
- Learn from best practice and disseminate across our service

Serious violence, exploitation and contextual safeguarding

The phrase 'risk outside the home' (ROTH) remains incorporated in the December 2023 Working Together to Safeguard Children guidance. We know 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

Havering is currently implementing The Student Voice platform with over 20 schools across the borough signing up, including a majority of schools in Harold Hill, which is an area that has experienced high levels of youth violence. The Student Voice is a child-centred, preventative tool, addressing student concerns and promoting safe student communities in a simple and measurable way. The first 'theme' which will be rolled out in September 2024 will be looking at young people's sense of safety when travelling to and from school, which is something that children told us was a concern in our universal survey 'SHOUT – we are listening'. When asked what they would change about the local area, comments from children included '*I would have police outside Romford station at all times of day*' and '*make the buses feel safer*'. 57% of children who responded to the question '*Is there anywhere in Havering you feel unsafe*' said on the streets and 34% said bus stops and train stations.

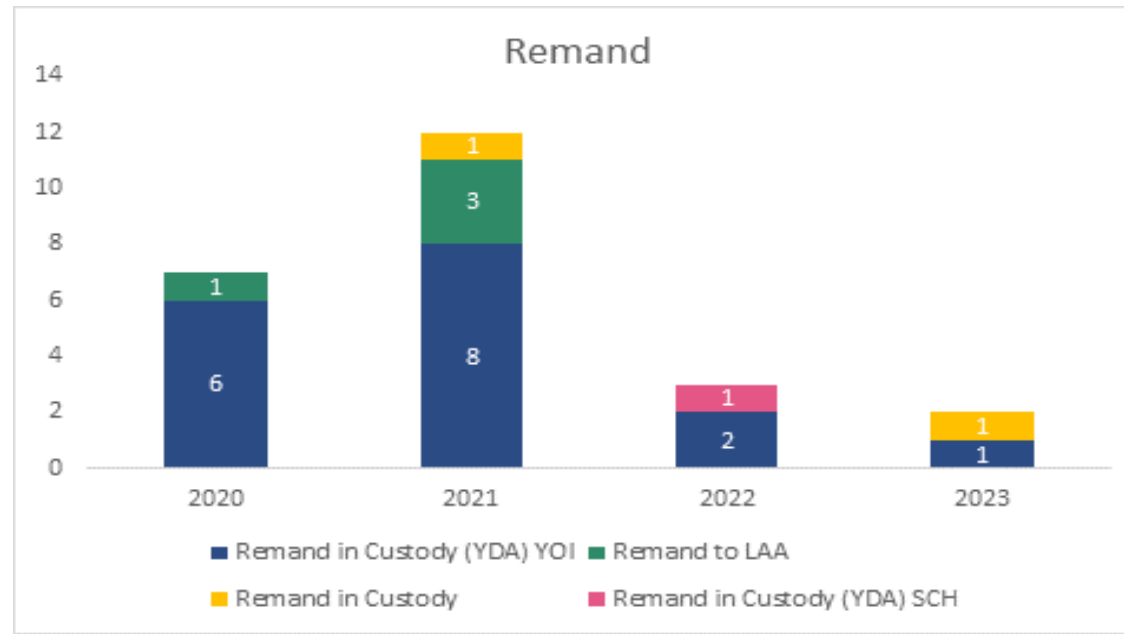
Havering has developed a screening tool to help professionals identify contextual harm and risk – the *Havering Risk and Vulnerability Assessment*. We recommend that as risk and harm is dynamic, the HARVA is reviewed with partners and updated when staff become aware of new risks. This enables practitioners to understand whether the risk and vulnerability has increased or decreased and whether the intervention needs to change or remain. Dependent on the level of risk, the outcome of the HARVA may require an Exploitation Episode being opened. The HARVA also includes a safety plan section which is mandatory to complete.

Detention in police custody

Police partners are engaged in complying with the new C.H.I.L.D + protocols which include children being provided with a solicitor unless they explicitly opt out, ensuring where possible an appropriate adult that is known to the child is used, facilitating two way communication and information sharing with the local authority (Op Harbinger) to understand and assess all risks and welfare need, ensuring investigations whilst the child is in custody are progressed as expediently as possible amongst other welfare improvements.

Remands

Last year 2 children were remanded into custody. Success of our low custody numbers is due to the partnership work informing risk and safety decision-making and planning and taking a Child-First approach.



2024 – 2025 Plan

We will

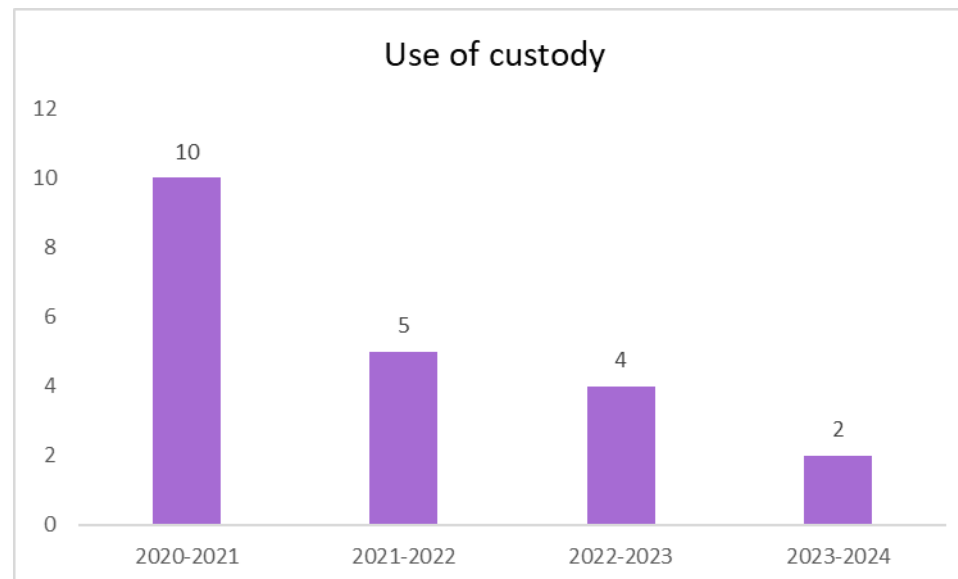
- Work with partners to identify alternatives to remand and more robust community bail packages.
- Maintain close links with Children’s Social Care and the Placements team to identify alternative placements that avoid remands to custody.
- Utilise the London Accommodation Pathfinder (LAP) at every opportunity

Use of custody and constructive resettlement

In Havering we believe that when children do go to custody it can have a damaging effect on their lives, disrupting education and straining family relationships. We are aware that Children in custody are likely to be amongst the most complex and vulnerable children in society. Therefore, even in services where custody rates are low, reference should be made to strategic planning, including work across the partnership for these children and any analysis completed on their needs.

Children leaving custody often face challenges in relation to suitable accommodation and this section can include what work the partnership has achieved in implementing the principles of constructive resettlement in practice, maximising where possible the use of temporary release and how they plan to implement the constructive resettlement approach in the future. Case examples can be included.

Use of custody in Havering has decreased from 4 children in 2022- 2023 to just 2 children in 2023- 2023. This is particularly impressive as our population continues to grow. We believe our success is supported by our trauma informed pre-sentence reports, systemic model, being child focus and having good partnership working to plans around the child.



Working with families

Havering's Youth Justice Service is interfaced with the Local Authorities Supporting Families programme, and sustained outcomes for children and families are evidenced against the agreed financial framework.

Whole family issues are identified through the Asset Plus Assessment and interventions are put in place to support families reach independence from statutory services. Evidence is collated through the Supporting Families team and a range of data sources where outcomes have been sustained for a 6-month period post intervention closure. Communication channels are in place through the two teams and data is provided to the service in respect of successful outcomes per financial quarter.

2024- 2025 plan

We will

- Increase referrals to the parenting service to ensure timely support to the carers needs whilst providing effective support.
- Explore step down plans to early help or family coaches helping families overcome challenges through improving their resilience through a provision of diverse range of practical support.
- We continue to focus on building children's strengths in the context of their family

Business and Improvement Plan 2024 – 2025				
Priority	Activity	By when	Outcome	Lead
1. Leadership and Governance				
Ensure recommendations made by HMIP are embedded, 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 ensure appropriate seniority of partnership to progress this Plan	September 2024	<ul style="list-style-type: none"> • All Board members to work with the Youth Justice Managers and demonstrate a good understanding of the work and Youth Justice cohort. • Effective engagement of all Board Members 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 / Simon Hutchinson
	1.2. Program of workshops, events and joint training opportunities to take place between April 2024 to March 2025	March 2025	<ul style="list-style-type: none"> • Youth Justice Management Board and Youth Justice staff members have a positive working relationship and can demonstrate a robust understanding of each other's roles. 	Tara Geere / Simon Hutchinson

	1.3 Training to be delivered via workshop for the Board on Child First	November 2024	<ul style="list-style-type: none"> Child First joined up partnership approach to be evidence across service delivery and evidenced via audits and outcomes for children . 	AD for Early Help and Partnerships
	1.4 Implement a program of work for Board members to meet with children to understand their lived-in experiences and consider what they could do as Board members to improve outcomes for children within delivery of services	January 2025	<ul style="list-style-type: none"> Evidence that the child's voice informs services for children and young people. 	AD for Early Help and Partnerships and Board Members
2. Prevention and Diversion				
2. Prevention and Diversion: Reduce the number of children entering the justice system, and effectively work to address disproportionality accessing the	2.1 Deliver Turnaround Program to meet targets and identify how this prevention work can continue as of April 2025	March 2025	<ul style="list-style-type: none"> Reduced number of children re-offending Reduced number of children from disproportionate backgrounds 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 Improved outcomes for children identified as part of the SEND cohort. 	AD for Early Help and Partnerships
	2.2 Development of an enhanced YJS dataset with KPIs for YJS and partners and effectively monitor via the YJMB.	November 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. 	YJMB members
	2.3 Effective monitoring of the effectiveness of Out of Court Processes	November 2024	<ul style="list-style-type: none"> Effective responses to divert children and increased the number of children subject to out of court processes 	AD for Early Help and Partnerships
	2.4 Ensure all Pre-Sentence Reports reflect the individual needs	September 2024	<ul style="list-style-type: none"> Increased understanding of the local population by the court which supports 	YOT Operations Manager and

criminal justice system. 2. Prevention and Diversion: Reduce the number of children entering the justice system, and effectively work to address disproportionality accessing the criminal justice system.	of the child, empathising the adversity experienced by our children from a disproportional background		a reduction in the numbers of children from marginalized background receiving sentences that are differ from their peers	Service Manager for Youth Justice
	2.5 YJMB are provided with regular information and updates in respect of disproportionality, and are able to identify and ask for reports on any actions proposed or undertaken to address this, across the Youth Justice partnership	September 2024	<ul style="list-style-type: none"> • Reports are scrutinised by the YJMB who identify and work across the partnership to reduce disproportionality within the YJS 	Tara Geere / Simon Hutchinson
	2.6. Safer Schools' Officers will continue to support schools affected by youth violence with specific focus on reducing robbery and knife enabled crime across both victims and suspected children through increasing patrolling and awareness raising amongst children within schools.	November 2024	<ul style="list-style-type: none"> • There will be a reduced number of reported incidents of robbery and knife crime. 	Service Manager Youth Justice and Safer Schools partnership lead
	2.7 Strengthen focus on prevention of substance misuse in schools and in communities and focus on recording interventions	January 2025	<ul style="list-style-type: none"> • % of young people coming to notice for substance related offences decreases • % of preventative educational briefings delivered in schools increases. • 	YOT Operations Manager
	2.8 Strengthen pathways and engagement with youth activities enabling young people to engage with mentors and develop life skills diverting them from crime.	October 2024	<ul style="list-style-type: none"> • % of young people open to YJS attending My Place and other youth forums and engaging in life skills programs increases. • 	Service Manager for Youth Justice and Service Manager for Early Help
	2.9 Increase number of children identified at risk of serious violence and	October 2024	<ul style="list-style-type: none"> • Feedback from Parent school user forums increases 	Service Manager for Youth

2. Prevention and Diversion: Reduce the number of children entering the justice system, and effectively work to address disproportionality accessing the criminal justice system.	positively engage them in diversionary activity in school and community projects		<ul style="list-style-type: none"> HARM panel actively identifies and proportionately responds to young people at risk of serious violence. Young people are aware of and are encouraged to attend diversionary activities in school and in community groups. 	Justice and Service Manager for Early Help
	2.10. Regular quality assurance and thematic reports are undertaken on First Time Entrant's to the YJS and reoffending which are presented and scrutinised at the YJMB to identify work across the partnership	January 2025	<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 	AD for Early Help and Partnerships
	2.11 Partners attend all YJMB meetings and are accountable for the work of the service	September 2024	<ul style="list-style-type: none"> Regular attendance of YJSMB member effectively monitors and identifies areas of strength and areas for development 	Tara Geere / Simon Hutchinson
	2.12 Pathways for specific cohorts (SEND) of children are reviewed	September 2024	<ul style="list-style-type: none"> Children with SEND are appropriately managed in a coordinated approach by the partnership to ensure appropriate provisions are in place to support the child 	AD for Early Help and Partnerships / AD for Education
3. Prevention and Diversion				
3. Prevention and Diversion: divert more children into Out of Court disposal	3.1. Update the Out of Court Disposal Protocol and ensure robust decision-making in place between Youth Justice Service and the Met Police	September 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 	Service Manager Youth Justice
	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	January 2025	<ul style="list-style-type: none"> Regular monitoring and reporting on the outcomes of the Out of Court Disposal process in respect of marginalized children, highlights any 	AD for Early Help and Partnerships

	their rights and are prevented from further offending		disproportionality observed and appropriate actions are identified and actioned by the YJMB as required	
3. Prevention and Diversion: divert more children	3.3 Youth Justice staff complete robust Assessments for all children identified throughout the service for prevention, diversion work and interventions	October 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 	YOT manager
	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 2025	<ul style="list-style-type: none"> • Children are engaged in appropriate prevention programmes 	Service Manager Youth Justice
	3.5 Review the profile of children involved in offending with specific focus on First Time Entrants to identify key drivers/trends to inform our local response	March 2025	<ul style="list-style-type: none"> • Evidence that service delivery across the partnership reflects the identifying key drivers/ trends, helping to reduce/ maintain a low level of First Time Entrance 	AD for Early Help and Partnerships; Service Manager, Youth Justice.
	3.6 Embed a 'child first' approach within delivery of Out of Court Disposals.	September 2024	<ul style="list-style-type: none"> • Evidence of a Child First approach via audits and reviewed data set. 	Service Manager, Youth Justice and YOT Operations Manager
	3.7 Contribute to the development of practice guidance in line with our adolescence safeguarding strategy which reduces young people's extrafamilial risks outside their home	October 2024	<ul style="list-style-type: none"> • There is a clear plan addressing extra familiar harm and contingency planning for all children where there are Child Exploitation concerns. This will be reviewed and monitored via audits and the YJMB data set 	AD for Early Help and Partnerships
	3.8 Undertake a practice review of our work in custody, resettlement, and prevention of remands.	January 2025	<ul style="list-style-type: none"> • Outcomes of practice review will provide areas of good practice and focus areas for practice development and learning 	YOT Operational Manager
	3.9 Undertake an annual profile of children involved in offending to	March 2025	<ul style="list-style-type: none"> • Data set identifies characteristics of children accessing the YJS and at 	AD for Early Help and Partnerships /
3. Prevention and Diversion: divert more children				

	identify trends and needs of children within re-offending cohort and ensure we continue to provide and commission the right resources and support.		risk of entering the criminal justice system. Early Help evidences a service offer in response to this to help ensure the right services are in place to help divert children from offending	Head of Community safety
	3.10 Continue to embed joint working protocol with social care with focus on joint supervision use to have a coordinated approach to care planning and keeping children safe	October 2024	<ul style="list-style-type: none"> Evidence of joint and coordinated whole family planning, ensuring plans are SMART across the partnership. 	YOT Operational Manager
	3.11 Strengthen our risk management panels to ensure that the continue to help young people to remain safe	October 2024	<ul style="list-style-type: none"> Evidence that the risk management panels are having positive outcomes of children, their families and the community. 	YOT Operational Manager
	3.12 Develop AQA accreditation to celebrate and accredit children's learning through the work they do with the Youth Justice Service	December 2024	<ul style="list-style-type: none"> Evidence that children who access the youth Justice Service have improved skills and knowledge to help them achieve further education or employment 	Service Manager, Youth Justice

4. Voice of the Child:

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 2025	<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 / Simon Hutchinson
	4.2. Children are involved in recruitment and the shaping of service delivery	November 2024	<ul style="list-style-type: none"> Children are routinely consulted with, to develop services and are routinely involved in recruitment of staff 	Service Manager, Youth Justice
	4.3 Partnership assurance events to be developed focused on voice of the child and youth participation	January 2025	<ul style="list-style-type: none"> The Voice of the child is evidenced and shared throughout self-evaluations 	Service Manager, Youth Justice

	4.4 Questionnaires are further developed to use with children and their families and are utilised to inform self- evaluations	October 2024	<ul style="list-style-type: none"> Feedback is regularly collated and reviewed to inform self-evaluations, service reflection and future delivery opportunities. Children are confident that their voices are heard and that they are supporting effective change 	YOT Operational Manager
5. Workforce development				
5. Workforce development: ensure that the staff team have the right skills for delivering high quality work with children	5.1. Staff take up the 10-day learning offer in Havering in accordance with learning needs identified through the PDR process.	August 2024	<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 The Havering Social Care Academy training offer is maximised with a good representative of attendance from Youth Justice professionals 	YOT Operational Manager
	5.2 Reorganisation of the Starting Well department will incorporate a review of the YJS	March 2024	<ul style="list-style-type: none"> Delivery of an effective service with skilled experienced professionals 	AD for Early Help and Partnerships
6. Quality Assurance:				
Quality Assurance: Maintain and improve the quality of all interventions, ensuring National Standards are met and a strong focus remains on addressing disproportionality	6.1. Self-Evaluation is completed and regular internal audits completed	February 2025	<ul style="list-style-type: none"> The Youth Justice Service remains compliant with all National Standards Recommendations made in the HMIP report are monitored via the YJMB The YJMB is confident that high quality services are being delivered through feedback from audits, staff, children and families Practice is reviewed on a regular basis to highlight alignment with National Standards, with key focus workshops/supervision sessions taking place 	AD for Early Help and Partnerships Service Manager, Youth Justice

7 Risk of Harm to Self and Others and Safety and Wellbeing of our children

7. Risk of Harm to Self and Others and Safety and Wellbeing of our children	7.1 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.	November 2024	Risk is identified, appropriate interventions are undertaken to ensure risk reduction and there is regular review	YOT Operations Manager
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**Sign off,
submission and
approval**

Tara Geere

Chair of YJS Board -
name
Signature
Date

28th June 2024