

Havering Youth Justice Plan 2026–2027



Co-Chairs of Youth Justice Board

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Date

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Foreword

Welcome to the Havering Youth Justice Plan for 2026 - 2027. As with previous years, the plan has been reviewed looking at the wide range of multi-agency work that has taken place in Havering over the previous year and is set out to evidence the continuing determination of the Havering Youth Justice Partnership to make a positive difference to the lives of children, young people and families engaged with our services. The contents of this plan have been developed using our self-evaluation and from consultation and feedback with key stakeholders of the Youth Justice Management Board (YJMB), Youth Justice Service (YJS) Team members, and considers feedback from the YJS service users.

In accordance with the Crime & Disorder Act 1998, the plan sets out the direction of travel and key priorities for the service and partnership for 2026 - 2027. Progression of the plan will be closely monitored by the Youth Justice Management Board throughout the year ahead.

The Havering Youth Justice Plan:

- Outlines the current YJS structures, governance, and partnership arrangements.
- Summarises the resources available to the YJS.
- Reviews achievement and developments during 2025 -2027.
- Identifies emerging issues and describes the partnerships areas of focus.
- Sets out our priorities and actions for improving outcomes over the next year.

The plan sets out our continued shared 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 and young people are not unnecessarily criminalised because of their vulnerabilities and the challenges they may face. As a partnership we are focusing on reducing disproportionality in any responses and outcomes. We look forward to continuing our partnership expansion, building on our joint working opportunities and delivering improved outcomes for our children, young people, and their families and carers, and the victims of youth offending.



**Sharon Brind,
Superintendent
Neighbourhood
Policing, East Area BCU**



**Tara Geere,
Statutory Director of
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Havering Council**

Joint Chairs of Havering Youth Justice Management Board

Introduction, Strategy and Vision

The Havering Youth Justice Plan 2026–2027 sets out how as local partners we will work together to prevent offending, reduce reoffending, and achieve improved outcomes for children, young people, victims and communities. Developed in line with statutory requirements under the Crime and Disorder Act 1998, the Plan reflects Havering's shared commitment to a **child-first approach**, evidence-based practice, and strong multi-agency collaboration.

The Plan brings together learning from quality assurance activities and performance data, alongside feedback from children, young people, families, practitioners and partners. It describes current service delivery, governance and resources, reviewing recent progress, and sets out clear priorities for the year ahead to ensure our services remain responsive, equitable and effective.

Havering continues to experience significant demographic growth alongside increasing complexity in the needs of children and young people. Understanding this local context is essential to shaping proportionate, preventative and protective youth justice responses. The following section therefore outlines our context, population trends and safeguarding challenges that inform this Plan.

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



This Plan aligns with Havering's wider strategic priorities, including [Havering's Integrated Starting Well Plan 2024–2027](#), which sets out our shared ambition for every child and young person in Havering to thrive. Developed in partnership and informed by lived experience, the Starting Well Plan describes our collective **WISH** for children and young people to be:

Well – supported to achieve positive physical and emotional health

Inspired – enabled to grow, learn and achieve their potential

Safe – protected at home, in school and in their communities

Heard – empowered to influence decisions that affect their lives

Underpinning these priorities is a strong commitment to ensuring all children and young people are **Treated Fairly**, with a focus on equity, inclusion and addressing discrimination. These principles are embedded across Havering's Children's Services, including our early help, family support, education, safeguarding, youth justice and corporate parenting services.

We want to ensure that children in Havering are kept safe, treated fairly and supported to thrive, with involvement in the youth justice system being rare, proportionate and beneficial, and where necessary delivered through a Child First, equitable and trauma-informed approach.

Our Strategic Aims

- To prevent offending and reduce reoffending through effective early help, diversion and family-focused support.
- To embed Child First practice across all decision-making, ensuring children's strengths, rights and voices are central.
- To reduce disproportionality and inequality at every key point in the youth justice journey.
- To keep children, families and communities safe through robust risk management and coordinated responses to exploitation and serious violence.
- To provide strong leadership, governance and continuous improvement, ensuring high-quality practice and accountability across the partnership.

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



Delivering Care Services



Our Way of Working



Local Context



Office for National Statistics
Population Estimates for England
and Wales mid-year 2024

Havering experienced the highest net increase in children among all London boroughs from 2016 to 2020.

As of mid-2024, ONS estimates there are approximately **63,777 children and young people (0–17), making up 23% of the borough's population.**



The borough is increasingly diverse, with **26.8%** of pupils speaking a first language other than English in 2024/25.

DfE Schools, Pupils and their characteristics academic year 2024/25



55.7% of children eligible for free school meals achieved GLD in 2024/25, above the national FSM average.

LB Havering Best Start in Life Strategy March 2026



YJB Youth Justice Statistics 2024 to 2025 published January 2026

The rate of first time entrants to the youth justice system aged 10–17 years in Havering in 2024 (**149 per 100,000**) was better than London (158 per 100,000) and similar to England (146 per 100,000)



As of December 2024, **4.7%** of the population were claiming job seekers allowance (JSA) or Universal Credit for unemployment, compared to 5.9% in London

LB Havering JSNA 2025; Living Well, Ageing Well, Dying Well



29% of Havering children are estimated to be living in poverty after housing costs. In 2025, **32.2%** of homeless households had dependent children.

LB Havering Best Start in Life Strategy March 2026



DfE SEN2 data collection published June 2025

The number of children with Education, Health and Care Plans (EHCPs) has risen sharply, with **3,009 children and young people** holding an EHCP as of January 2025.



Havering
LONDON BOROUGH



Our 2025 Youth Wellbeing Census shows that the types of crime young people are most worried about are theft and knife crime
Havering Youth Wellbeing Census Neighbourhood Report February 2026



There were more permanent exclusions in Havering's schools in 2024/25 autumn term (**0.04% of the total school population**) than London (0.02%) but the same as England (0.04%).

DfE Autumn term 2024/25 Suspensions and Permanent Exclusions in England published November 2025

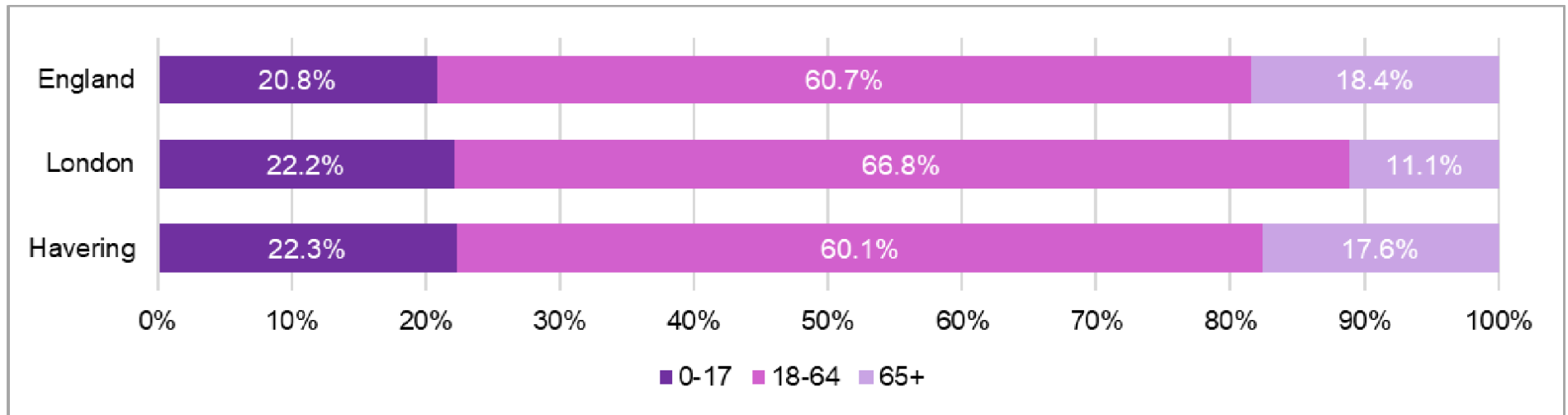


According to the 2021 Census, **20%** of Havering residents aged 16 and over reported having **no formal qualifications**, which is higher than the London average (**18.1%**) and England (16.2%). Havering has the seventh highest rate in London for this measure.



Census 2021 data shows that **75%** of Havering's total population was White British/White Other compared with **25%** from Global Majority groups, while **children were more likely to be from Asian (13.3%), Black (11.4%), or Mixed (9.1%) ethnic backgrounds than the population as a whole.**

Havering has seen a significant increase in our overall population. However, the greatest rise has been in the number of children aged under 18, with 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.



Source: Office for National Statistics (ONS) Census 2021, published Dec 2022

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 continue to grow to 61,350 by 2031. The total population count in Havering in 2021 was 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 illnesses has contributed to some children becoming more vulnerable to exploitation in the community.

The use of technology is advancing at a significant rate and whilst in some cases can be positive; it does however, 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

To meet its statutory responsibilities under the Crime and Disorder Act 1998, Havering operates a multi-agency Youth Justice Management Board (YJMB) which provides strategic oversight of the Youth Justice Service (YJS). The Board is accountable for ensuring that youth justice

services are effectively delivered, appropriately resourced, and continuously improved, in line with national standards, local priorities and the principles of a Child First justice system.

Our YJMB has responsibility for approving, overseeing and monitoring delivery of the Youth Justice Plan, receiving regular progress updates and providing challenge and assurance on implementation throughout the year. The Board scrutinises performance, delivery against statutory duties and our priorities, compliance with the Youth Justice Board oversight framework, ensuring that governance arrangements directly support good-quality work with children and positive outcomes for victims and communities.

Leadership And Board Arrangements

The Havering Youth Justice Management Board is jointly chaired by the Superintendent for Neighbourhood Policing, East Area BCU, and the Statutory Director of Children's Services which in Havering is named the Director Of Starting Well , providing clear and visible strategic leadership across the partnership. This joint chairing arrangement ensures strong alignment between policing, children's services, safeguarding and community safety priorities.

The Board promotes and embeds the child first, offender second principle across governance and practice, ensuring that strategic decision-making prioritises children's welfare, safety and engagement, while maintaining appropriate oversight of risk, public protection and victim safety. This reflects the emphasis within His Majesty's Inspection of Probation (HMIP) Domain 1 standards on governance arrangements driving the quality of frontline practice, rather than operating in isolation from it.

Attendance, seniority and representation at Board meetings are routinely reviewed to ensure that partners are represented at an appropriate level of authority to make decisions, commit resources and drive improvement across their respective agencies.

Partnership composition and multi-agency working

In line with statutory requirements, the Youth Justice Service operates as a co-located, multi-agency service, with contributions from the London Borough of Havering, the Metropolitan Police Service, the National Probation Service, health partners, education, and the voluntary and community sector, alongside other relevant local partners.

The Youth Justice Management Board is responsible for ensuring that partner agencies meet their statutory duties and that financial and in-kind contributions remain sufficient and proportionate to support the delivery of effective services. The Board provides regular scrutiny of partnership arrangements to ensure that collective resources are aligned to need, support early intervention and diversion, and deliver value for money, reflecting learning from recent HMIP and YJB findings on partnership effectiveness and resourcing.

Board assurance: performance, risk and improvement

The Youth Justice Management Board receives regular performance data, quality assurance and workforce reports to enable effective scrutiny of service delivery. Performance information has been reviewed and strengthened during 2025–2026, with data presented in a clearer, more outcome-focused way to support informed challenge and decision-making. We are committed to ensuring the data dashboard will continue to evolve to highlight trends, disproportionality, risk and impact for the YJS cohort.

The Board maintains oversight of the YJS improvement plan and actively monitors delivery against agreed actions, with risks, delays or under-performance escalated through the Board for resolution. Where concerns are identified, the Board agrees remedial actions, tracks progress through its action log, and ensures that responsibility and timescales are clearly assigned. This approach aligns with HMIP and YJB expectations that Boards provide active leadership and grip, rather than passive assurance.

Workforce and organisational oversight

The Youth Justice Management Board receives regular workforce updates, including staffing capacity, recruitment, retention and the impact of workforce pressures on service delivery. During 2025–2026, the Board oversaw the successful restructure of the Youth Justice Service as part of the wider Starting Well phase two re-organisation, supporting improved service stability and resilience.

The Board continues to provide oversight of workforce development and supervision arrangements, recognising the link between effective governance, supported staff and consistently good practice outcomes, as highlighted in recent HMIP inspections and national learning.

System leadership and wider partnership connectivity

The Youth Justice Management Board is strategically connected to wider system governance to ensure that youth justice priorities are embedded across the partnership. The Board reports into and maintains alignment with the Havering Safeguarding Children Partnership, the Special Education Needs and Disability (SEND) delivery Board and the Havering Community Safety Partnership.

At an operational level, the Youth Justice Service is represented on the Serious Youth Violence panel, Reducing Reoffending Board, Early Help Partnership Board, substance misuse partnerships and the Multi-Agency Child Exploitation (MACE) forum. These arrangements ensure that governance supports a whole-system response to risk outside the home, exploitation and serious youth violence, consistent with YJB learning on effective partnership working and prevention.

Board effectiveness and continuous improvement

The Youth Justice Management Board recognises the importance of reflecting on its own effectiveness, skills and functioning. The Board will continue to review its governance arrangements, membership and ways of working to ensure that it remains fit for purpose, responsive to change and able to provide strong strategic leadership in an increasingly complex operating environment. This reflects national expectations that Boards demonstrate learning, adaptability and continuous improvement as part of strong organisational delivery.

Update on the Previous Year's YJB Plan

Progress on the Priorities in the 2025 -2026 Plan

The priorities set out in the **Havering Youth Justice Plan 2025–2026**, followed endorsement of the broader 2024–2027 strategic plan, focused on strengthening leadership, improving prevention and diversion activity, embedding the voice of the child, developing a stable workforce, improving quality assurance, and strengthening responses to risk and safeguarding.

The following sections below summarise progress made during 2025–2026 against each priority and highlights learning that has informed the 2026–2027 plan.

1. Leadership And Governance

During 2025–2026, leadership and governance arrangements were strengthened to improve strategic oversight, accountability and system grip. The Youth Justice Management Board (YJMB) met bi-monthly and increased its focus on scrutiny of service performance, workforce stability, risk and delivery against the Youth Justice Plan.

The Board routinely reviewed workforce reports, monitored mitigation actions and oversaw a successful service restructure as part of the Starting Well Phase Two reorganisation, supporting longer-term workforce stability. Attendance and seniority at Board meetings were reviewed to ensure partners were represented at an appropriate level to enable effective challenge and decision-making.

The quality and presentation of performance information reported to the Board was strengthened, including the development of a more robust data dashboard, improving assurance and enabling clearer oversight of priorities, risks and emerging themes within the youth justice cohort.

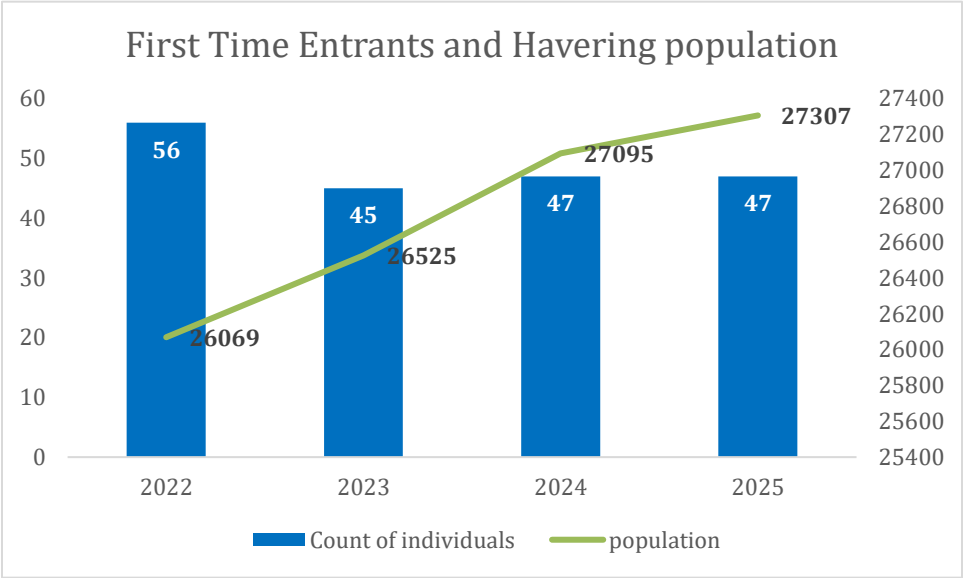
Progress against the Youth Justice Service improvement plan was reviewed regularly throughout the year, with actions tracked and escalated where there was any risk of drift or delay. Feedback

from operational staff and partners, alongside improved understanding of the characteristics and diverse needs of children accessing the service, further supported informed strategic oversight.

Focus for 2026-2027: Governance arrangements to provide strengthened assurance; with a continued focus to ensure strategic scrutiny consistently drives improved outcomes for children and victims.

2 & 3. Prevention And Diversion

Prevention and diversion remained a central priority during 2025–2026, reflecting continued pressure on the youth justice system, population growth and increasing complexity of need. The YJS worked closely with Police, Early Help and SEND partners to promote early intervention and the use of diversionary outcomes wherever appropriate.



Source: Childview (Youth Justice case recording system), March 2026

Oversight of Out of Court Disposal (OOC) decision-making was strengthened, with six-monthly scrutiny reports presented to the Youth Justice Management Board (YJMB). These provided assurance on proportionality, consistency and the consideration of vulnerability, SEND and protected characteristics. Disproportionality remained a standing agenda item at the YJMB, supported by enhanced quality assurance processes, SEND representation at OOC panels and regular monitoring through Board action logs.

Source:

ChildView (Youth Justice case recording system), March 2026

A joint deep-dive audit with Police completed in September 2025 found that sentencing outcomes for the cohort reviewed were proportionate, providing assurance while also identifying learning to inform ongoing scrutiny. Further joint auditing is planned to maintain focus on disproportionality and decision-making.

The Turnaround programme continued to form a core part of Havering's prevention offer, meeting target numbers for 2025–2026 and demonstrating positive early impact. Despite Havering's population growth, our First Time Entrant numbers remained stable, indicating the effectiveness of prevention and diversion activity during the year.

Focus for 2026-2027: Prevention and diversion remain areas of strength; however, ongoing system pressures mean sustained attention is required to ensure consistency, capacity and impact.

4. Voice of the Child

Embedding the voice of the child remained a priority during 2025–2026, with children's views, wishes and feelings routinely captured and used to inform intervention planning, reviews, safeguarding practice and day-to-day casework. A range of participation tools and approaches were used, including accessible digital platforms and support from dedicated participation workers, ensuring children and young people were able to engage in ways that suited their needs.

Joint intervention plans were developed with children and their parents or carers, and improvements to Youth Referral Order reviews ensured that children clearly understood and agreed their plans. Strategic oversight of participation activity was strengthened during the year, including opportunities for children and young people to engage directly with the Youth Justice Management Board, supporting improved understanding of lived experience and informing service development.

Focus for 2026-2027: The voice of the child is embedded at case level; further work is required to consistently evidence how children's views influence service-level decisions and partnership priorities.

5. Workforce Development

Workforce stability and development were a key focus during 2025–2026, particularly in the context of wider system pressures and the need to maintain safe and effective practice. As part of the Starting Well Phase Two reorganisation, the Youth Justice Service completed a restructure aimed at strengthening service resilience, clarifying roles and improving capacity.

Workforce reports were presented routinely to the Youth Justice Management Board, providing oversight of recruitment, vacancies, training and the impact of staffing on service delivery. Alongside this, access to training and professional development was maintained and strengthened to support trauma-informed, child-first and systemic practice. This included specialist training in areas of complex safeguarding, universal access to

Academy of Social Justice learning and a corporate commitment for permanent staff to undertake regular learning and mandatory training in line with the Face-to-Face systemic model of practice.

Focus for 2026-2027: *Structural changes have strengthened stability; embedding new arrangements, undertaking permanent recruitment and ensuring consistent supervision and development remains a priority.*

6. Quality Assurance

Improving quality assurance and management oversight remained a priority throughout 2025–2026. Audit activity, dip sampling and management review processes were strengthened and embedded, supported by all managers completing Best Practice in Auditing training. Quality assurance activity covered key areas of practice, including risk management, exploitation and contextual safeguarding, alongside the quality of reports and assessments.

Findings from audits and dip sampling were reported to the Youth Justice Management Board, informing discussion on practice quality, consistency and compliance with national standards. Actions arising from quality assurance activity were incorporated into the improvement plan and monitored over time, ensuring learning translated into sustained improvement in practice.

Focus for 2026-2027: *Quality assurance processes are more consistent; further strengthening will be undertaken to clearly demonstrate impact on outcomes and sustained improvement.*

7. Risk of Harm to Self and Others and Safety and Wellbeing of Children

Safeguarding and risk management remained a core priority during 2025–2026. The Youth Justice Service continued to strengthen evidencing how risks to children and others were identified, assessed and managed, drawing on multi-agency information and oversight through established forums including MACE, serious youth violence panels and risk management processes.

The YJMB received regular updates on safeguarding risks, serious incidents and emerging concerns, enabling appropriate challenge, escalation and assurance at a strategic level.

Focus for 2026-2027: *Multi-agency risk management arrangements are embedded; continued focus is required on consistency, timely information-sharing and system-wide responses.*

Overall Progress (2025–2026)

During 2025–2026, good and measurable progress was made against the priorities set out in the Youth Justice Plan. Leadership and governance arrangements strengthened, workforce stability improved, and assurance over prevention, diversion, safeguarding and practice quality increased. Several priorities remain ongoing due to system complexity and demand pressures and have directly informed the focus of the 2026–2027 plan.

Performance over the Previous Year

Benchmarking

Data sourced from the YDS for England and Wales Oct 24 - Sept 25

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.

Our family are Medway, Bexley, Essex, Kent, Bedfordshire, Southend-On-Sea, Hertfordshire, Thurrock, Northamptonshire and West Sussex

First Time Entrants Oct 24 - Sept 25

Local YOT Area	Number	Population 2023	Rate per 100,000
Havering	27	26,787	1.0
Redbridge	39	34,228	1.1
Barking and Dagenham	77	28,988	2.7
YJS Family Average	1088	75,054	14.5

Havering's FTE's are lower than the YOT family average and our local neighbours at the rate per 100,000

Custody Oct 24 - Sept 25

Local YOT Area	Number	Population 2023	Rate per 1,000
Havering	1	26,787	0.04
Barking and Dagenham	10	28,988	0.34
Redbridge	7	34,228	0.20
YJS Family Average	59	75,054	0.79

Havering's custody rate per 100,000 is much lower than the YJS family average and our local neighbours

Reoffending rate - Three month cohort Oct 23 - Dec 23

Local YOT Area	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending
Havering	21	6	17	2.83	0.81	28.6%
Barking and Dagenham	23	5	6	1.20	0.26	21.7%
Redbridge	29	7	22	3.14	0.76	24.1%
YJS Family Average	470	156	680	4.36	1.45	33.2%

Havering's reoffending is much lower than the YJS family average and our neighbouring boroughs for the % of reoffending. However we are slightly higher than our local neighbours. It is worth noting that this data is only up until Dec 23. Unfortunately more recent data from the YJB is unavailable

Reoffending rate - Aggregated quarterly cohorts Jan 23 - Dec 23

Local YOT Area	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending
Barking and Dagenham	92	24	59	2	0.64	26.1%
Redbridge	113	40	128	3	1.13	35.4%
Havering	58	16	54	3	0.93	27.6%
YJS Family Average	1868	578	2604	5	1.39	30.9%

Havering's reoffending is lower than the YJS family average however slightly higher than our neighbouring boroughs It is worth noting that this data is only up until Dec 23. Unfortunately more recent data from the YJB is unavailable.

Source: YDS (YJS Data Summary), March 2026

Risks And Issues

Risk and issues	Potential Impact	Actions and Proposed Actions	By whom and what timescales
Funding and Resources Systemic Therapist vacant post	Reduction in the support provided to practitioners delivering trauma informed work	This was progressed, recruitment commenced in April, with funding secured. The team now has access to systemic therapy support on an on-going basis.	To be kept under review by YJS and the Board – Report back from the PSW service in June 2026
Funding and Resources Turnaround Funding for 2026/27 reduced	Reduction in the number of children the service can offer prevention and diversion services to	YJS to contribute to evaluation of effectiveness of Turnaround Continuation of turnaround as the MOJ granted three years of funding in February 2026 Reports on progress to Board	To be kept under review by YJS and the Board -ongoing
Funding and Resources Staff turnover and recruitment. Recruitment of an education practitioner has been a challenge and post is currently vacant.	Statutory requirement for an education provision to within the YJS currently not met. Education, employment and training need not addressed. Children and young people with the most complex needs are not effectively supported.	Recruitment process commenced in April. The Board and the service continues to review educational arrangements. The service will explore one day a week dedicated time from an Education Psychologist.	The Board continues to review educational arrangements at each board. Update to the board in June 2026 regarding recruitment
Timeliness of offences being dealt with by Police and CPS Delays continue to exist in children being charged for an offence and sentencing.	Impacting on victim engagement. Impacting on mental health and wellbeing of children and young people. Risk issues not being adequately addressed in the time between offences and charge. Reduction in effectiveness of delayed interventions	Practitioners to focus on diversionary work whilst a child/ young person awaits sentencing Data to be monitored by YJMB to ensure oversight and scrutiny and follow up on tackling the systemic reasons behind the delays with partners.	To be kept under review by YJS and the Board. Data and examples to be raised with the Havering Safeguarding Partnership to raise with CPS partners.
Disproportionality in particular children with SEND and children from Black and Minority Ethnic groups Over-representation by children from the most vulnerable groups.	Children from vulnerable groups are at risk of receiving the worst outcomes in terms of education, engagement and achievement. Children from these groups may receive the most significant criminal justice outcomes which means they may spend period of time in custody which will have adverse impact on their short- and long-term future.	Ongoing monitoring via reports presented to the Youth Justice Management Board meetings on disproportionality and actions to address any .	To be kept under review by YJS and the Board
ICT/Performance Data and Key Performance Indicators require further development	Data may not be reflected accurately. Potential impact on funding and resources.	YJS is currently liaising with the YJSB and Childview to resolve these issues.	To be kept under review by YJS and the Board

Plan for the Forthcoming Year

The Child First principle underpins the work of Havering Youth Justice Service (YJS) and the Youth Justice Management Board (YJMB). We recognise that many children involved in the youth justice system have experienced trauma, adversity, exploitation, disrupted education, unassessed and unmet additional needs and wider safeguarding concerns. Our approach therefore focuses on understanding children within the context of their lived experiences, relationships and wider family and community networks.

Where possible, we seek to intervene early to prevent children entering the youth justice system through diversion, prevention and whole-family support in line with the National Family First Partnership and SEND reforms. This includes working collaboratively with Early Help, Family Help and wider partnership services to address safeguarding concerns, strengthen protective factors and improve long-term outcomes for children and families.

For children who do enter the youth justice system, our focus is on rehabilitation, reducing reoffending and supporting children to achieve positive futures. Havering remains committed to embedding Child First and trauma-informed practice across the partnership through approaches that:

- **Prioritise the best interests, rights and wellbeing of children**
- **Recognise and build upon children's strengths, individuality and potential**
- **Promote participation, inclusion and positive identity development**
- **Support children within the context of their families, relationships and communities**
- **Reduce disproportionality and respond to children's diverse needs**

Listening to and acting upon the voice of the child remains central to service delivery and governance. Children and young people are encouraged to contribute to their intervention planning, reviews and service development. During 2025–2026, young people presented directly to the Youth Justice Management Board, and the service continues to explore opportunities to strengthen participation further, including developing youth representation within governance arrangements.

The voice of the child is reflected throughout assessment, planning and intervention work, including Pre-Sentence Reports, AssetPlus assessments and review processes. Quality assurance activity routinely considers how well children's views, wishes and lived experiences are captured within practice, and whether this meaningfully informs planning, intervention and decision-making.

Resources And Services

As stated during 2025, the Youth Justice Service underwent a service restructure, this has ensured that there is sufficient capacity in place to meet the needs of children and families. 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:

- 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 Shaw Trust practitioner
- Spark2Life contributes to the Mentoring programme
- Wise Up (CGL) provides 1FT Substance Misuse Support
- The Council's Performance and Business Intelligence Service provide Analyst support
- CAMHS worker from NELFT 1FT from April 2026

The budget is a pooled budget with contributions detailed in the table below. The majority of funding is allocated to staffing, which is our biggest resource. **(Appendix 1 - Youth Justice Service Structure attached).**

Any reduction would result in a reduction in posts, and therefore a reduction in service offer/delivery. In addition to this funding there are some contributions in kind, such as the seconded Probation Officer and seconded Police Officer.

Resources are also used to provide restorative justice and reparative activities, to promote pro-social activities for children building on their strengths, improving education, training and employment opportunities for children and young people within the youth justice system.

Havering Youth Justice Service Budget 2026 – 2027

INCOME	Ministry of Justice	Local Authority	Police	Turnaround	Probation	Health	Other	Total
Funding (including grants)	£358,263	£491,730		£56,651		£74,000		£980,644
In Kind			£81,976		£19,750			£101,726
Total income	£358,263	£491,730	£81,976	£56,651		£74,000		£1,082,370

EXPENDITURE	Youth Justice Team	Local Authority	Police	Turnaround	Probation	Health	Other	Total
Salaries	£332,583	£343,384	£81,976	£56,651	£19,750	£74,000		£908,344
Activity costs		£12,174						£12,174
Accommodation		£45,159						£45,159
Overheads		£89,910						£89,910
Equipment	£25,680	£1,103						£26,783
Total expenditure	£358,263	£491,730	£81,976	£56,651	£19,750	£74,000		£1,082,370

Board Development

The Board continues to champion the delivery of youth justice services through multi-agency work aiming to promote a child first approach to improve outcomes for children and families, ensure effective safeguarding of children and the community and effective victim support.

To Board has a priority focus on delivering the strategic objectives in-line with the YJB guidance to:

- Promote the voice of the child (service users/victims) and facilitate their contribution to the functioning of the board
- Promote 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 and evaluate and challenge the functioning of the Board against these criteria.

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
- That appropriate information is shared at the Board to ensure effective scrutiny to drive service delivery

The Board will continue to be jointly chaired by the Superintendent of Neighbourhood Policing, East Area BCU, and the Statutory Director of Children's Services. Bi-monthly meetings and workshops will review the priorities, development, the arrangements and functioning of the Board.

Forthcoming training/activity:

- Terms of Reference to be reviewed in 2026 to ensure continued alignment to the YJB framework and ensure appropriate governance for decision-making.
- All new Board members will receive an induction, so they are clear on their roles and responsibilities, with annual refresher training to all board members
- Membership will be reviewed regularly to ensure consistent attendance and level of seniority and decision-making.
- Board members to attend 'child first' workshops in 2026.
- Board members to attend workshops on tackling disproportionality.
- The YJS quality assurance framework needs to be updated and regular themed audits to be undertaken, with feedback to the board.
- Board members to attend a workshop on Knife Possession to ensure adherence and YJS compliance with the new guidance.

Workforce Development

It is imperative that all YJS staff and the wider partnership have the knowledge and skillset required for their roles. In Havering we are committed to having an experienced and highly skilled workforce that can meet the needs of our children, young people and their families. Our YJS workforce consists of a CAMHS nurse, Speech and Language therapists, a systemic family therapist, probation officer, police officers, managers and practitioners who are educated to degree level in relevant subjects e.g. criminology, youth justice, social work, education.

New staff and volunteers have regular access to training. Some staff have completed the Youth Justice Effective Practice Certificate qualification, and staff including new staff are encouraged and motivated to complete. This is role-specific and reflects the risk and complexity of working in the service. All new starters receive mandatory training as part of their induction to the service and continuous development including:

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

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

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

Practice Development Sessions

YJS staff have undertaken training on:

- Police Complaints procedure (training delivered by Independent Office for Police Conduct)
- Mind Of My Own participation tools
- Youth violence, gangs and exploitation
- Youth Thrive
- Hate Crime awareness
- Outcome 22 and disproportionality
- Speech, Language and Communication Needs (SLCN) and use of the SALT pre-screening tool for practitioners to complete for the Out Of Court Disposals (OOCd)
- Home 'Suitability' (accommodation) and homelessness considerations
- Prevention And Diversion assessment processes
- Intervention planning, risk management and Referral Order review processes
- Development of reparation and community-based intervention projects
- AssetPlus , victims workshop and ChildView system training delivered by CACI, including updates linked to Version 5.8
- Reviewing the New Intervention Plan / Risk Management Panel plan / Referral Order templates
- New projects for Reparation

We will continue to innovate our practice by:

- Continuing to develop practice and embed skills around the 'child first' approach.
- Building on our trauma informed practice to better respond appropriately to children who have and/or are experiencing trauma, to develop strategies to maintain resilience and well-being.
- Identifying and addressing disproportionality, disparity and the diversity needs of children, young people and families
- Considering the cost-of-living crisis within the work of our YJS team
- Bidding to the Violence Reduction Unit for the Child to Parent Violence Project funding.
- Implementing a step-down process from the Youth Justice into Early Help / Family Help to provide ongoing support for those children, young people and their families post closure to the YJS.
- Pilot the use of the AQAs to recognise and certify children and young people's learning within Youth Justice; and involve the YJMB partners within multi-agency practice reviews to help us to drive practice development.

All managers within the Youth Justice Service now take part in monthly audits, with alternative months focusing on one of the YJS standards and bi-monthly themed 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 YJS improvement plan.

Practice Development and Workforce Learning

Continuous workforce development remains a priority for Havering YJS to ensure practitioners have the knowledge, skills and confidence required to deliver high-quality, child-first and trauma-informed interventions. Practice development sessions are used to strengthen professional curiosity, improve consistency of practice and respond to emerging themes, safeguarding risks and learning identified through quality assurance activity, audits and national guidance.

As stated during 2025–2026, YJS staff accessed a broad programme of learning and development. Practice development activity continues to support the service in embedding systemic, relational and trauma-informed approaches across all areas of work with children and families.

Over the coming year, the service will continue to strengthen practice by:

- Further embedding Child First and trauma-informed approaches across interventions and decision-making
- Supporting practitioners to better understand and respond to trauma, exploitation, adversity and contextual safeguarding concerns
- Continuing to address disproportionality, inequality and the diverse needs of children and families
- Strengthening whole-family and relational approaches through closer integration with Early Help and Family Help services
- Developing step-down pathways to provide ongoing support to children and families following closure to YJS
- Exploring opportunities to secure additional funding through the Violence Reduction Unit, including the Child to Parent Violence project
- Piloting the use of AQA accreditation to recognise and celebrate children's achievements, skills and participation within Youth Justice interventions
- Strengthening multi-agency learning and reflective practice through thematic audits and partnership practice reviews

Knife Possession Guidance

Havering Youth Justice Service and its statutory partners are committed to delivering responses to child knife possession offences in line with the national Knife Possession Guidance for children. Decision-making is underpinned by a child first approach, balanced with the need to safeguard victims, communities and the child involved.

All knife possession cases are considered through Havering's multi-agency Out of Court Disposal decision-making panel, which brings together the Youth Justice Service, Police and relevant partners. Decisions are informed by robust assessment (YJB recommended OOC assessment), timely information-sharing and full consideration of the child's vulnerability, risk of harm to self and others, safeguarding needs, and previous history.

Where a decision is taken that departs from national knife possession guidance, the partnership will ensure that:

- the rationale for the decision is clearly recorded,
- the decision is evidence-led, proportionate and approved at an appropriate management level, and
- a formal audit trail is maintained to support transparency, scrutiny and assurance.

Oversight of knife possession outcomes, decision-making and any departures from guidance is provided through routine Youth Justice Management Board scrutiny, including review of performance data, reoffending outcomes and thematic learning. This ensures consistency, accountability and continuous improvement across the partnership.

Evidence-Based Practice and Innovation

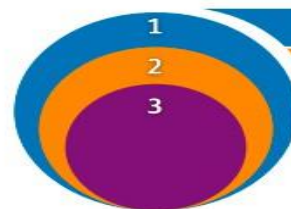
Systemic Intervention

Havering's Face to Face systemic model of practice is based on working with children, young people and their families, engaging with them to identify strengths, and building relationships over time to stop problems escalating; recognising the importance of understanding children within the wider context of their lived experiences, relationships and wider community. The model focuses on establishing and building trusted relationships, identifying strengths, improving communication and resilience within families, and intervening early to prevent problems from escalating.

Our Model of Practice

The being: This is what we mean by systemic practice 1

- Strengths-based and relational
- Collaborative
- Curious with positive intent
- A systems approach
- Reflexive
- Interested in language and how it is used
- Attentive to context
- Systemic Practice as an overarching approach



The being: This is what we mean by systemic practice

Our structures and process

The doing: This is what we do and how

The doing: This is what we do and how 3

- Purposeful, planned and focused
- Child focused in all that we do
- Permission seeking
- Managing risk with confidence
- Considering social GRACES and issues of power
- Questions as interventions
- Hypothesising
- Systemic analysis
- Genograms as conversational tools
- Noticing and exploring patterns in relationships and over time
- Strengths-based relational statements and reframing
- Working with narratives and stories

Our structures and process 2

- Training offer and practice development pathways
- Systemic Champions and Systemic Family Therapists embedded across the organisation
- Systemic (group) supervision and case consultations
- Reflective conversation and groups
- Co-working and joint learning opportunities
- Facilitated (network) meetings attended by family members and professionals
- Service user-led meetings and 'New Style' CP Conference Model
- Appreciative inquiries (e.g. peer auditing and audit moderation)
- Feedback loops via e.g. service user platforms and evaluation processes
- Multi-agency working offering multi-disciplinary responses

Tackling Knife Crime

The Youth Justice Service works in partnership with Street Doctors – First Time Knife Carriers Programme. The programme runs in schools when required and monthly at the YJS, covering the physical and psychological dangers of knife carrying and violence, and teaches young people how to deal with knife-related injuries, unconsciousness, and how to save a life through stemming a bleed. The programmes are facilitated by doctors and medical professionals. All YJS staff attend training on Knife Possession to ensure adherence and compliance with the new guidance.

Youth Sessions

The Box UP Crime organisation provides mentorship and education to steer vulnerable young people aged 7-19 away from crime and gang violence through boxing. Box UP Crime currently works with over 80 different young people within the borough.

Appropriate Adults

Havering continues to work in partnership with our colleagues across Redbridge and Barking and Dagenham to deliver an out-of-hour Appropriate Adult scheme.

Working with Victims

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 by the Havering YJS.

We are working closely with our Police colleagues who continue to refer victims to the YJS where consent to do so is given, so we can provide updates, support and advice where necessary. In 2025, of the 105 individuals who accessed the YJS, there were 236 offences and 42 involved a direct victim. Of these, 12 gave consent to be contacted by the Youth Justice Service. This is an improvement on 2023- 2024, when we only successfully completed one conference. 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 acknowledge this is a small number given our cohort although compares well to our comparators e.g. London saw around 52% of victims engaged.

Although it is consistently offered, we know there is more to do as 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. Where requested by victims, they are updated on the progress of young people and completion of Out of Court Disposals. All victims are asked if they would like any questions to put 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 the impact of what has happened to them and move forward.

Mental Health and Emotional Well-being

There continues to be strong partnership arrangements between Havering Youth Justice Service, CAMHS and Speech and Language Therapy (SALT), particularly in relation to communication, consultation and access to support for children and young people.

Within Havering, we recognise that many children accessing the Youth Justice Service present with unmet emotional wellbeing needs, neurodiversity, communication difficulties and additional learning needs, some of which may not previously have been identified or assessed. Early identification and intervention are recognised as important factors in improving outcomes for children, young people and their families.

As part of Havering's Early Help and SEND Strategies, there is a continued focus on supporting children and young people to access assessment and intervention for additional needs at an earlier stage. The Youth Justice Service continues to work closely with Education, CAMHS, SALT and wider Starting Well services to strengthen pathways for support and improve joint working around children with additional needs, including access to consultation and support from the Educational Psychology team.

As part of the pilot Family Hub model, there will also be a dedicated SEND Practitioner working with children, young people and families to help identify emerging and unmet additional needs at an earlier stage for children aged 0–19 years. The role will support earlier intervention, improved coordination of support and stronger whole-family responses across services.

Improving the recording and identification of children presenting with mental health or emotional wellbeing needs remains an area of focus for 2026–2027. From April 2026, children accessing the Youth Justice Service will be offered the opportunity to engage in screening and consultation with the CAMHS practitioner to support earlier identification of need and access to appropriate interventions and support services where required.

Substance Misuse

Looking at the number of children screened or identified with concerns around substance misuse at the end of their order, 13% of children were referred to Wize Up during 2025, demonstrating that identified needs are being actively responded to through onward referral into specialist support, rather than being left unmet at the point of exit.

Multi-agency Intervention

In Havering, children subject to youth justice interventions benefit from coordinated multi-agency planning and delivery throughout their involvement with the Youth Justice Service. For the period April 2025 to December 2025, 36% of children in Havering were accessing wider services at the end of their order, compared with a London average of 45% for the same period. While this is lower than the regional benchmark, this figure does not indicate an absence of multi-agency working. Rather, it reflects purposeful and proportionate decision-making at the end of statutory intervention, informed by robust assessment, management oversight and partner input. The YJB continues to monitor this data.

At the end of each intervention, practitioners undertake a structured end-of-order assessment, considering risk of re-offending, safety, desistance factors, family capacity and wider contextual influences. Where this assessment identifies that children's needs can be safely met through universal, community-based or family-led support, planned step-down from wider statutory or targeted services takes place. These decisions are supported by clear pathways to universal services, aligned to our Family Help Partnership model, ensuring families are supported to sustain progress and understand how to re-access help should needs escalate.

Our low re-offending rate continues to provide assurance that children are not being exited prematurely from support and that decisions regarding access to wider services are appropriate and effective. Step-down decisions and ongoing needs are reviewed through supervision, management oversight and multi-agency forums, providing scrutiny of consistency and impact. Strengthening alignment with Family Help and wider partnership arrangements remains an area of continued focus as we further embed system reform and pursue sustainable, long-term outcomes for children and families.

Volunteers and Panels

Over the past 12 months, our team has supported 40 young people through their referral orders. This has included:

- 29 Initial Panels
- 73 Review Panels (1st, 2nd, and 3rd reviews)
- 25 Final Panels

We have also worked alongside 9 dedicated volunteers, who collectively supported 127 panels, with 94% of these taking place face to face.

Self-Assessment and Continuous Improvement

Havering remain committed to continuous improvement and reflective practice to ensure that children, young people and families receive effective, child-first and trauma-informed interventions. Self-assessment activity forms part of the service's wider quality assurance framework and supports the partnership in identifying strengths, emerging themes, areas for development and opportunities to improve the outcomes for children and young people.

During 2026–2027, the service will continue to strengthen our self-assessment and quality assurance arrangements, including further development of thematic audits, increased partnership review activity and reflective learning processes. This work will further support service development, strengthen management oversight, improve practice consistency and contribute to better outcomes for children, young people and their families.

Areas of Strength and Positive Practice

Havering Youth Justice Service is proud of its child-first, relational and whole-family approach to working with children, young people and families. This is achieved through strong relationship-based practice, consistent multi-agency working and interventions that recognise children within the context of their lived experiences, family relationships and wider safeguarding needs. Staff are trained in systemic and trauma-informed practice, supporting practitioners to build trusting relationships with children and families, identify strengths and work collaboratively to reduce risk and improve outcomes.

A key strength of the service is the passion, commitment and dedication of its staff, who are highly motivated to achieve positive outcomes for the children they work with. Practitioners consistently go above and beyond to build meaningful, trusting relationships, advocate for children and families, and ensure that interventions are both purposeful and responsive to individual need. This strong practice culture is underpinned by a shared ethos focused on helping children to feel safe, supported and able to make positive changes in their lives.

During 2025–2026, the service has further strengthened the voice of the child within its practice. A dedicated child and young person feedback form is now embedded within panel processes, ensuring children’s views meaningfully inform decision-making. In addition, children now complete a self-assessment ‘safety questionnaire’, enabling them to reflect on their own risks, needs and protective factors. Children and parents consistently complete self-assessments as part of the assessment process, promoting co-production, strengthening engagement and ensuring that plans are informed by the lived experiences and perspectives of families.

The service continues to demonstrate strengths in prevention and diversion, working closely with partners to reduce criminalisation and support children at an early stage through Out of Court Disposal processes, Turnaround interventions and contextual safeguarding approaches. Havering has maintained low levels of custody and remand use, alongside high completion rates for statutory interventions and low breach rates. This is supported through effective engagement with children and families, consistent management oversight, tailored intervention planning and coordinated partnership responses to risk and vulnerability.

Strong partnership working across Youth Justice, Police, CAMHS, SALT, Education and SEND services continues to support timely information sharing, early identification of need and coordinated support for children and families. The service also continues to develop meaningful reparation and restorative approaches that promote accountability, reflection, skill development and positive community engagement.

Priorities For The Coming Year

The Havering YJS priorities align with the Youth Justice Board strategy for delivering positive outcomes for children by reducing offending and creating safer communities 2024 – 2027 and ‘The Havering you want to be part of’, corporate strategy. The Havering Youth Justice Service is committed to following an evidence-based approach and drawing on evidence of what works in creating positive outcomes for children. In the forthcoming year we will:

- Continue to increase referrals to the parenting team to ensure timely support to the carers' needs.
- Consider 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.
- Continue to focus on building children’s strengths in the context of their family and their communities.
- Further strengthen our quality assurance processes.
- Review, understand and continue to address issues around disproportionality for young people.
- Strengthen preventative measures for young people on remand.

Standard For Children

On a monthly basis the YJS undertakes 2 case audits. The overall objective of these audits is to provide quality assurance and feedback to Youth Justice staff on both individual practice and areas for development, which we utilise to build our programme of practice development sessions around. The audits undertaken over this year have been graded with Good and Outstanding outcomes against the standards. They have evidenced some excellent practice as well as some areas for development. One area for development is how to better capture the voice of the child, whilst getting a full picture around risk and concern to improve plans.

Havering's Youth Justice Service and Police completed a deep dive audit on 24.09.2025 looking at children currently accessing interventions, exploring their sentencing to consider if it was proportionate. In all cases, the deep dive found that sentencing was proportionate for the offence committed. The next step will be an audit to explore child characteristics in relation to disproportionality and sentencing.

Of the 117 children open throughout 2025, 60% have QA evidenced on their case recording system. 33% of the 117 children had a QA contact in line with the number of months the intervention was open for.

Of 132 the assets completed in 2025, the child's voice was heard in 90% of them.

Service Development

As stated at the end of 2025, the YJS was part of a comprehensive service restructure as part of Phase 2 of the Starting Well reorganisation. In response to the continued growth in the child population within Havering, which is predicted to increase further, the restructure was designed to strengthen service capacity, further improving staff-to-child ratios, enhancing workforce resilience to ensure the service is well-positioned to respond to rising and increasingly complex levels of need; strengthening management oversight and supporting greater consistency in assessment, planning and the delivery of interventions.

The restructure will enable the service to further embed its child-first and relational approach, ensuring practitioners have the capacity to develop meaningful relationships that promote engagement and support children to make positive changes. This will strengthen the service's continued focus on desistance by enabling more individualised, strengths-based interventions that build on children's protective factors and support sustainable behaviour change.

The Youth Justice Service will continue to work in collaboration to deliver the Havering Youth Justice Plan with a particular emphasis on embedding systemic ideas as an overarching approach. To achieve this, we will:

- 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.

Summary of Priorities for the Havering Youth Justice Service Business and Improvement Plan 2025-27:

- Leadership and governance
 - Stronger engagement between the board and the YJS.
 - The Board reviewing progress in recruitment of staff
 - The board to review the improvements to support Victims and reparation work.
- Prevention and Diversion
 - Reduce the number of children entering the justice system and effectively work to address any disproportionality of those accessing the criminal justice system.
 - Fewer children become involved in the Criminal Justice System
 - Increase Out of Court disposals for children
- Victim work
 - victims is high-quality, individualised, and responsive driving positive outcomes and safety for victims
- Voice of the child
 - Embedding Child First Principles
 - Improve how we capture and utilise the voice of children to improve services
- Workforce Development
 - Workforce development: ensure that the staff team have the right skills for delivering high quality work with children
 - Ensure that all staff and managers of the Youth Justice Service are aware of the processes for internal staff complaints. We want them to be confident that these processes exist and feel comfortable raising any concerns or issues, knowing they would be supported.
- Quality Assurance
 - Maintain and improve the quality of all interventions, ensuring National Standards are met and a strong focus remains on addressing disproportionality
 - Reviewing the quality assurance framework
- Risk of Harm to Self and Others and Safety and Wellbeing of our children
 - 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

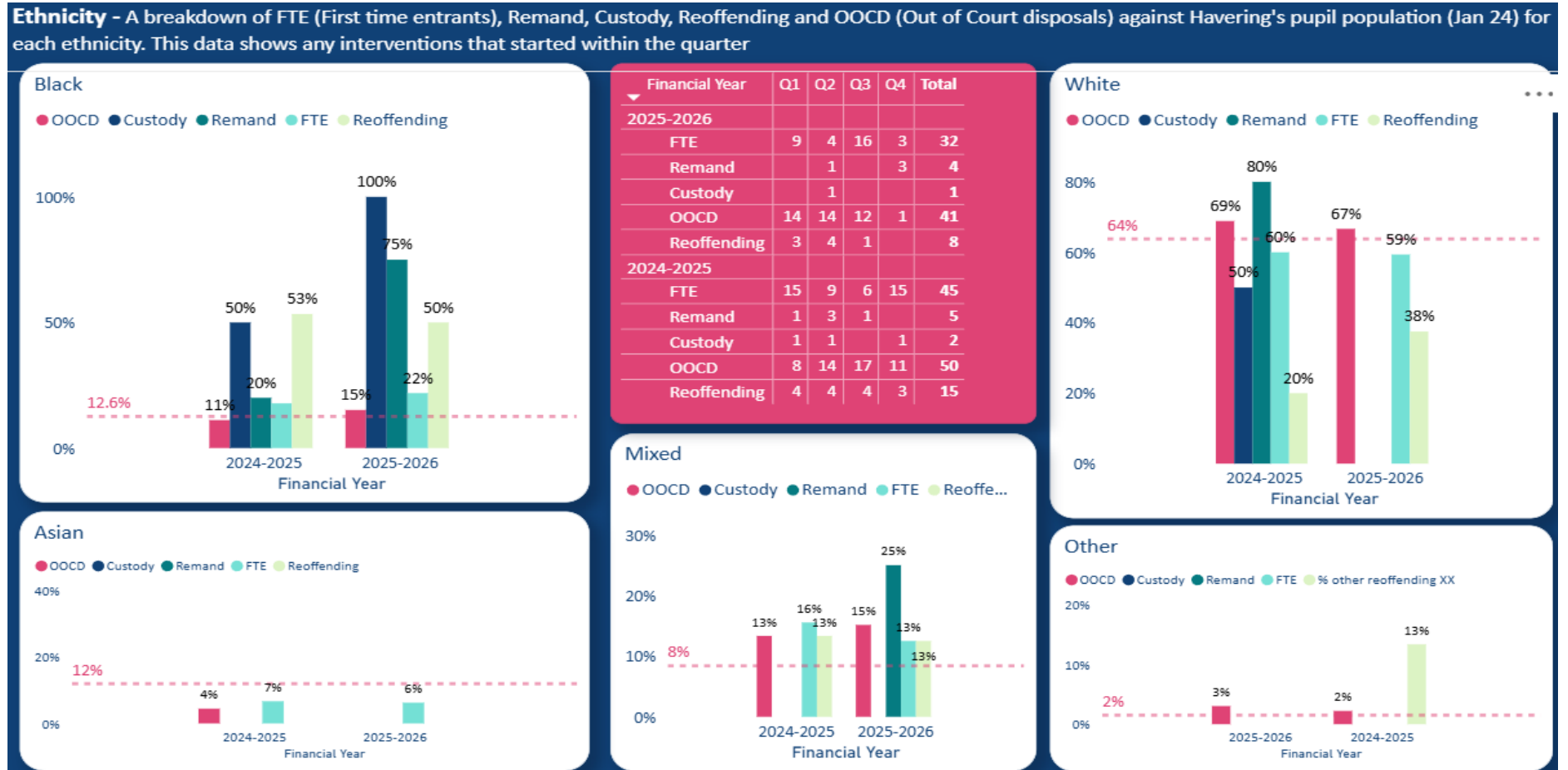
(Appendix 2 - Business & Improvement Plan attached).

National priority areas

Children from groups which are over-represented

Disproportionality data continues to show that children of Black, Asian and Mixed-Ethnic backgrounds are disadvantaged in many areas including educations, housing, health, and poverty; just to name a few. Havering continues to see an overrepresentation of this cohort of children open to Children's Social Care. This will continue to be a focus and the Youth Justice Management Board and a detailed report covering disproportionality will be presented at the next Board meeting.

The Youth Justice service is required to publish a plan of how the partnership will work to address issues of disproportionality across youth justice and the service is committed to identifying opportunities to support strategies across the partnerships to ensure that there is a lasting impact in addressing disparity.



Source: Childview (Youth Justice case recording system), March 2026

Policing

The Metropolitan Police Service (MPS) are committed to continuing to work 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 Out of Court Disposals Panel, Risk Management Panel 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 And Diversion

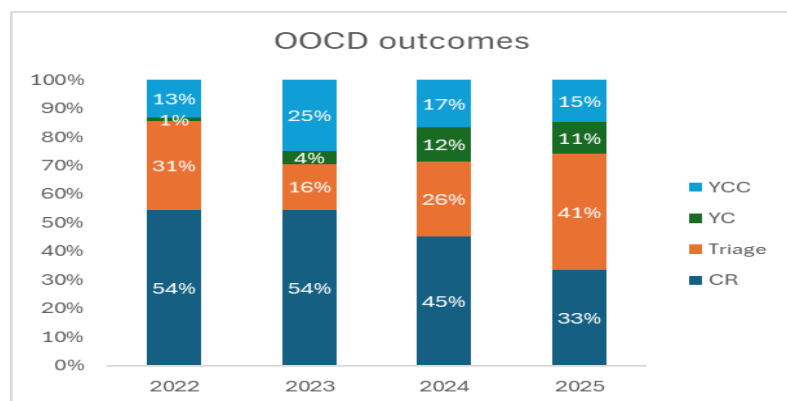
Involvement in the criminal justice system can impact adversely on a child's life chances. Intervening at the earliest point provides the opportunity to deliver partnership models of preventative work, that consider risk outside the home, desistance, and relational approaches. The work encompasses a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

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 can 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 Multi-Agency Child Exploitation Panel (MACE) so interventions can be targeted as required.

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 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 diversion 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.



We have seen a decrease in Out of Court Disposals (OOCd) over the last 4 years. Outcomes has also changed, Community Resolutions (CR) used to account for over 50% of the outcomes but in 2025 this decreased to 33%.

Triages have seen an increase from 26% in 2024 to 41% in 2025, whilst Youth Caution (YC) and Youth Conditional Cautions (YCC) have remained relatively steady over the past 2 years.

Source: Childview (Youth Justice case recording system), March 2026

Year Ending	No. of Out of Court Disposals
2022	90
2023	68
2024	42
2025	27

Having seen 79% of our children successfully complete their OOCd intervention plans in 2025

Source: Childview (Youth Justice case recording system), March 2026

Education

The proportion of children in the community and being released from custody in education, training and employment (ETE) suitability was at 60% for 2025. The ETE arrangements for our children and young people continue to be a priority focus for the Youth Justice Service and the board. Whilst there is a current vacancy for the education position within YJS in the interim, the education department within Starting Well has provided support to the YJS cohort. Provisions are in place to review and monitor children's education arrangements on a weekly basis. The Youth Justice Management Board continues to review educational arrangements.

Restorative Approaches and Victims

Since Autumn 2025, Havering YJS has been developing a broader and more purposeful reparation offer, with an emphasis on visible community benefit, skill development, child-first practice, and improved engagement for young people working with the service. The intention has been to move beyond traditional models of reparation as solely unpaid community work and towards a more meaningful programme that supports accountability, reflection, skill-building, include practical skills, employability, civic engagement, and community participation building constructive community connection.

Projects in 2025 have included poster campaigns, CV and interview preparation, Flower bed repairs and rebuild, Hedgehog house / wildlife shelter building, Garden tidy up, Painting and refreshing indoor spaces, YJS waiting room improvement work, Creating noticeboard / display materials, Origin/map board project, Chalkboard project, Employability-focused reparation sessions, CV support, Interview readiness sessions, Elevator pitch practice, Disclosure. Together, these projects support the development of integral **hard** and **soft** skills. This includes employability skills, construction, woodworking, design and assembly, communication, literacy, digital skills, teamwork, painting and decorating, tool use, and environmental awareness, while maintaining a clear focus on community benefit.

Work is also underway to strengthen community-facing opportunities through partnership development. The aim is to build a sustainable network of charities, community organisations, faith settings, green spaces, and local businesses across Havering, so that young people can increasingly undertake reparation in their own communities.

Partner / Opportunity	Reparation Activity / Benefit
Romford Hope Café	Community support and hospitality tasks; social value, teamwork, and customer service
Salvation Army	Donation sorting and practical support; routine, responsibility, and community contribution
Ahava Charity	Charitable support tasks with clear social impact
Local small businesses	Supervised placements to support work-readiness, confidence, and employability
Faith settings	Caretaking, gardening, or event support; community benefit and teamwork
Local stables / farms / allotments	Outdoor practical activity; routine, practical skills, and environmental awareness
Borough-wide mapping	Identifying opportunities across Havering wards to improve local access and reduce centralisation

Havering YJS is also exploring ways to strengthen the learning and recognition element of reparation, including engagement with **OCN London** (a learning provider and accreditation awarding body) and renewed work around the **AQA Unit Award Scheme** so that young people may gain accreditation for skills and experience developed through reparation activity.

Over the last year, the reparation offer has become more varied and responsive to various levels of need, learning styles and interests. Our focus in 2026 will be to consolidate this work, expand local partnerships, and strengthen the evidence base around uptake, outcomes, and impact.

Serious Violence, Exploitation And Contextual Safeguarding

Proven serious violence offences (SYV) are recorded at a rate of per 100,000. Havering's rate of 17.9 per 100,000 for the period (April 2025 – Dec 2025) was significantly lower than the London rate of per 51.2 per 100,000 for the same period. Although Havering is doing better than the majority of our London neighbours, the safety of the children, families and our community is paramount, therefore, this continues to be an area of focus for 2026-2027.

Responding to community-based harm remains a priority for all Council services and safeguarding partners. Strategically key leaders work together via the Community Safety Partnership, Multi-Agency Child Exploitation and the Youth Justice Management Board to ensure that services to children and young people are effective. This oversight includes the ability to respond to 'hot-spots' in relation to geographic locations and the influence of external factors such as gang activity taking place within Havering.

Starting Well services and partners ensure that there are timely and effective responses to individual children's reported circumstances in respect of exploitation and the threat of serious youth violence. Actions are taken based on the use of multi-agency assessment (HaRVA) and safety planning focused on disrupting perpetrators and direct work with children and young people.

The Early Help and Targeted service have 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 radicalization

Another focus area for 2026 is that of transitional safeguarding, and explicitly those children and young people aged 17.9 and above who require ongoing safeguarding support.

Detention In Police Custody

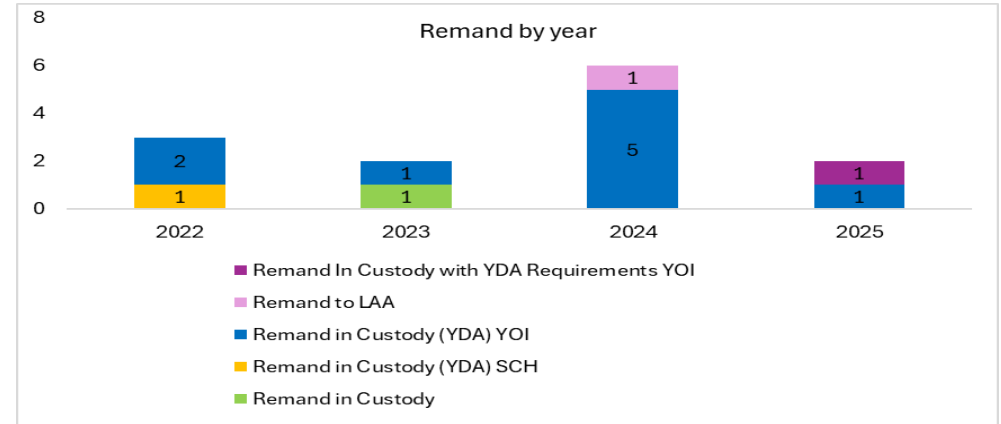
Police partners are engaged in complying with the new C.H.I.L.D + protocols which include children being provided with a solicitor unless they explicitly opt out, ensuring where possible an appropriate adult that is known to the child is used, facilitating two way communication and information sharing 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

In 2025, two young people 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.

We have

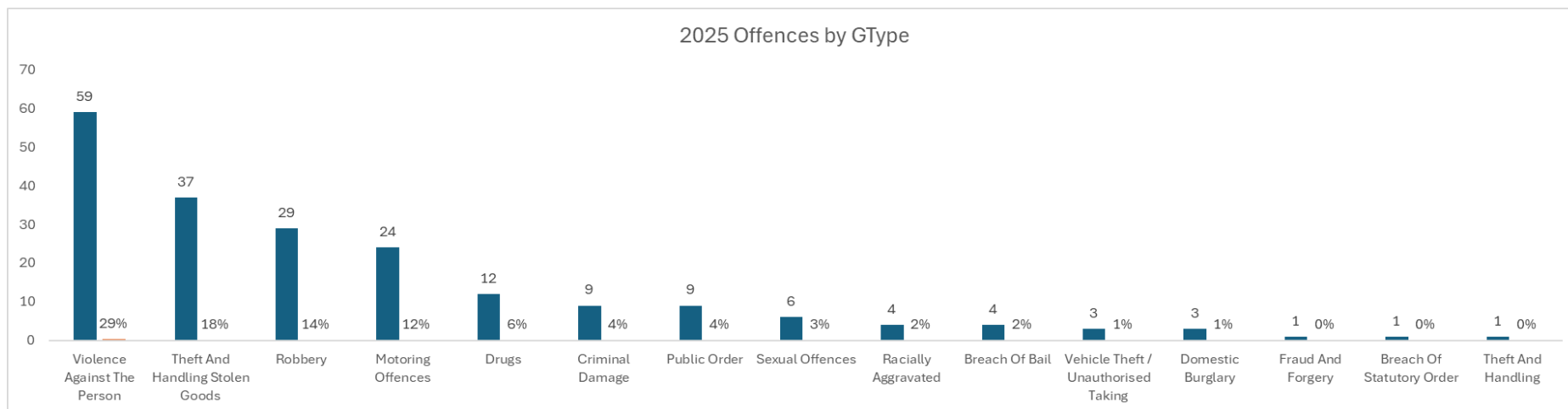
- Worked with partners to identify alternatives to remand and more robust community bail packages.
- Maintained close links with Children's Social Care and the Placements team to identify alternative placements that avoid remands to custody.
- Utilised the London Accommodation Pathfinder (LAP) at every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



Source: Childview (Youth Justice case recording system), March 2026

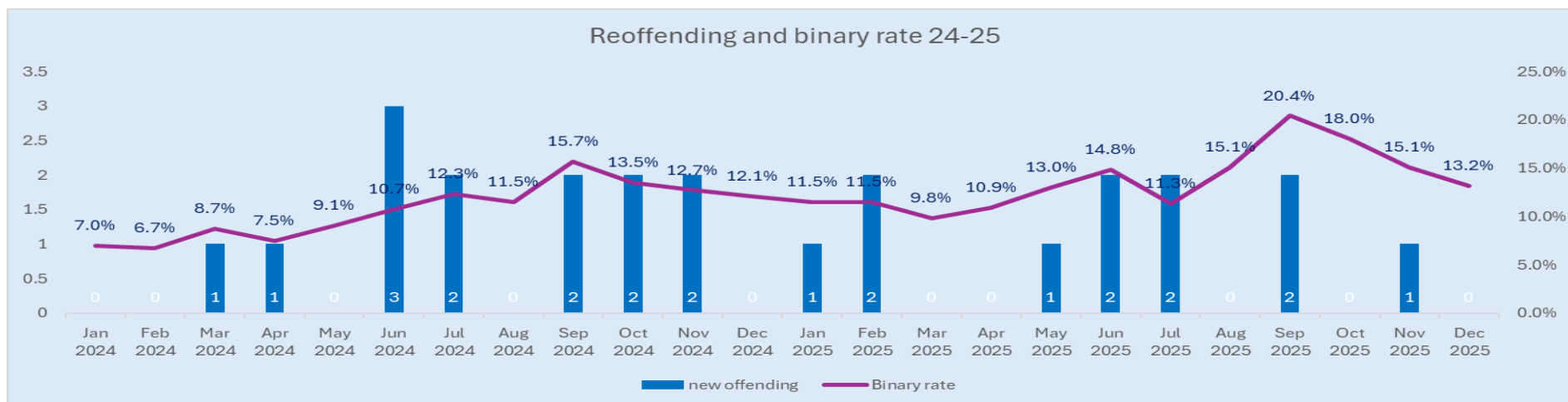
Frequency of Reoffending

Violence against the person remains the largest percentage of Offence types. Within Violence against the person, weapons accounted to 41% of the offences and the other 59% was regarding assault / GBH / wounding a person. We have seen an increase in Thefts in the last few years. This area accounted for just 5% of the offences in 22/23 and up to 18% in 2025.



Source: Childview (Youth Justice case recording system), March 2026

Motoring offences have also seen an increase since 22/23 where none were recorded, to 2025 where we saw 12%.



Source: Childview (Youth Justice case recording system), March 2026

The current binary rate as at the end of December 2025 for Havering is 13.7%. This is calculated by taking the total number of reoffenders and dividing them by the total number of young people currently on the cohort. An individual offender can, therefore, appear up to four times within a single annual cohort (one from each quarter). This can lead to an increase of reoffending rates for the annual cohort compared to the old

methodology based on a 12-month cohort, since prolific offenders may be counted multiple times. This in turn will increase the binary rate even though the YJS cohort may reduce.

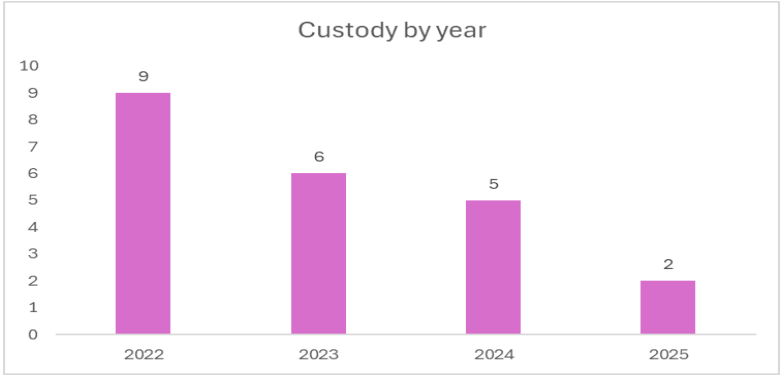
Year	Reoffending	Binary rate
2024	13	10.6%
2025	11	13.7%

Despite having fewer children new to reoffending, we are seeing our binary rate has increased in comparison to last year where we have had more children on the rolling 12m reoffending list who have reoffended. This will be impacted by the six children who offended in September to November in 2024 who would still be counted in this year's figures.

Use Of Custody and Constructive Resettlement

Custody has been used for serious indictable offences. The new Serious Violence Duty will support the partnership working across Havering to address the causes of serious youth violence and prevent escalations of violence within the borough. We are working closely with our community safety colleagues in relation to the Serious Violence strategic Needs assessment.

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.



Source: Childview (Youth Justice case recording system). March 2026

Use of custody in Havering has decreased from 4 children in 2022- 2023 to just 2 children in 2025. 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.

Children leaving custody often face challenges in relation to suitable accommodation and this section includes the 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.

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.

Appendix 1: Staffing Structure

Appendix 1: Youth Justice Service Structure

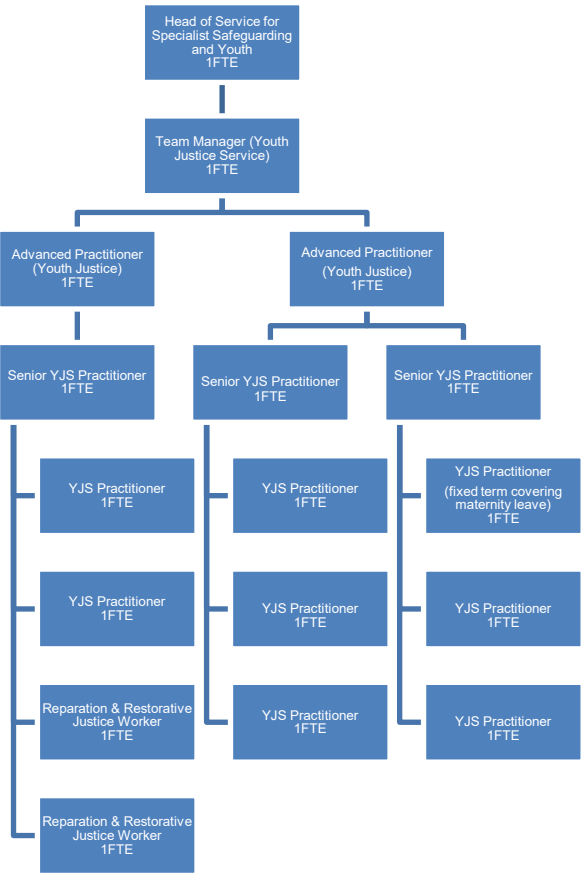


Table 1

Contract type		Full-time equivalent			
		Directly employed	Secondees	Outsourced	Total
Core YJS – all staff	Permanent	10	0	0	10
	Fixed term / temporary / agency	5	0	0	5
YJS Partners	Children's services	0	0	0	0
	Probation	0	1	0	1
	Police	0	1	0	1
	Health	0	2	0	2
	Education / Training / Employment	0	1	0	1
	Other	0	1	0	1
Total		15	6	0	21
	Vacant	5	0	0	5
	Staff with a disability (self-classified)	0	0	0	0

Table 2

Count of individuals		Ethnicity						Total	Welsh speakers
Role	Sex	Asian / Asian British	Black / Black British	Mixed / Multiple Ethnicity	White	Any other ethnic group	Not recorded		
Managers	Male	0	2	0	0	0	0	2	0
	Female	0	1	0	2	0	0	3	0
	Not recorded	0	0	0	0	0	0	0	0
Practitioners	Male	0	1	0	0	1	0	2	0
	Female	0	3	1	4	0	0	8	0
	Not recorded	0	0	0	0	0	0	0	0
Administrators	Male	0	0	0	0	0	0	0	0
	Female	0	0	0	1	0	0	1	0

	Not recorded	0	0	0	0	0	0	0	0
Sessional	Male	0	1	0	2	0	0	3	0
	Female	0	3	0	1	0	0	4	0
	Not recorded	0	0	0	0	0	0	0	0
Students / Trainees	Male	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0
	Not recorded	0	0	0	0	0	0	0	0
Volunteers	Male	0	0	0	1	0	0	1	0
	Female	0	2	1	3	0	0	6	0
	Not recorded	0	0	0	0	0	0	0	0
Total	Male	0	4	0	3	1	0	8	0
	Female	0	9	2	11	0	0	22	0
	Not recorded	0	0	0	0	0	0	0	0

Appendix 2: Business and Improvement Plan 2025–2027

Youth Justice Service Business and Improvement Plan 2025 – 2027					
Priority	Activity	By when	Outcome	Lead	March 2026 review update
1 Leadership and Governance					
1.1 Stronger engagement between the board and the YJS.	1.1a Continue to regularly review the Terms of Reference for the Youth Justice Board and ensure appropriate seniority of partnership representation to progress this Plan	April 2026	All Board members will work closely and effectively with the Youth Justice Managers and demonstrate a good understanding of the work and Youth Justice cohort. Supporting and identifying strong practice and areas for further improvement. The Board will work collectively to improve outcomes and take back learning to their own organisations as well as reporting back to board on how information is effectively disseminated throughout their own teams and organisations to facilitate improvements in practice for children, young people and families.	YJB Chairs	During this year we have seen better consistency in attendance by partners. In October 2025 the Superintendent for Neighborhood Policing from the MET and joint chair was replaced by the new Superintendent for Neighborhood Policing who has continued to co-chair with the DCS from Havering Council At each Board meeting during 2025-2026 Board members have been updated on service activities and Key Performance Indicators. The Terms of Reference were last reviewed in 2023. They will be reviewed in the summer term and then annually.
	1.1b Rollout of a program of workshops, events and joint training opportunities to take place between April 2026 to March 2027	January 2026	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.	YJB Chairs	We have developed a programme of events with the Board to understand the roles and remit of the service including a workshop on the YJS framework in December 2025.
	1.1c Training to be delivered via workshops for the Board on Child First Practice	December 2025 Will continue in 2026	Child First joined up partnership approach is evidenced across service delivery and evidenced via audits and improved outcomes for children.	AD for Early Help and Partnerships	Over the past year, our Child First partnership has improved through multi-agency collaboration, joint training, and systemic consultation. Regular audits and Youth Justice Board feedback show better educational engagement, fewer weapons-related incidents, and stronger child-voice mechanisms. Further training will be offered to the board in 2026

	1.1d 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	Evidence that the feedback and the child's voice inform service improvements and delivery for children and young people.	AD for Early Help and Partnerships and Board Members	We have begun implementing structured opportunities for Board members to engage directly with children, supported by new feedback tools developed by the service, including the use of Mind of My Own, and wider participation initiatives, ensuring children and young people's lived experiences directly shaped service delivery and improvement. At the December Board Meeting Young People open to the service gave feedback on their experiences to the Board,
	1.1e Stable Management Service/ Team. An ongoing active recruitment of permanent staff will assist in reducing the case load, improve team morale, and increase capacity to deliver consistent good quality interventions for YP with limited reliance on agency staff.	June 2026	Recruit to permanent roles within the team.	AD for Early Help and Partnerships	There is now a permanently appointed Team Manager, and other vacancies have been filled with agency staff. Interviews for permanent roles took place in January and February. Further interviews will take place in March and April for additional roles, which will enhance service stability and help us achieve a fully permanent team structure by May 2026.
1.2 The board to review the improvements to support Victims and reparation work.	1.3a the service to define the responsibilities of the senior practitioner coordinating the victim work and the reparation work.	March 2026	Following the restructuring of the Youth Justice Service a decision was made to define the role of a senior practitioner to lead and coordinate the interventions for the victims.	Youth Justice Head of Service and Team manager	In March 2025, we updated the Victim Support Protocols and increased multi-agency collaboration. We have made improvements in data sharing practices, particularly for mental health and victim safety assessments. Individual victim support is an integral component of interventions for young people. We are currently focused on incorporating reparation initiatives into routine practice.
2. Prevention and Diversion					
2.1 Reduce the number of children entering the justice system and	2.1a Deliver Turnaround Program to meet targets and identify how this prevention work can	March 2025	Reduced number of children re-offending. Reduced number of children from disproportionate backgrounds being involved in the youth justice service. Continued	AD for Early Help and Partnerships	We have an increased awareness of our young people and continue to work on reducing the number of first-time entrance. As the Turnaround program will continue for another 3 years, we will have regular KPIs for

effectively work to address any disproportionality of those accessing the criminal justice system.	continue as of April 2025		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.		the board meeting to show impact and progress.
	2.1b Development of an enhanced YJS dataset with KPIs for YJS and partners and effectively monitor via the YJMB	June 2026	Regular reports shared and discussed with YJMB to identify trends, challenges and responses to address any areas of disproportionality and areas for improvement.	YJB members	For the past six months, the Board has routinely reviewed disproportionality data across key decision points, including first-time entrants, Out of Court Disposals and re-offending. This data is monitored as a KPI at each meeting, enabling the Board to challenge practice, agree actions where disproportionality is identified, and track progress through the YJMB action log.
	2.1c Robust monitoring of the effectiveness of Out of Court Processes	Ongoing 2026-2027	Effective responses to divert children and increased the number of children subject to out-of-court processes.	AD for Early Help and Partnerships	We have embedded multi-agency oversight of Out-of-Court processes, strengthened diversion pathways and ensured regular monitoring through systemic consultations and shared data. This has increased appropriate diversion for children and contributed to reductions in risk and reoffending indicators.
	2.1d Ensure all Pre-Sentence Reports reflect the individual needs of the child, empathising the adversity experienced by our children from a disproportional background.	April 2026	Increased understanding of the local population by the court which supports	Youth Justice Team Manager	This continues to be a strength of the service. In January 2026, courts recognized the effective inclusion of children's diversity and needs in Havering's pre-sentencing reports.
	2.1e Positively engage young people in diversionary activity in school and community projects.		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 Head of Service for Early Help	Young people are informed about diversionary activities at school and in community groups, with support from the Youth Influence and Participation team. The service will continue to monitor outcomes and report to the board for scrutiny.

	2.1f 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.	June 2026	Effective oversight of FTE to the YJS service and actions are effectively taken to divert children and reduce FTE	Head of Service Youth Justice	Due to the staffing challenges, the service faced during 2025, this area had limited development in the first half of 2025. A permanent TM was appointed and an experienced permanent HoS appointed who are now overseeing the service, a revised schedule of audits is scheduled for 2026.
	2.1g Partners attend all YJMB meetings and are accountable for the work of the service.	Ongoing 2026 - 2027	Regular attendance of YJSMB members effectively monitors and identifies areas of strength and areas for development.	YJB Chairs	Board attendance continues to be consistent, with members actively engaging in meetings. Partner contributions enhance the quality of discussions and support impactful decision-making.
	2.13 Pathways for specific cohorts (SEND) of children are reviewed.	September 2026	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	A thematic audit will be completed by May 2026 to determine the effectiveness of this approach.

3. Prevention and Diversion

3.1 Fewer children become involved in the Criminal Justice System	3.1 Update the Out of Court Disposal Protocol and ensure robust decision-making in place between Youth Justice Service and the Met Police.	March 2026	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	Head of Service Youth Justice	This is a strength for the service. The YJB praised the Havering OOC Panel in February 2026, for its strong child centred approach, proportionate and evidence based decision-making, and clear awareness of vulnerability and adultification. The chair facilitated an inclusive, reflective discussion that drew on all professional perspectives, leading to well-reasoned multi-agency decisions. The panel also focused on the quality of intervention planning, not just disposal, considering trauma, SaLT needs, exploitation risk, emotional regulation and education stability. Overall, the YJB representative expressed confidence that children are well represented,
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					and decisions are justified and requested materials to share Havering's practice as an example of good practice.
3.2 Increase Out of Court disposals for children	The Early/Family Help Partnership and the accompanying Action Plans have a clear prevention youth offer in place to support children to understand their rights and are prevented from further offending.	June 2026	Regular monitoring and reporting on the outcomes of the Out of Court Disposal process in respect of marginalized children.	Head of Service for Youth Justice, Team Manager for Youth Justice and AD for Early Help and Partnerships	Quarterly meetings with Police are taking place to review proportional outcomes for young people. In March 2025, Project Adder was launched to tackle substance misuse and youth violence through community-based support. Early results show reductions in both areas, with mentorship and diversionary activities proving effective in steering young people away from gangs and harmful behaviors.
	3.3 The child exploitation and the participation strategies include clear reference to the offer and the pathway to prevention and diversion.		When disproportionality is observed appropriate actions are identified and actioned by the YJMB.	Youth Justice Team Manager and Head of Service	In 2025, we agreed to focus in 2026 on reviewing the outcomes of reviews on knife crime and to ensure that all preventative measures, such as school safety initiatives, are effectively working. In January 2026 we began working on strengthening our prevention and diversion approach by ensuring that both the child exploitation strategy and the participation strategy clearly reference the pathways available to support early intervention, diversion and safeguarding for children at risk. Multiagency structures such as MACE and the HARM panel routinely review exploitation concerns and ensure children are directed into the right diversion pathways, while the YJS Plan commits the service to actively address disproportionality and unconscious bias.
	3.4 Youth Justice staff complete robust Assessments for all children identified throughout the service for prevention, diversion work and interventions.	October 2026	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	Youth Justice Team Manager and Head of Service	Youth Justice staff conduct thorough assessments for all children in prevention, diversion, and intervention programs, clearly justifying any Out-of-Court Disposal. Weekly multi-agency meetings review risk and suitability, with decisions regularly overseen and agreed upon by YJS managers to ensure transparency. Regular audits and

					performance reports to the YJMB monitor decision quality and promote consistency across all pathways.
	3.5 The work of the Out of Court Disposal Panel is reviewed and scrutinised on a six-monthly basis and reports made to YJB.	March 2026	Children are engaged in appropriate prevention programs	Head of Service -Youth Justice Service	The Out of Court Disposal Panel now operates under enhanced oversight, with recent YJB observation confirming its child-centred approach, evidence-based decisions, and multi-agency consensus. This external validation, part of the regular review cycle, assures appropriate diversion into prevention programmes and is reported through governance at the board for continued scrutiny and improvement.
	3.6 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	June 2026	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; Head of Service and team Manager Youth Justice.	Over the past year, the Youth Justice Service has strengthened its analysis of First Time Entrants by routinely profiling children entering the justice system and identifying key drivers and trends, including vulnerability, education exclusion, SEND and exploitation risk. This learning has been shared through partnership governance and operational forums and has informed earlier, targeted intervention, closer alignment with Early Help and Family Help services, and appropriate use of diversion and out-of-court disposals. As a result, partnership responses are increasingly intelligence-led and preventative, supporting the reduction and maintenance of low levels of First Time Entrants.
	3.7 Embed a 'child first' approach within delivery of Out of Court Disposals.	April 2026	Evidence of a Child First approach via audits and reviewed data set.	Head of Service and team Manager Youth Justice.	Independent QA is being performed by the Starting Well Head of QA through 2026 in conjunction with the HoS. The YJS QA framework will be revised in April 2026 to ensure alignment with the HMIP inspection framework and align it with our systemic practice.
	3.8 Contribute to the development of practice guidance in line with our child exploitation strategy which reduces young people's	June 2026	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.	Head of Service and Team Manager Youth Justice, AD for Early Help and Partnerships	Work is in progress to roll out revised practice guidance in September 2026. In partnership with Islington LA, we have strengthened the practice on Exploitation with a revised HARM / MACE process. A series of joint training sessions having been delivered to the workforce and there is regular deep sampling

	extrafamilial risks outside their home.				of children's records. Individual practice improvement sessions have been conducted with practitioners
	3.9 Undertake a practice review of our work in custody, resettlement, and prevention of remands.	January 2026	Outcomes of practice review will provide areas of good practice and focus areas for practice development and learning.	Head of Service and Team Manager Youth Justice	Over the last year, the Youth Justice Service has reviewed its custody, resettlement and remand practice through routine case monitoring and monthly returns, identifying that custody and remand use remained low (with only one child requiring resettlement planning), and confirming strengths in prevention, partnership working and readiness arrangements, alongside learning to maintain practitioner capability despite low volumes.
	3.10 Undertake an annual profile of children involved in offending. Identify trends and needs of children within re-offending cohort and ensure we continue to provide and commission the right resources and support.	June 2026	Data sets provide clarity on young people's profiles.	Head of Service and Team Manager Youth Justice / Data Analyst	The current data set identifies key characteristics of children engaging with the YJS and those at risk of entering the criminal justice system. Early Help provides documented evidence of service offerings in response to these findings, ensuring that appropriate interventions are implemented to support children and prevent offending behavior.
	3.11 Continue to embed the joint working protocol with social care with a focus on joint supervision to have a coordinated approach to care planning and keeping children safe	April 2026	Evidence of joint and coordinated whole family planning, ensuring plans are SMART across the partnership.	Head of Service and Team Manager Youth Justice	While we acknowledge this as a vulnerability, in February 2026 the new YJS Team manager began planning with Safeguarding and Corporate Parenting managers to improve joint safety planning. Regular case discussions between managers offers an opportunity for strengthened planning and robust interventions to keep children safe.
	3.12 Strengthen our risk management panels to ensure that the continue to help young people to remain safe	May 2026	Evidence that the risk management panels are having positive outcomes for children, their families and the community.	Head of Service and Team Manager Youth Justice	This remains a strength, and we continue to monitor to ensure continuity of good practice. From May 2026, the AD will join the HoS to conduct bimonthly observations of the risk management panel to provide feedback and support on practice.
	3.13 Develop AQA accreditation to celebrate and accredit children's learning	June 2026	Evidence that children who access the youth Justice Service have improved skills and	Head of Service and Team Manager Youth Justice	In April 2026 enquiries were made regarding the registration of our offices as an approved location for young people to retake their exams under the AQA accreditation.

	through the work they do with the Youth Justice Service		knowledge to help them achieve further education or employment		
	3.14 Monthly meetings with partners to review whether outcomes for young people are appropriate.	June 2026	The service has monthly meetings with Police, Virtual School, CHMAS, SALT, WISUP, Information and Guidance.	Team Manager Youth Justice	Due to the education post vacancy this will require strengthening in 2026. Following recruitment by June 2026 an education advisor will be based at the YJS offices to provide enhanced learning opportunities and better results for children under 16.
	3.15 Ensure that information on protected characteristics is considered during the scrutiny panel for out-of-court disposal decisions.	March 2026	Our consideration of protected characteristics remains a strength and is being recognized by Police colleagues as a strength.	Team Manager Youth Justice	This remains an area of strong performance, and ongoing monitoring will ensure the maintenance of high standards. The performance team continues to provide the required data to support robust decision making.
4 Victim Work:					
Work with victims is high-quality, individualised, and responsive driving positive outcomes and safety for victims	4.1 Ensure that staff clearly document how consent was obtained in the victim's case record.	Ongoing 2026-2027	A protocol is established whereby the police contact the victim to request consent and explain the purpose of follow-up contact with the YJS worker.	Head of Service and Team Manager Youth Justice	This remains an area of focus for us. Throughout 2026 audits will track restorative justice efforts and work focused on victims. In addition, YJS police and victim coordinator will continue to maintain records detailing how consent was obtained in all cases involving victims.
	4.2 Ensure victims are supported to make informed choices and are contacted promptly and respectfully.	Ongoing 2026-2027	Police to share victim details with YJS victim worker. Document consent processes and outcomes in case records. Record all conversations regarding consent or refusal. Expected outcome: improved victim engagement and informed decision-making. Streamlined and transparent consent documentation. Enhanced support through clear referral pathways	Head of Service and Team Manager Youth Justice	Over the last year, victim work has developed within the Youth Justice Service, with ongoing collaboration between the police and the YJS victim worker to ensure victims are contacted promptly, respectfully and supported to make informed choices. A clear protocol is in place whereby the police seek and record victim consent before sharing details with the YJS, and audits and board oversight have tracked how consent is obtained, recorded and outcomes documented in case records. Victim engagement, consent processes and restorative justice activity have been regularly reported to and scrutinised by the Youth Justice Management Board, reinforcing transparent practice and clear referral pathways, with evidence confirming that victim

					contact, consent or refusal and follow-up discussions are consistently recorded and monitored
	4.3 Provide victims with clear comprehensive information throughout the child's YJS journey.	Ongoing 2026-2027	Develop a Victim Information Directory pack. Include detailed explanations of options and available services. This will lead to better informed victims. Increased trust and engagement with YJS processes,	Team Manager Youth Justice Service	Development of the Havering directory is ongoing, with completion expected by summer 2026.
	4.4 Ensure victim needs are well understood and addressed	Ongoing 2026-2027	Record discussions and personal statements on Childview. Tailored support plans. Improved diversity and inclusion in victim services.	Team Manager Youth Justice Service	In November 2025, an assessment tool was created to consolidate this data, and it is now integrated into daily routines.
	4.5 Ensure victim safety is prioritised in all interventions.	Ongoing 2026-2027	Base risk assessments on victim statements that lead to more accurate risk management.	Team Manager Youth Justice Service	A risk assessment has been created and is embedded into day-to-day practice for YJS staff.
	4.6 Ensure practitioners across YJS work cohesively to meet victim needs.	Ongoing 2026-2027	Train panel members and case managers in victim work principles. Record victim contacts and assessments on Childview. Share reports with case managers	Team Manager Youth Justice Service	This remains on-going day-to-day practice with a training session arranged for board members on victims at the June board meeting.
	4.7 Monitor and improve service delivery based on victim feedback.	Ongoing 2026-2027	Collect and analyze victim satisfaction data. Document reasons for unmet needs. Use questioning to support victim thinking and feelings.	Team Manager Youth Justice Service	Gathering feedback from victims to guide intervention.
	4.8 Equip staff with the skills and capacity to deliver high quality victim services	Ongoing 2026-2027	Provide victim awareness training. Design new interventions (e.g., children as victims, community impact). This will lead to Skilled and confident staff. Expanded and effective victim support offerings.	Team Manager Youth Justice Service	First, we will update the volunteer training, followed by rolling out staff training. Everything is scheduled for completion by Summer 2026.
	4.9 Ensure services are regularly reviewed and improved.	Ongoing 2026-2027	Conduct monthly audits and annual evaluations. Analyse victim engagement and feedback. Attend Pan London meetings for shared learning. Continuous service improvement. Evidence-based practice and policy refinement	Team Manager Youth Justice Service	This remains an area of focus for the service. Audits will restart in May 2026. Attendance at the Pan London meetings by the Restorative Justice Coordinator continues.

	4.10 Ensure that all records accurately and comprehensively reflect the victim-related work and activities carried out.	Ongoing 2026-2027	More focus will be placed on the quality of case recording through supervision. Recording will also be monitored through dip-sampling of cases and of auditing activity pertaining to restorative justice and victims focused work.	Team Manager Youth Justice Service	This has been prioritised by the new Team manager with enquiries made with Pan London members regarding childview additional victim recording within other youth justice services. – Agreement has been given for additional victim sections within childview to be purchased before the June board meeting.
	4.11 Strengthen the recording of the protected characteristics and diversity needs of victims.	Ongoing 2026-2027	Victims' views will be proactively collected, carefully analysed, and used to inform and enhance the quality and effectiveness of the services they receive	Team Manager Youth Justice Service	Work in progress and timescales for delivery will be dependent on the roll out of the new upgraded version of Child View in 2026.
	4.12 Ensure that the victim's views are effectively represented in panels overseeing post-court interventions.	Ongoing 2026-2027	All consent related interactions are documented, including conversations where victims either provided or declined consent	Team Manager Youth Justice Service	These actions are conducted regularly by the service. Over the last year, the Youth Justice Service has ensured that victims' views are represented within post-court panel oversight by consistently documenting all consent-related discussions, including where consent is given or declined, so that victim perspectives and preferences appropriately inform decision-making in line with agreed information-sharing arrangements.
	4.13 Strengthen the role of the management board to drive and oversee victim work and practice.	Ongoing 2026-2027	Victims will make informed choices about their needs through sustained support, including tailored interventions involving children where appropriate.	Team Manager Youth Justice Service	This is ongoing work. Now that the Victim Coordinator has been permanently appointed, they will assume responsibility for this role going forward. Data will be provided at each board meeting, with a specific focus on victims at the June board meeting.
	4.14 Continue our support for victims to help them make informed decisions about their needs, including any direct work involving children.	Ongoing 2026-2027	Develop a comprehensive support directory that includes referral pathways, signposting options and clear explanations of Restorative Justice (RJ) and its available formats. This resource should be shared with victims as part of the initial contact process.	Head of Service and Team Manager Youth Justice	Over the last year, the Youth Justice Service has continued to support victims to make informed decisions by progressing the development of a comprehensive Victim Information Directory, strengthening referral pathways and explanations of restorative justice options, and embedding this information into initial victim contact, supported by the appointment of a permanent victim coordinator to lead this work.

5. Voice of the Child:					
Voice of the Child: Improve how we capture and utilise the voice of children to improve services	5.1 The Voice of the Child is a recurrent agenda item at the Youth Justice Strategic Partnership Board	Ongoing 2026-2027	Children, both known and unknown to the YJS, have opportunities to share their voice and understand the impact this has on Youth Justice activity.	YJB Chairs	The service is focused on delivering this improvement . In December 2025 2 young people attended the board meeting to express their views about the support received and improvements we can make to the service delivery. Mind of My own has been rolled out to the service and we will continue to identify opportunities for children to share their voices through 2026
	5.2 Children are involved in recruitment and the shaping of service delivery.	April 2026	Children are routinely consulted with, to develop services and are routinely involved in recruitment of staff .	Head of Service and Team Manager Youth Justice	Due to the challenges of staff capacity in 2025, this area continues to present as an area for improvement for the service; however, it remains a priority for 2026.
	5.3 Partnership assurance events to be developed focused on voice of the child and youth participation.	April 2026	Form to be reviewed to capture the voice of the child/young person.	Head of Service and Team Manager Youth Justice	The Voice of the child is evidenced and shared throughout self-evaluations through Mind Of My Own. Our forms have been reviewed to capture the voice of the child/young person. The service is working closely with the Mind of My Own lead to improve the utilization of the app and this remains a priority for 2026.
	5.4 Questionnaires are further developed to use with children and their families and are utilised to inform self-evaluations.	April 2026	Feedback to be regularly collected and reviewed to inform self-evaluations.	Head of Service and Team Manager Youth Justice	Feedback is now regularly collected and reviewed to inform self-evaluations, service reflection and future delivery opportunities. Children have reported they are confident that their voices are heard and that they are supporting effective change. Captured part of asset plus.
6. Workforce development					
Workforce development: ensure that the staff team have the right skills for delivering high quality work with children	6.1 Staff take up the 10-day learning offer in Havering in accordance with learning needs identified through the PDR process.	April 2026	Staff training and development needs are identified and met through a robust training program and staff can apply learning to practice Quality Assurance activity demonstrates the impact of training on the quality of work and outcomes achieved for children	Head of Service and Team Manager Youth Justice	The Havering Social Care Academy training offer is maximised with a good representative of attendance from Youth Justice professionals. Further AIMS training has been booked for YJS staff to take place by June 2026.

	6.2 Reorganization of the Starting Well department will incorporate a review of the YJS	November 2025	Delivery of an effective service with skilled experienced professionals	AD for Early Help and Partnerships	The Reorganisation concluded in 2025. Recruitment processes have been agreed and the expectation is that all posts in Youth Justice Service structure will be recruited to and onboarded by the summer of 2026.
Ensure that all staff and managers of the Youth Justice Service are aware of the processes for internal staff complaints. We want them to be confident that these processes exist and feel comfortable raising any concerns or issues, knowing they would be supported.	6.3 Update the complaints process and promote this to staff during one-to-one supervisions and check ins, team meetings and via email communication. 6.4 Revise the complaints and compliments leaflets for children, which will be displayed in the reception area at the YJS office. 6.5 Regularly review and update the complaints process to ensure it remains effective and supportive.	June 2026	Increased awareness and understanding of the internal staff complaints process among staff. Enhanced confidence among staff to raise concerns or issues. Enhanced support for staff, leading to a more positive and transparent work environment. Improved staff morale and job satisfaction	Head of Service and Team Manager Youth Justice	The Team manager has commenced this piece of work and by June 2026, the Youth Justice Service will have a well promoted and routinely reviewed of the existing complaints process, with clear management ownership and learning from feedback actively informing practice and service improvement.
7. 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	7.1 Self-Evaluation is completed and regular internal audits completed	April 2026	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	Head of Service and Team Manager Youth Justice	Practice is reviewed on a regular basis to highlight alignment with National Standards, with key focus workshops/supervision sessions taking place. Observations by YJB provide evidence of good practice. Audits are in place and learning is shared within the service to inform our self-assessment which will be updated in the Autumn .
8. Risk of Harm to Self and Others and Safety and Wellbeing of our children					

Risk of Harm to Self and Others and Safety and Wellbeing of our children	8.1 Ensure that risk and harm is captured from multiple source information at assessment stage, and plans are in place to address this, with clear and recorded management oversight for all cases.	June 2026	Risk is identified, appropriate interventions are undertaken to ensure risk reduction and there is regular review.	Head of Service and Team Manager Youth Justice	Over the past year, the service has strengthened how risk of harm to self and others is identified, recorded and reviewed, by consistently drawing on multiple data sources at assessment stage, including police intelligence, health information, education input and previous YJS involvement. Risk information is routinely triangulated and captured within assessments, with clear management oversight recorded on all cases, and risk management plans are reviewed regularly to ensure they remain proportionate and responsive.
9 Disproportionality					
9.1 Reports	Ensure that YJS policies, procedures, training, supervision, and practices consider the impact of disproportionality		We ensure that we describe accurately in reports the impact of disproportionality. Using Pre-Sentence Report to emphasize understanding of Adverse Child Experiences (ACEs) and cultural factors. Focusing on the importance of the impact of language and the way we are using it in reports to Court for sentencing, conferences, and recording.	Head of Service and Team Manager Youth Justice	Pre-Sentence and court reports are routinely produced using a trauma-informed, culturally competent, child-first approach. These reports address the impact of childhood adversity, identity, lived experience, and structural disadvantages on behavior and circumstances. Practitioners use strength-based, non-stigmatizing language and clearly reflect the child's voice. Managers review reports for bias, adultification, and disproportionality, ensuring recommendations are least restrictive and proportionate.
9.2 Data collection	Analysing local YJS data to understand the impact of disproportionality and the context		The importance of culture and inequality in both housing and education experienced by some of the children and young people, is understood and is accurately recorded in the youth justice service database. Regular data reports are scrutinized by the YJS and the Board	Head of Service and Team Manager Youth Justice	The service routinely analyses local data to understand and address disproportionality at key points in the youth justice pathway. Accurate recording of ethnicity, education history, SEND, housing instability and wider inequality ensures that the context of children's lives is clearly understood. Disproportionality data is reviewed regularly by senior managers and scrutinised by the Youth Justice Board to identify trends, challenge variation in outcomes, and agree with corrective action. This ensures data is

					actively used to inform decision-making, influence practice and evidence of impact over time.
9.3 Prevention	The importance of how we link early years interventions, and how we can improve this with an all-system approach.		Improved engagement with Early Help, community groups, and community leaders to achieve local improvements.	Head of Service and Team Manager Youth Justice	The service is working as part of the wider Starting Well / Early Help system to support children and families at the earliest opportunity. An all-system approach links early years services, youth team, Family Help, schools and health partners to improve early identification of need and reduce escalation into statutory youth justice. The Service works closely with the Targeted Early Help, voluntary and community sector organisations and local community leaders to build trust, respond to local priorities and deliver targeted, place-based prevention that improve outcomes for children and young people.
9.4 Court	Record details of judges/magistrates and identify any themes in relation to disproportionate outcomes.		Convene a Court Scrutiny Panel on Disproportionality with three neighbouring boroughs to explore the local youth court decisions on a dip sample of cases.	Head of Service and Team Manager Youth Justice	The service is routinely recording decision-makers and analysing themes linked to disproportionate outcomes. The Service regularly convenes a multi-borough Court Scrutiny Panel, working with three neighbouring Youth Justice Services, to review a dip sample of local youth court cases and understand decision-making patterns. Learning from this panel informs court advocacy, partnership challenge and local improvement activity, with oversight by senior managers and the Youth Justice Board.
9.5 Out of Court	Attend bi-annual scrutiny panels where a dip sample of cases can be reviewed by YJS and the Board		Determine any themes in relation to disproportionate decisions.	Head of Service and Team Manager Youth Justice as well as Youth Justice Board.	Robust oversight of out-of-court disposals is maintained through bi-annual scrutiny panels attended by senior managers and the Youth Justice Board. Dip sampling of cases is used to identify themes and trends in decision-making, including any disproportionality in access to diversion. Findings are used to challenge practice, strengthen consistency and inform service improvement, ensuring out-of-court approaches remain fair, proportionate and child-first.

9.6 Child/young people's voices	Ensure all documents contain child/young person's voice.		Improved self-assessment tools including disproportionate questions	Head of Service and Team Manager Youth Justice	The voice of the child or young person is clearly captured and reflected in all assessments, plans and reports. Revised Practice standards require practitioners to evidence the child's lived experience, views and perspective, including how disproportionality and inequality may have shaped these. Enhanced self-assessment tools include specific prompts on disproportionality and bias, with managerial oversight through supervision and quality assurance to ensure the child's voice consistently informs decision-making and service improvement.
9.7 Traum-informed	YJS policies, procedures, training, supervision, and practices are trauma-informed; show a deep level of cultural awareness; and are culturally relevant for the children, young people, and families.		Reduce over-representation through culturally competent, trauma-informed, and diversionary approaches	Head of Service and Team Manager Youth Justice	The service revised its policies in early 2026 to ensure Youth Justice Service work is trauma-informed. This change was implemented to create a more supportive environment for young people who have experienced trauma. By adopting trauma-informed practices, staff are trained to recognise the effects of traumatic experiences on behaviour and decision-making. The new approach encourages empathy, reduces re-traumatisation, and helps youth access resources that promote healing and resilience. These updated policies reflect a commitment to prioritising the wellbeing of young people within the justice system.
9.8 Unconscious Bias	Mandatory training to raise awareness and the impact of inequality and unfair treatment in decision-making		Commitment for all Youth Justice Service staff to be trained in Unconscious Bias by the end of 2026 with training also extended to the Board.	Head of Service and Team Manager Youth Justice	Mandatory training for all staff has been introduced, strengthening understanding of inequality, discrimination and the impact of bias on professional judgement and decision-making. All Youth Justice Service staff will complete unconscious bias training by the end of 2026, with this commitment extended to Youth Justice Board members, ensuring shared understanding, consistent challenge and informed oversight across the local youth justice system.
9.9 Pathways	Ensure appropriate pathways are in place for all Black and		Improved planning with partners including community-based organisations (culturally relevant	Head of Service and Team	The service works with partners to ensure clear, effective pathways for Black and Minority Ethnic children and young people

	Minority Ethnic children and young people between the Youth Justice Service and partners.		support, i.e., mentor and positive role models), culturally appropriate mental health and trauma services, targeted prevention programs, and 'Child First' strategies rather than just risk.	Manager Youth Justice	across the youth justice system. Joint planning with Early Help colleagues, health, education and community-based organisations strengthens access to culturally relevant support, including mentoring, sport activities, positive role models and trauma-informed mental health services. A Child First approach ensures pathways focus on need, strengths and support rather than risk alone, improving engagement, reducing escalation and promoting equitable outcomes.
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