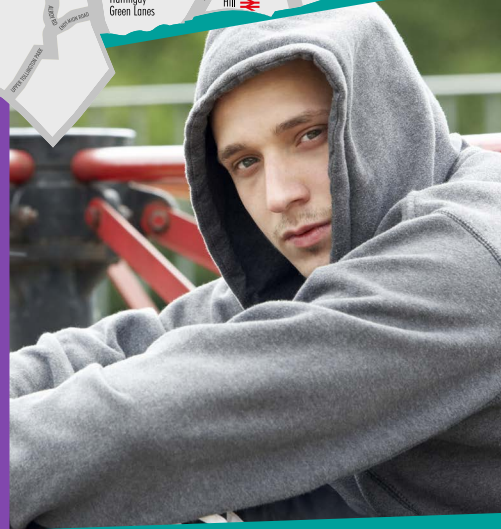


Haringey Youth Justice Strategic Plan

2024-2027



Service: Haringey Youth Justice Service

Date: June 2024



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Introduction, vision and strategy

1.1 Introduction

We are delighted to provide you with an overview of the work of the youth justice service for 2023-2024 and introduce our three-year plan for 2024 – 2027. As a Youth Justice Strategic Partnership Board (YJSPB), we are committed to work in a systemic way to prevent children and young people from offending and reoffending, to ensure that custody is the last option, and that children and young people are safe, secure and provided with supportive interventions that address the causes of offending behaviour.

Our partnership approach is underpinned by a strong vision that collaboration and partnership are at the heart of what we do to ensure our children will receive the support they need to succeed and improve outcomes.

We continue to support children and young people to have high aspirations, working together across all related youth justice services and our wider partnership which reaffirms our commitment to being child centred in our ethos, delivery and decision making.

We are committed in addressing, challenging, and understanding how we as a partnership can effect change for our children who are disproportionately marginalised. We will continue to strive as a partnership to be creative and innovative in our approach and practice in supporting our children in a holistic and constructive way.

We are committed to truly treating children within our service as children, embracing Child First principles to ensure that children can make amends for the mistakes that they have made, gain new skills and experiences, and work with them and their families and support networks to encourage desistance. We value the voice and opinions of the children that we support, working with them to co-produce our new logo and induction storyboards.

Haringey Youth Justice Service has strived to provide an effective service in the last year. Many of the achievements and outcomes for our children and young people have been as a result of the diverse range of interventions and the service's widely recognised work on disproportionality and racial disparity.

Haringey Youth Justice Service remains part of the Children and Young People's Directorate located within the Early Help, Prevention and SEND Division. The overall effectiveness of the YJS continues to be monitored by the Youth Justice Board against the new thirteen key national indicators.

This year has continued to be challenging due to the complexity of the children and young people's lives that we work with. There remains a high level of serious youth violence and criminal exploitation. Competing demands and budgetary pressures have impacted on all partners, despite this, there is strong commitment from the Youth Justice Strategic Partnership Board to continue to ensure that the impact on front line services is kept to a minimum.

This report reflects the successes of our partnership activity and outcomes for our children and young people. Our Key Achievements in 2023-2024 are:

- ➔ The Youth Justice Strategic Partnership Board has moved to a thematic approach which allows for partners to have more of a deep dive into the different parts of the system.
- ➔ Recruitment to key health posts which includes a CAMHS nurse, Speech and Language Therapist.
- ➔ Pilot of the Dusty Knuckle 5-week Bakery programme for children not in education, training and or employment.
- ➔ Through regular surveys, developed a better understanding of the experience of staff working within the Youth Justice Service and any support and development required.
- ➔ A reintroduction to the parenting workshops on topics such as criminal child exploitation.
- ➔ Redevelopment of the building and environment, youth justice services operate from to make it a more welcoming space for our children, their families, staff, and partners.
- ➔ Successful completion of the mentoring programme for children from Black & Global backgrounds through the Disproportionality Challenge Fund.

- Implementation of a three-part workforce development on disproportionality, adultification and health inequalities.
- Developed and embedded its practice models and approaches framework.
- Completed audits across all domains within the National Standard Audits to inform evaluation, learning and development.
- Haringey Area Partnership achieved the 'Youth Justice SEND Quality Lead Status redesignation with a Child First Commendation.'



Our plan also sets our vision as a partnership and ambition for sustainable improved outcomes for keeping children and young people are at the heart of the service planning and delivery. Within this plan, we have shared:

- our governance, leadership, and partnership arrangements,
- our vision and priorities for children and young people over the next 3 years,
- local key performance targets for 2024 – 2025
- national key performance targets for 2024 – 2025
- celebrate the innovative practice which has led to improving and good outcomes for children and young people.

For those children who participated in the development of this plan, thank you for your honest opinions and thoughts in the development of our branding and

storyboards. We would also like to take this opportunity to thank our frontline staff within the Youth Justice Service whose commitment to improvement and willingness to embrace change to ensure that the children we work with, receive the best service. On behalf of the Strategic Partnership Board, we would like to thank all colleagues and partners for their ongoing dedication and commitment to support children and young people to prevent and reduce offending.

The wider YJS turnaround offer can be found here: <https://haringeyyouthjusticeserviceintroduction>

Councillor Zena Brabazon
Cabinet Member for Children, Schools and Families

Ann Graham
Director of Children Services
Chair: YJSPB

Councillor Ajda Ovat
Cabinet Member for Communities

Marco Bardetti
Detective Superintendent
Metropolitan Police Service

1.2 Vision and strategy

Haringey Council's Corporate Delivery Plan sets out the vision in the Haringey Deal and reaffirms our commitment to Child First principles and practice as well as providing the Partnership with an overarching vision.

Our vision is one in which 'All of Haringey's children and young people achieve their potential'.

The following are our shared strategic outcomes for all children and young people living in Haringey.

- We reaffirm our commitment to Child First principle.
- Collaboration and partnership continue to be at the heart of what we do to ensure our children will receive the support they need to succeed and improve outcomes.
- We will continue to listen to, empower and enable our children, young people and families to be a part of solutions.
- We will continue to address, challenge, and understand how we as a partnership can effect change for our global majority young people who are disproportionately marginalised.
- We will continue to work to prevent offending and re-offending by children and young people, ensure custody is the last option for them, and that they are safe, secure and we are addressing the causes of their offending behaviour.
- We will strive as a partnership to be creative and innovative in our approach and practice in supporting our children in a holistic and constructive way.
- We will continue to ensure the most vulnerable young people in our service, children in care, children with needs around safety and wellbeing and those.
- For children at most risk of harm should have strong multi agency plans of support to ensure positive outcomes.

2. Local context

The London Borough of Haringey is commissioned to provide Youth Justice Services for children in Haringey.

Haringey is one of the UK's most culturally vibrant and diverse communities and is an exceptionally diverse, young, and fast changing borough. Over 180 languages are spoken by Haringey residents, and 30% of Haringey residents do not speak English as their main language.

Haringey is the 4th most deprived borough in London, with deprivation more concentrated in the northeast. Relative deprivation has reduced since 2015, though Haringey's London ranking has not shifted significantly. Haringey has a higher than average number and rate of children living in poverty. Children in the east of the borough are substantially more likely to be affected by income deprivation than those in the west.

Of Haringey households, 18.3% (approx 19,800) live in Fuel Poverty, the 4th highest percentage in London and substantially above the London average (15.2%). Fuel poverty is concentrated in Central and East areas, notably White Hart Lane and Bruce Grove. In 2022 8,663 Children in Haringey were living in relative poverty. This is in line with the London average (8,657), but below our statistical neighbour (SN) average (10,809). Approximately one third of Haringey households are in receipt of Housing Benefit.

Haringey has a young, ethnically diverse population. The total resident population in Haringey is 264,300 and Black and Global Majority groups or other white ethnic groups account for 67% of the resident population. Haringey's population is expected to increase by 6.3% in the next 10 years, to 280,100, with the largest percentage growth in older age groups (65+), other ethnic groups and other white ethnic groups

Facilities are good, with a range of cultural events and good transport links. Haringey also now has 25 Green Flag Parks. Haringey has over 120 venues where cultural activity takes place, and over 70 events occurring annually. There is a good spread of cultural venues across the borough.

While the proportion of NEET 16- and 17-year-olds in Haringey (1.9%) is slightly higher than London (1.6%) but lower than England (2.8%), Haringey has a larger proportion of Mixed Race and Black or Black British 16–17-year-olds who are NEET compared to the SN and London averages. It's also worth noting that whilst

Haringey continues to have proportionately higher numbers of 16–17-year-olds whose activity is not known (2.8%) compared with 1.8% for London and 2.4% for England, there has been significant improvement with a reduction from 6.6% last year.

Compared to London, Haringey has a similar proportion of children and young people that have a learning disability (LD), but a slightly higher rate of pupils with autism. An estimated 5,700 Haringey residents aged 14 and over are estimated to have a learning disability.

GCSE attainment has improved comparative to England, but is slightly below London, there are notable attainment gaps. Haringey's overall attainment success at KS4 level has fallen slightly since last year. Standard pass percentage fell 2.7%, and strong pass percentage fell 1.5%. Girls perform better than Boys overall.

In 2021 the proportion of pupils of all ages with social, emotional and mental health needs in Haringey fell to 2.59%. This is higher than the London Average (2.52%) but lower than the England Average (2.79%)

Haringey has the second highest rate of drug use (excluding Cannabis) among 15 year olds of all London boroughs. There is also a higher than average rate of young people cautioned or sentenced in the borough.

52% of Haringey residents agree the police do a good job in the local area, compared to an average of 66% across London. This is the lowest percentage in London. Confidence in all areas of policing tested had come down every year since 2014.

Haringey has the 8th highest rate of both domestic abuse with injury and Knife Crime with Injury in London over the last two years.

Within North Central London, depression rates are higher than across London, whilst mental illness is also higher than across London, but on a downwards trend.

Although Haringey's number of incidences of Domestic Abuse with Injury was only 12th in London, the rate per 10,000 is 8th highest (58.6 per 10,000), and is higher than both the statistical neighbour average (51.9), and London's statistic (50.8).

3. Strategy and key priorities

The Youth Justice Strategic Plan 2024-2027 builds on the findings and learning from the external diagnostic we commissioned in May 2023 and National Standard Audits completed between May and November 2023. The Youth Justice Strategic Partnership Board moved to a three year plan as a key reflection was that many priorities take more than one year to embed. Accountability for the Youth Justice Strategic Partnership Plan is overseen by the YJSP Board to ensure regular and robust, positive scrutiny and challenge with an annual report on progress reviewed and considered. In addition, the Youth Justice Operational Plan outlines the priorities for the Youth Justice Service which is accountable to the Head of Service for Youth Justice and Youth at Risk. See [Appendix 3 - Strategic Partnership Plan](#)

The Youth Justice Strategic Plan 2024-27 has been developed alongside children, practitioners, parents/ carers, partners and board members representing agencies such as Probation, CAMHS, Public Health, Safeguarding, School Nursing and Education. For Board Members, we utilised development session discussions to ensure we are confident of the priorities set, testing against the data. We have engaged our children in the creation of this plan via our Youth Justice Participation Forum and on a wider scale with a survey to capture their views and reflections on what is working and where improvements are required. For our practitioners and operational partners, anonymised surveys have been utilised to ensure we have captured their voice, setting out the vision of the partnership and providing key updates from the last 12 months.

The Youth Justice Strategic Priorities over the next three years are set out below:

Priority 1: Child First: For the YJSPB and YJS to continue our commitment to child first approach which should be incorporated in all aspects of service delivery, governance and quality assurance.

Priority 2: Restorative Justice: Increase the number of victims that engage in Restorative Justice processes and improve their outcomes.

Priority 3: YJS Health Offer: To increase the uptake of the health offer and improve health outcomes, particularly in relation to EMH, SLT and substance misuse using trauma informed approaches.

Priority 4: Disproportionality: Increase the focus of disproportionality within the context of remands/ sentenced into custody, education, health and stop and search.

Priority 5: Children in Care: To improve entry to ETE, Health and Wellbeing outcomes for those children in care, CP, CIN and SEND cohort.

Priority 6: Serious Youth Violence: Strengthen and expand our evidence-based approaches to reduce levels of Serious Youth Violence in particular Robbery and Knife crime.

Priority 7: Prevention and Diversion: Increase the number of children and families supported by our prevention offer.

A wide range of Haringey strategies and other initiatives are outlined below, which have been informed by residents, communities and partners are pertinent to this strategy and have informed the development of our priorities within our Youth Justice Strategic Plan:

- ➔ The Corporate Delivery Plan 2022-2024
- ➔ Haringey Early Help Strategy 2024-2027
- ➔ Haringey Young People at Risk Strategy 2019 – 2029
- ➔ Haringey's Health and Wellbeing Strategy 2020-2024
- ➔ Community Safety Strategy 2024-2027
- ➔ SEND and Alternative Provision Sufficiency Strategy 2023-2026

The Corporate Delivery Plan (CDP) sets out how we will go about building a fairer, greener borough.

The plan is a vital part of delivering on the commitments set out in the [Haringey Deal](#). We have committed to co-production and developing a different relationship with our residents and these principles run throughout the CDP. There are other measures we are taking to fulfil our Deal commitments including our focus on getting the basics right and developing a deeper understanding of our changing local communities.

The Corporate Delivery Plan includes the outcomes we are working towards as an organisation; the activity

planned to deliver these outcomes; how we will work to deliver them; and the key delivery dates.

The plan is organised around the following themes:

1. Resident experience, participation and collaboration
2. Responding to the climate emergency
3. Children and young people
4. Adults, health and welfare
5. Homes for the future
6. Safer borough
7. Culturally Rich Borough
8. Place and economy

The Young People at Risk Strategy is our 10-year plan to address the complex root causes of this issue. It adopts a public health approach, with public sector agencies, voluntary sector groups, communities, and children and young people themselves working collectively to reduce their vulnerabilities and build their resilience.

This strategy focuses on achieving 5 outcomes, based on a comprehensive analysis of the factors that can keep children and young people safe or increase their vulnerability to involvement in violent crime:

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

In the [Action Plan 2023-26](#), we have refreshed the key indicators we will use to track the success of the Young People at Risk Strategy.



4. Governance, leadership and partnership arrangements

The Youth Justice Service (YJS) remains part of the Children and Young People's Directorate located within the Early Help, Prevention and SEND Division. As part of the divisional management team, the YJS works in partnership with services including Youth Services, Family Support, Childrens Social Care and SEND, Quality Assurance and the Childrens Learning Academy. In addition, the YJS service has strong links with Education, Community Safety, Police and Health.

The governance of the Youth Justice Service is provided by the Youth Justice Strategic Partnership Board that meets quarterly with direct accountability to the Start Well Board, as well as strong links to the Safeguarding Children Partnership and the Community Safety Partnership Boards.

The Youth Justice Strategic Partnership Board is chaired by the Director for Children and Young People's Services. Reporting into the Youth Justice Strategic Partnership Board is the Youth Justice Partnership Operational Board, chaired by YJS Head of Service to oversee the delivery of the Youth Justice Partnership Plan.

By separating the functions of the board with an operational and executive remit, this has allowed for the strategic agenda to be driven by the strategic needs of the partnership, supported by the operational partnerships work on the actions needed to be completed.

The board cannot, and should not, work in isolation from the frontline practitioners. At the Youth Justice Strategic Partnership Board, members of the YJS attend, ensuring that the voice of the child is advocated via videos, case studies or surveys. We believe that ensuring that the child voice is at each board meeting ensures the correct focus and allows staff to highlight areas of good practice or where support is needed.

The diagram sets out the governance arrangements to ensure there is clear accountability, line of sight and information flow.



Following a minor restructure, the Head of Service role became full time in July 2023 and solely responsible for the YJS. The Head of Service is also responsible for the delivery of the Councils Young People at Risk Strategy and has quarterly meetings with operational partners to ensure that the partnership is effective in its delivery.

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

- monitors performance against both national and local Indicators provide scrutiny and challenge, receives comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- ensure that the YJS are delivered within the allocated budget and complies with the Youth Justice Board (YJB) grant conditions.
- oversees the implementation of the Strategic Youth Justice Plan.
- ensures key agencies representation at an appropriate level on the partnership board.
- investigates areas where performance is poor to ensure its analysis informs partnership developments.

- ensures that the YJS is fully integrated and able to influence strategic developments with which partners are engaged. Specifically, The Young People at Risk Strategy and the Early Help Strategy.

As a partnership board, we ensure that we achieve our objectives and priorities as set out in our partnership plan and are mindful that individual board members should:

- (For Statutory Partners) be of sufficient seniority and decision-making authority as to enable necessary partnership developments.
- be advocates for the Haringey Youth Justice services and their partner organisations and networks.
- take steps to actively understand and support practice and strategy development in Haringey youth justice services.
- steering the cause of victim safety for the young people of Haringey.
- to continue to challenge, address and support the elimination of disproportionality for children and young people in Haringey.

The Youth Justice Strategic Partnership Board has been committed to ensuring that the YJS has the right multi agency partnerships and specialist provision. The YJS now has the following multi agency specialist support which is either contributed in kind or matched funded:

- Health: CAMHS nurse, Speech and Language Therapist and Liaison and Diversion nurse
- Police officers
- Probation officer

[See Appendix 1 for Board Membership and current Terms of Reference](#)

[See Appendix 2 - Service Structure Chart](#)

4.1 Partnership Arrangements

Safeguarding

There is a joint protocol between services within the Children's Directorate and the YJS. In addition, the Assistant Director for Early Help, Prevention and SEND and Chair of the strategic partnership board are members of the Safeguarding Children's Board representing Youth Justice.

Children in Care

YJS is represented at the Corporate Parenting Advisory Committee (CPAC) which the Assistant Director for Early Help, Prevention and SEND. YJS staff attend Children In Care (CIC) meetings as necessary both in the community and custody settings. In addition, the YJS shares its CIC cohort with all the children and young people services on a monthly basis.



MACE

YJS representation at the MACE meetings to contribute to information sharing about victims and potential perpetrators of child exploitation, whilst also having a focus on key locations that need to be targeted.

PREVENT

There is an operational representative from the YJS that works directly with those delivering the Prevent agenda and ensuring that the agenda is embedded into the service delivery. The Assistant Director for Early Help, Prevention and SEND (AD: EHPS) chairs the Prevent Delivery Group.

MARAC

The YJS also now attend MARAC operational meetings when children and parents known to the service.

MAPPA

YJS management representation at MAPPA level 2 and 3 meetings where children from the YJS are being discussed. All level 1 screenings/threshold forms are shared with the MAPPA administrator.

Supporting Families

The Assistant Director for EHPS chairs the Early Help Strategic Partnership Board which oversees the work of the Supporting Families programme.

Gangs Programme

YJS representatives sit on Gangs Action Group panel and the Exploitation panel so that there is a link between these panels and the serious youth violence.

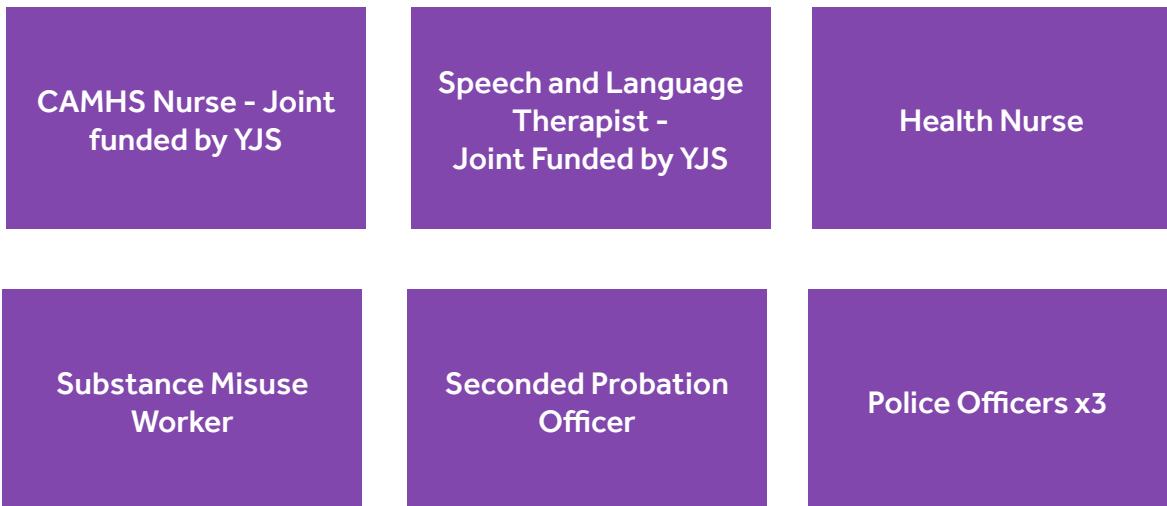
CAMHS & Substance Misuse

There is strategic partnership between CAMHS and substance misuse services where regular meetings take place to review service delivery. The YJ strategic partnership management board have a good representative from the public health and health commissioning partners. YJS has joint protocols with CAMHS and Substance misuse services.

Community Safety & Early Help

Strategic leaders from the YJS sit on the Community Safety Partnership board and Haringey Early Help Strategic Partnership Board and contribute to the delivery of the Young People at Risk Strategy and Haringey's Early Help Strategy.

The partnership co-located staff into the YJS:



5. Board development

Over the last year, building on the strengths of the development of the management board and connectivity with the YJS, there have been a number of areas where the board and service has worked together:

- ➔ Between May – November 2024 the Management Board engaged directly in our self-assessment of our 'National Standards'. Board members put themselves forward to ratify the outcomes of the audits in each area (OOCD, In the community, In secure, at court and transitions). There has been a specific focus to merge strategic partners and YJ practitioners to strengthen the link and ensure meaningful connection for strategic decision making and practice development. Following this we have had some joint focus visits to Woodgreen Custody Suite and Feltham Youth Offenders Institute. There will be other joint focus visits arranged for 2024 which includes Oak Hill Secure Training Centre and the new Secure School.
- ➔ The board has moved to a thematic approach which allows for partners to have more of a deep dive into the different parts of the system which includes partners having a more active role at boards. This is already proving to having a better impact coupled by the board meetings being hybrid now opposed to being held virtually. The key thematic areas have been, health education and children in custody.
- ➔ A new induction toolkit has been developed ensuring that board members understand their roles and responsibilities and the key priorities for the service.



6. Progress on previous plan and key achievements

The Youth Justice Service has been committed to building the 'infrastructure' for the service, in order to provide high quality interventions with children and young people and their families. The following information is a summary highlight of our achievements thus far against each priority area.

Priorities	Progress
Continue our commitment to child first approach	<ul style="list-style-type: none"> ➔ New YJSP board thematic is child focused. ➔ Continued children first approach to reports for court and court feedback ➔ The development of the YJS Practice Model and Participation is integral to ensure there is joined up approaches and responses which include providing opportunities for co-production and consultation. ➔ Wood Green custody suit developments
Increase and strengthen the participation and voices of children and their families	<ul style="list-style-type: none"> ➔ Round table discussions with children and young people and the YJS Head of Service on key topics such as resources for the service, Serious Youth Violence, group work programmes etc. ➔ The co-production of the new YJS Logo, Induction Storyboards, Mural of the building ➔ Roundtable discussions with parents and YJS Head of Service to understand what educational key workshop topics would be helpful to them
To continue our work on constructive resettlement, with the support of the prison service, social care & health	<ul style="list-style-type: none"> ➔ The YJS and Children and Young People Services joint protocol has been reviewed. ➔ The YJS Resettlement Policy has been reviewed. ➔ The YJS HOS is now having oversight of all resettlement cases
Increase the number of victims that engage and promote the value to the restorative process	<ul style="list-style-type: none"> ➔ The Restorative Justice Policy has been reviewed and updated ➔ There is now a new Restorative Justice Action Plan that has been developed which will be monitored and reviewed quarterly
To improve the health offer and health outcomes, particularly in relation to EMH & SLT	<ul style="list-style-type: none"> ➔ The YJSP Board has supported the service in ensuring that firstly the relevant health roles are filled. ➔ Agreement for a new jointly funded Speech and Language Therapist ➔ The new KPI's is supporting in capturing the health needs and outcomes for children ➔ New Service Level Agreements have been formalised to ensure that YJS and Partners are aligned.
To address the issue of Stop and Search and the impact in terms of disproportionality and racial disparity	<ul style="list-style-type: none"> ➔ The YJS were part of the Haringey's Stop and Search conference in 2023. ➔ Haringey were part of the YJB's Leadership Summit showcasing the Haringey approach to Stop and search and racial disparity. ➔ The Ether programme focusing on the children and young people from Black and Global Majority backgrounds delivered by the commissioned organisation Wipers CIC has been further committed to over the next year. An outcomes report about this work has been provided by Wipers for 23/24.

Priorities	Progress
Increase the focus of disproportionality within the context of remands into custody	<ul style="list-style-type: none"> ➔ The YJS has completed the National Standard Audits on children in custody ➔ The custody data linked to disproportionality is shared at every YJSP board ➔ The children in care cohort is a specific focus for children and young people services audit team so we can review the support and outcomes for when children are in custody
The wider partnership will consider disproportionality from their individual areas, ensuring the issue is being addressed at all levels	<ul style="list-style-type: none"> ➔ Disproportionality is cross cutting with all key partners and the YJSP Board thematic is bringing disproportionality to forefront to the different thematic areas. ➔ The YJS and Early Help Division commissioned a three day intensive reflective training programme for front line staff on the intentionality of disproportionality, adultification and health inequalities. ➔ Haringey won a joint bid for the Disproportionality Challenge Fund – providing one to one mentoring for up to 8 young people who identify as black or mixed heritage and the opportunity to contribute to an academic study on the lived experience of young black and mixed heritage young people involved with Youth Justice Haringey. The final report will be available in the spring 2024.
To work with our partners to increase our Out of Court Disposal work as part of our early intervention model	<ul style="list-style-type: none"> ➔ Review of the out-of-court disposal policy was completed ➔ Data relating to Out-of-Court is routinely shared with the Board. ➔ Completed two O OCD scrutiny panels chaired by the Metropolitan Police ➔ Redesign of the staff structure enabled by additional funding provided by Turnaround creating a new O OCD officer to support further roll out of our 'Preventing school exclusions work'
Improve Prevention outcomes by using a team around the family approach to ensure wider issues are considered	<ul style="list-style-type: none"> ➔ The focus of team around the family approach is a cultural shift and embedded into practice. This includes how we have embedded social prescribing model. ➔ Exploring and expanding the wider Early Help support and Voluntary Community Sector. ➔ The implementation of the Functional Family Therapy which is based on systemic approaches
To continue our work to reduce the use of custody as a sanction for children	<ul style="list-style-type: none"> ➔ The YJS have continued to be committed to the London Accommodation Pathfinder to support alternative accommodation to custody. ➔ Monthly meeting with our placement team and brokerage service to review the cohort in custody is now firmly embedded.
To strengthen and develop closer alignment between the management board and the youth justice service	<ul style="list-style-type: none"> ➔ Board members were part of the National Standards audits that took place between May-November 2023. ➔ Board members and YJS Staff completed joint focus visits to Wood Green Custody Suite and Feltham Young Offenders Institution ➔ Shadowing opportunities remain open for the board members ➔ YJSP Board minutes and Actions are shared with the YJS service
To improve ETE, Health and Wellbeing outcomes for those in Care, on CP and SEND	<ul style="list-style-type: none"> ➔ YJS and SEND Service reviewed and updated the Joint Protocol ➔ YJSP Board had a specific thematic on Education, Training and Employment in March 2024. ➔ There is closer alignment with the virtual schools and relevant panels ➔ YJS has continued to invest in its Health and Well-Being packs for all children in care.

Priorities	Progress
Strengthen and expand our evidence-based approaches to reduce levels of SYV and knife crime in the borough	<ul style="list-style-type: none"> → The variation of serious youth violence group work workshops such as street doctors and old baily no knives no life provides some flexibility to service delivery. → The venturous 6 week programme focusing on Serious Youth Violence delivered by the commissioned organisation Wipers CIC has been further committed to over the next year.

In May 2023, an external diagnostic review of the YJS was commissioned by the Assistant Director for Early Help, Prevention and SEND, undertaken by experienced Youth Justice leaders. This has contributed to informing the development of our priorities and our operational Improvement plan for 2023-2025. Our critical friends provided us with a strong insight as to where we have progressed and provided challenge for where we can go even further. This is demonstrated throughout our plan for the next three years and we aim to have a formal peer review within the next 18 months to provide another opportunity to reflect on our progress.

Areas for development identified:

- to ensure all work scheduled to be completed has been completed, risks are managed, and any related processes or expectations adhered to.
- health Services need to be urgently reviewed so as to ensure there is a plan for them to be modernised and fit for purpose
- service leaders to prioritise internal links between YJS and children's social care so that CYP and practitioners experience a joined-up approach to assessment, planning, intervention and review.
- leaders should focus on strengthening the culture of child first and ensuring the highest quality supervision is a regular constructive evidenced experience for all staff.

The YJS has reviewed its practice models and approaches and created the graphic below to demonstrate how the staff use the toolbox of diverse practice models and approaches utilised at the appropriate time to achieve the best outcome for children and families.

Youth Justice Practice Models and Approaches



6.1 Child first

Haringey Youth Justice Service (YJS) has embedded the YJB guiding principles to inform child first working practices. A Child First approach means putting children at the heart of what we do. The YJS treats children as children, see the whole child, including any structural barriers they face and focus on better outcomes for children. We aim to create safer communities with fewer victims. Child First recognises children according to their age, development and their intrinsic value and potential.

The service is planning to utilise the revised Youth Justice Skills and Knowledge Matrix that is being aligned with Child First by the Youth Justice Board as a tool to undertake a comprehensive skills and knowledge audit with the staff team and volunteers. This will help to inform what additional workforce development considerations are required as part of our aspiration for a service that is meaningfully informed by child and adolescent development.

We see children as children

It is our continued priority to have the best interests of children at the forefront of our work. We continue to champion and recognise difference by ensuring our assessments, plans and interventions are pitched to always recognise needs, abilities, strengths, and potential.

We support children and young people to develop pro-social identities for positive outcome

We operate a strength-based approach to our work with young people and their families - this means understanding our young people as whole systems who have strengths that can build on to create robust plans of intervention.

CHILD FIRST

We always collaborate with children and young people

The continued priority of our strategy for 2023 will be to support parents and carers to be in the driving seat for their children's positive change, empowering young people, and their families to work with us to create solutions.

We ALWAYS promote diversion

Promoting a childhood diverted from the criminal justice system approach, is essential to the child first principle. We ALWAYS use pre-emptive prevention and diversion (OOC) where possible and appropriate.

Haringey Area Partnership has achieved the 'Youth Justice SEND Quality Lead Status redesignation with a Child First Commendation'. Quote from Microlink the awarding body:

"Congratulations to Haringey Area Partnership for attaining Youth Justice SEND Quality Lead Status redesignation with a Child First Commendation.

Haringey Area Partnership has been tireless in its pursuit of better outcomes for children with SEND within, or at risk of entering, youth justice pathways. Their first Quality Lead Award in 2020 celebrated an array of outstanding practice across the board, including robust and effective partnership working between the Youth Justice and SEND Team, the development of multi-agency Risk Management and Resettlement

panels, a full time YJS Education Officer and Co-located professionals including a Health Nurse and a CAMHS Nurse. The Haringey Strategic Plan at the time focussed on work as well as reducing reoffending rates".

The last three years have witnessed significant developments in line with this ambition and intent, embracing fully Child First principles and practice:"

7. Voice of children and young people

The voice and lived experiences of children and young people are paramount in our work. As a partnership management board, we have explored options to create that critical golden thread between our children/ young people and the board. The Youth Justice Service (YJS) hosts quarterly participation sessions with children and young people using the round table discussion model, to hear experiences, gain views and ideas on how they would like to see services operate and influence operational and strategic decision making. Children and Young people are given the opportunity to share their views with the board directly or via the Head of Service within the YJS.

As a Children Services directorate we are committed to

- Listen to and value the thoughts, feelings and wishes of all children, young people and families who use our services. We ensure that we consider these views when making decisions and explain why decisions are made.
- Involve children, young people and families in the planning, development, improvement, and delivery of our services.
- Use simple and creative ways for all people to be involved.
- Be open-minded and ambitious about what can be achieved. We will be clear from the start and throughout about what we can do allowing time, resources, and the law. We will be clear why things are happening.
- Communicating clearly in a way that is suitable for the people we are working with.
- Learning from compliments, complaints, and comments to improve our services and providing feedback.

The YJS capture children and young people's feedback in many ways including:

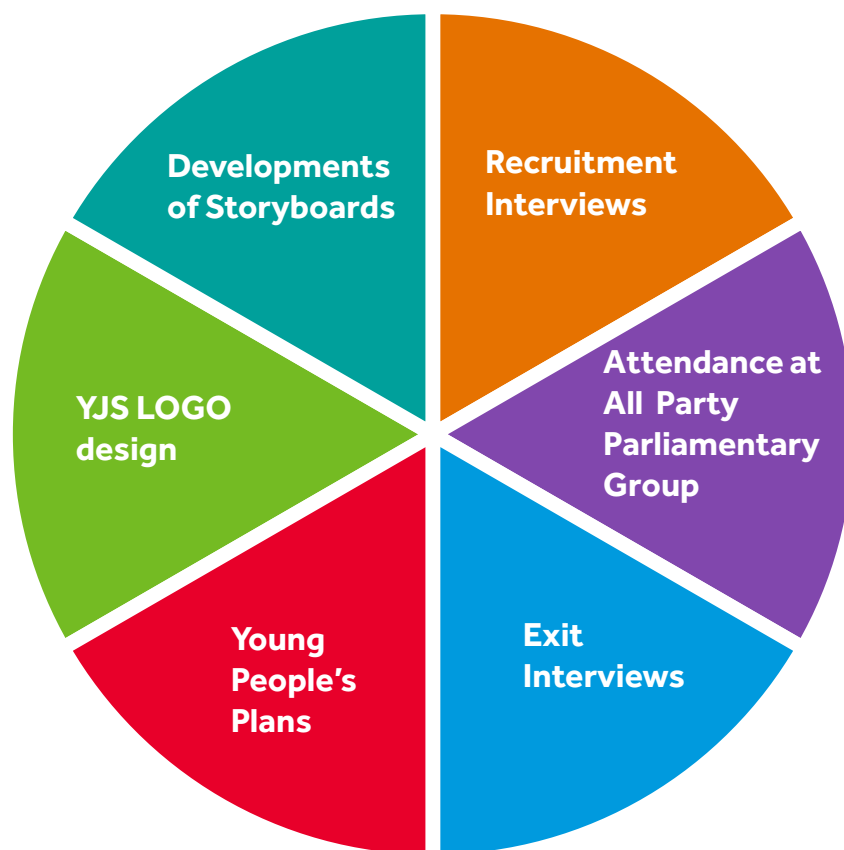
Examples of our work in youth participation, in April 2023 the YJS involved children and young people in the recruitment of the Head of Service for Youth Justice and Youth at Risk role, holding a 25% of the final score for the successful candidate. Not only did the children and young people directly contribute to the recruitment decision but they also designed the task that they felt would be meaningful to what they were looking for in the right candidate to lead a service so close to their needs. We also connected our children and young people to the All-Party Parliamentary Group – Children in Police Custody Evidence Hearing. This gave children and young people who had experience of invasive search procedures the chance to have their experiences heard directly by MP's and Parliamentarians, to directly effect change for children's experience in custody and around procedure around strip searching children and young people in the UK.

In September 2023 the Youth Justice Service reflected and discussed the following questions:

- What do we do to increase participation within the service?
- Blue sky thinking, what can be further developed in this area?

It was firstly acknowledged that the YJS has a clear focus on participation and is linked to the Youth Justice Annual Plan but there needed to be a framework with clear goals and aspirations and resources to support it which has now been completed .

Key identified participation themes over the past 12 months were constructed by the YJS:



In addition to the key themes above the YJS started to focus on the structural barriers and how participation could be further developed. The table below provide some of the key things the children and young people said to the Head of Service:

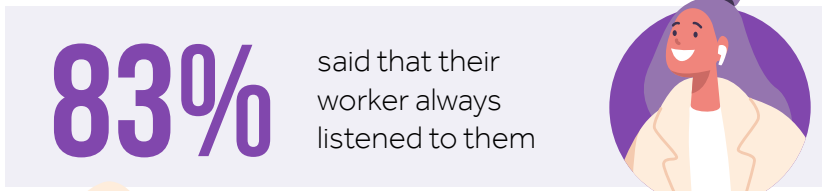
Feedback	RESPONSE
Building not being friendly	<ul style="list-style-type: none"> ➔ The YJS has taken this into account the children and young people were involved in designing the sensory room. They were also involved in the co-production of the mural to the outside of the building. ➔ In addition, the YJS is undergoing refurbishments to the building which is scheduled to take place between June 2024 and August 2024.
More fun stuff to do	<ul style="list-style-type: none"> ➔ The YJS purchased a pool and table tennis table to support with engagement opportunities.
Residential	<ul style="list-style-type: none"> ➔ The YJS is exploring residential options for the summer of 2024 and subsequent half terms.

7.1 Feedback – exit questionnaires

We undertake exit questionnaires completed by children and young people in the last six weeks of their intervention. We undertook a relaunch of the exit questionnaire in September 2023. We have analysed

those exit questionnaires completed since. This relates to 23 completed from a wide range of disposals.

The findings of the exit questionnaires were generally very positive. It is apparent that the “best part” of working with us is working with the case manager, talking through their problems and getting help with education.



How have people found their time in YJS?

helpful

cool

useful

In terms of providing help for our children in specific areas, we scored 100% for helping with emotional/mental health, to stop offending, make better decisions, to be happy with myself, dealing with stress, to understand myself and to make them feel safe. The poorest areas were anger management, with relationships and physical health.

8 How much has Haringey YJS helped in these areas?

Area	Not Helped	Helped a bit	Helped quite a lot	Helped a lot
school/education	2	11	3	5
physical health	2	5	2	2
emotional/mental health	0	7	5	2
feeling and thoughts	1	2	7	3
relationships	3	3	6	4
to stop offending	0	4	7	10
anger management	3	5	5	2
make better decisions	0	4	10	5
to be happy with myself	0	3	5	4
dealing with stress	0	3	7	1
home/living arrangements	1	4	4	2
to understand myself	0	6	4	2
make me feel safe	0	6	3	1

Comments received from exit questionnaires completed since September 2023

We need to improve safety for youth on a government level.

Make the sessions later

Make the sessions later.

The team did a very good job helping me get a job and support for myself

I need better protection on streets, something to defend myself with if im being robbed or chased its not safe on the streets of London.

The one thing that would stop me offending would be influencers and not being bullied.

Thanks for helping me with my family and helping with trust.

Get more workers like Nadia!

Reparation is childish, having to wake up early is annoying!

I now think about what will happen in the future, caring about my education and thinking about my family.

8. Groupwork

8.1 GROUPWORK ACTIVITY

We have worked together with partner agencies to provide a number of interventions and keep the children and young people engaged and motivated with our service while on pre and post court disposals. We have advocated and co-ordinated group activities which have been beneficial to our children and young people both for their overall development, wellbeing, inclusion as well as offending behaviour.

Groups workshops/sessions this year have included:

- ➔ Ether Project – The continuation of the Ether Programme, a group-based intervention specifically for Black and Mixed Heritage boys
- ➔ Venturous Project – Specifically focusing on Robbery and Knife Crime
- ➔ Street Doctors – First Aid which focuses on how to deal with unconsciousness, stabbings and gunshot wounds
- ➔ Stop and Search workshops - Facilitated by the YJS police who provide advice and guidance covering the law and procedures around stop and search.

- ➔ Houses of Parliament Workshops - Consultation events
- ➔ Old Bailey (No Lives/Better Lives) – Weapons awareness workshop based at the old bailey court.
- ➔ Social Prescribing – Key focus on emotional and health wellbeing activities
- ➔ Health is Your Wealth – Gym Induction and access to free gym sessions at Fusion Lifestyle Gym
- ➔ Creative Arts Project – Focusing on self identify and consultation designs for the YJS building.
- ➔ Exploitation workshop – A social impact short film called 'Save me', questions and answers workshop focusing on exploitation
- ➔ Storyboard workshops – This focused on consultation and co-production in order to develop the YJS storyboard on 'Turnaround programme' and 'Overview of YJS'.

Below are some examples of the outcomes achieved by some of the children and young people:



9. Resources and services

9.1 2024/25 BUDGET

Agency	Payment in Kind	Other delegated funds	Total
Police and Crime Commissioner	£190,750		£190,750
Probation	£35,208	£10,000	£45,208
Health (Integrated Commissioning Board)	£40,000	£25,000	£65,000
Local Authority		£1,031,619	£1,031,619
YJB		£647,831	£647,831
Other (NHS England L&D post)			
Public Health School Nurse Substance misuse	Series of commissioned contracts		
MOJ Turnaround Fund	£152,480.50		£152,480.50
Total	£418,438	£1,714,510	£2,132,888

*The YJB have not yet confirmed what our grant will be for 2024/25 however have written in June 2024 to agree that we should plan our finances based on the exact amount we received in the previous financial year

The YJB Grant specifically supports and ensures our court ordered interventions, and our preventative and restorative interventions are reflective of the cohort and that the service has the right resources to deliver. The YJB grant continues to be used to fund such activities, training, and interventions.

The YJS are also match funding the Integrated Care Board (ICB) contribution to recruit a full time CAMHS post to both undertake direct work and support the workforce to support children and young people to improve their mental health and wellbeing outcomes. In addition, the YJS provides a small contribution to the new Speech and Language Therapist. The ICB section 75 agreement supported in the development of the three-part workforce development programme for YJS, Early Help and Prevention Services with a focus on disproportionality, adultification and health inequalities.

In addition, following a minor review, we changed the management structure to recruit a dedicated full time Head of Service for Haringey Youth at risk who will have strategic responsibility for the delivery of our Young People at Risk Strategy and responsible for our Youth Justice service, streamlining and creating a leaner management structure, to ensure a viable model to deliver the current and new responsibilities going forward. An additional Team Manager post has been created to support the delivery of the objectives within our Young People at Risk Strategy and ensure successful delivery of the Turnaround project.

The Youth Justice Service has extended the service capacity by way of investing the Turnaround Ministry of Justice Funding, to deliver early intervention and prevention approaches, underpinned by a systemic whole family approach, alongside widening the whole services remit to deliver the borough's Youth at Risk Strategy.

The Turnaround Funding has allowed a further review of the management structure and remodel to build on the work initiated and will give Haringey the opportunity to strengthen the bespoke prevention arm to the Youth Justice Service, being able to utilise existing specialised skills and knowledge to address a clear need for youth crime prevention work within the borough, in due course, take the leading role for delivering against the priorities within the Youth at Risk Strategy, and further align with the Supporting Families Programme and our Early Help Strategy.

The scope of specific youth crime prevention work has the potential to be significant and will in the long term support the reduction of children and young people becoming entrenched in offending, being at risk of exploitation, which will in turn feed into the wider ongoing work on reducing disproportionality in Haringey. The current partnership investment in the Youth Justice Service is captured in above and sets out the Turnaround Funding.



10. Performance and national key performance indicators

Haringey Youth Justice Service are measured by 13 national indicators. National Indicator data is available at a base level, is not always available in a timely fashion and can also vary from local data, therefore we undertake more thorough and meaningful analysis for our stakeholders at a local level to complement the data provision. This analysis is also provided in this chapter.

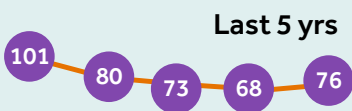
The characteristics below demonstrate that the children that we work with is an increasingly complex

cohort who are likely to have experienced trauma and extra familiar harm within their lived experiences. The most identified characteristics of the children that we work with can be amalgamated into concerns relating to their mental health, substance misuse and speech and language difficulties. In addition, their offending behaviour relates to violence against the persons which include weapons related offences, robbery and drug related offences.

Haringey Annual Data 2023/24

YJS Caseload

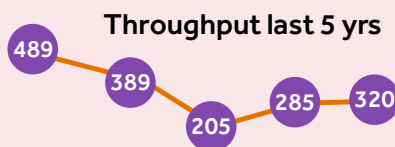
Current Caseload is 76



Caseload has fluctuated between the 65 to 75 for the last 3 years. It is not expected to return to pre-pandemic levels where it peaked at 116.

Annual Throughput

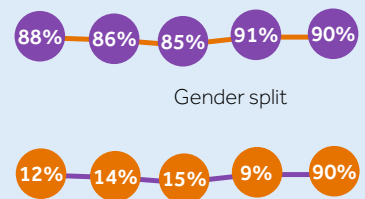
316 disposals in 23/24



The no of disposals have increased for the last two years. OOCs have increased by 48% since last year.

Gender

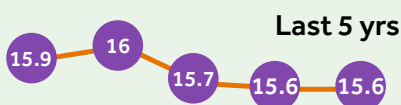
23/24 caseload was 90% male, 10% female



Gender split

Average Age

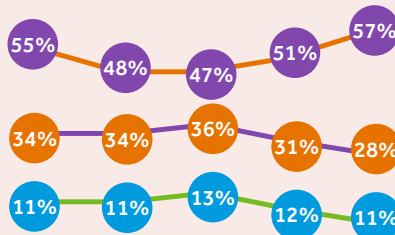
The average age is 15.6



The average age of the caseload has not changed significantly

Ethnicity

Black children (57%) constitute the highest offending census group. White is 28% and Dual Heritage 11%



Offence Trends

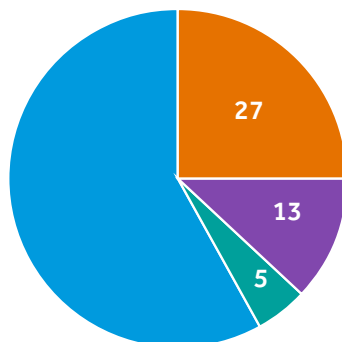
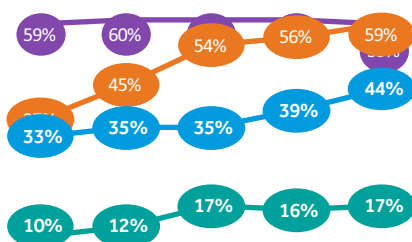
23/24 offences decreased by 67 offences, or 25%, compared to 22/23

Violence Down 9% (7 offences)

Drugs Down 24% (12 offs)

Robbery Down 41% (23 offs)

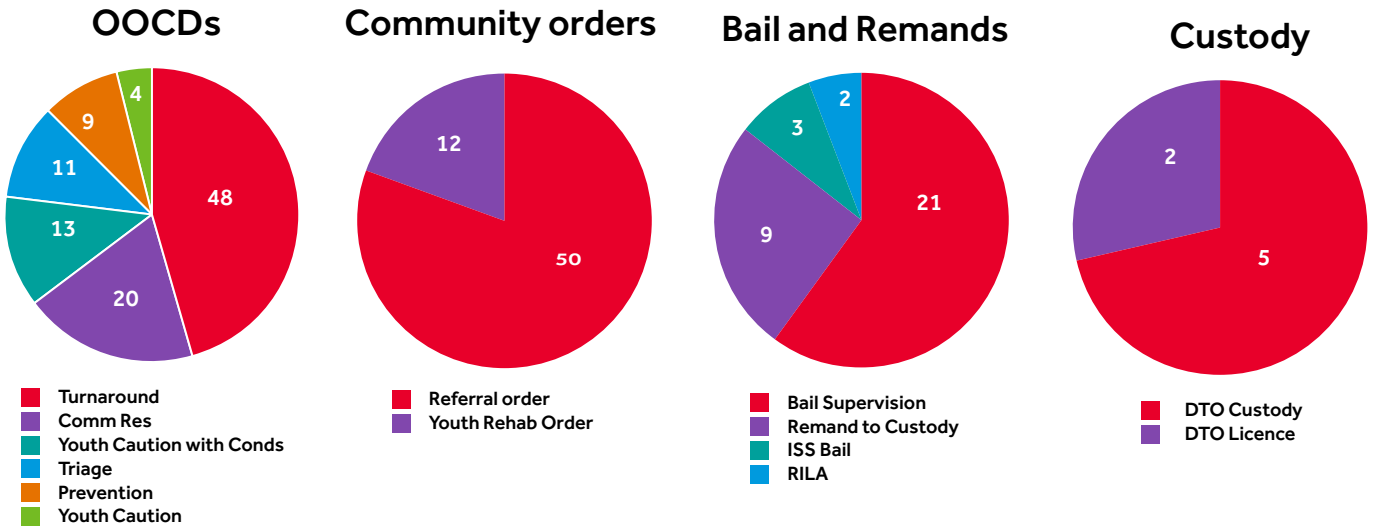
Of 23/24 cohort, the following needs were identified; Substance Misuse 59%, Mental Health 59%, SLT 44%, Physical Health 17%



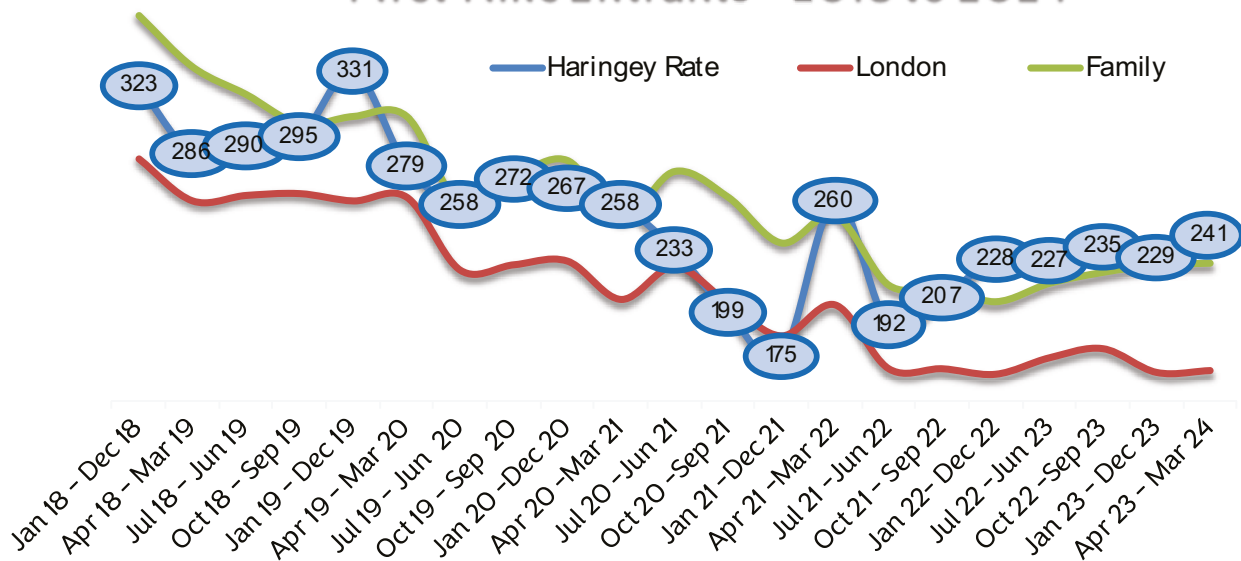
CIC CIN CP No legal status

The offences dataset can be misleading. Offences are only included when they receive an outcome. The time lag between commission of the offence and sentence has lengthened in recent years. As a consequence, children are being sentenced for offences they committed up to 2 years ago. Therefore, we are still updating datasets from 21/22 onwards. Consequently, we are exploring changing the way we track offending.

Breakdown of current interventions



First Time Entrants - 20 18 to 20 24



Offence Category	23/24	% of Total
Arson	1	1%
Breach of Bail	1	1%
Breach of Conditional Discharge	1	1%
Breach of Statutory Order	6	3%
Criminal Damage	5	3%
Death or Injury by Dangerous Driving	0	0%
Domestic Burglary	2	1%
Drugs	38	19%
Fraud & Forgery	0	0%
Motoring	11	6%
Non Domestic Burglary	1	1%
Other	2	1%
Public Order	7	4%
Racially Aggravated	1	1%
Robbery	33	17%
Sexual	0	0%
Theft and Handling	18	9%
Vehicle Theft	0	0%
Violence Against the Person	73	37%
Overall	200	

10.1 FIRST TIME ENTRANTS

10.1.1 NATIONAL INDICATOR

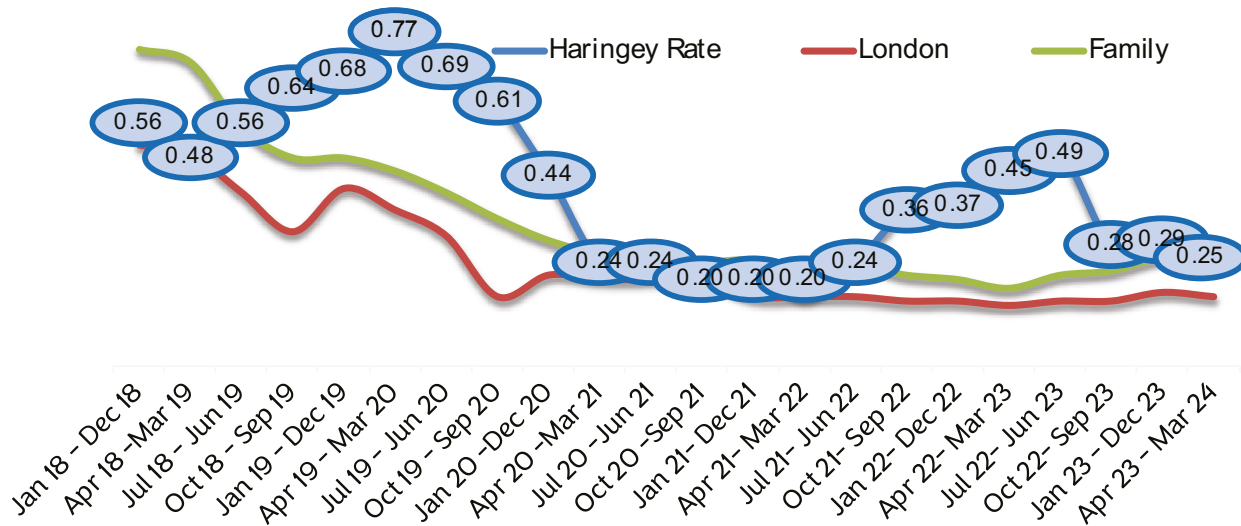
Between April 2023 and March 2024, Haringey has seen an increase of 6% in first time entrants to the youth justice system compared to the same period 22/23. In real terms, this relates to an increase of three children. Furthermore, this marks a decrease of 7% compared to three years ago. Haringey ranked 9th out of 11th (higher is worse) of FTE in our family of YJS's and 28th out of 31st (higher is worse) in London. The Haringey rate is higher than both than the Family and London averages.

10.2 USE OF CUSTODY

10.2.1 NATIONAL INDICATOR

The number of children and young people sentenced to custody has decreased by 44% or by 5 custodial sentences since the last year. This represents a minor decrease of 4% compared to three years ago. The current figure is the 26th lowest in London and 8th in our family (lowest is worse).

Use of Custody - Last 3 years



Our data shows that we had six custodial sentences but that related to five children as one child was sentenced twice in the period. Custody is never recommended unless directed by a court for matters deemed "so serious" and most harmful and grave crimes which include Murder, Weapon and Robbery offences. However, as part of good practice commensurate community options are always put forward.

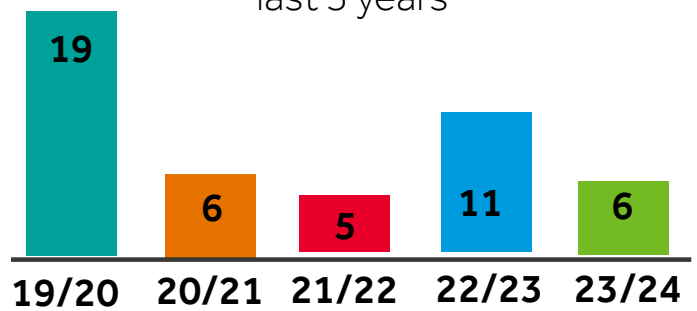
10.2.2 FURTHER ANALYSIS

The six custodial sentences relate to five children (one child was sentenced twice). All five were male, 1 was 18 years old at point of sentence, 2 were 17, 2 were 16 and 1 15 years old, all were children that identify as black.

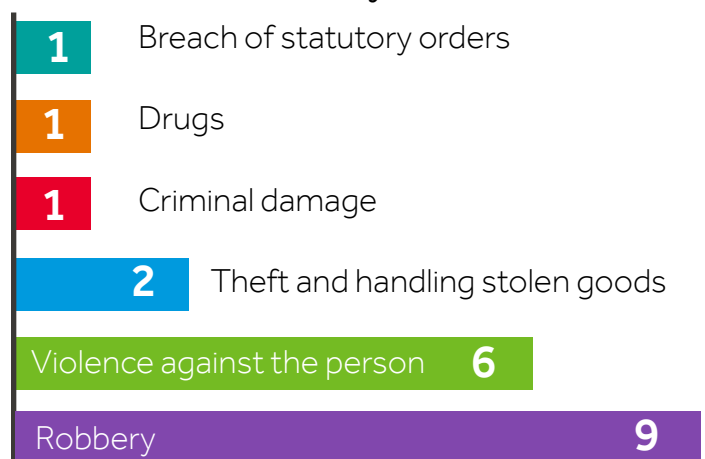
Haringey Youth Justice Service are measured by 13 national indicators. National Indicator data is available at a base level, is not always available in a timely fashion and can also vary from local data, therefore we undertake more thorough and meaningful analysis for our stakeholders at a local level to complement the data provision. This analysis is also provided in this chapter.

The characteristics below demonstrate that the children that we work with is an increasingly complex cohort who are likely to have experienced trauma and extra familiar harm within their lived experiences. The most identified characteristics of the children that we work with can be amalgamated into concerns relating to their mental health, substance misuse and speech and language difficulties. In addition, their offending behaviour relates to violence against the persons which include weapons related offences, robbery and drug related offences.

Custodial sentence last 5 years



Custody by all offences committed last 5 years



Summary of reasons for custodial sentence when reviewed:

Child A Fourth knife offence, offended whilst on previous YROs.

Child B Committed six robberies. Re-offended whilst on YRO, Serious offences. Previously was subject to YRO, RO and DTO disposals

Child B (2) Same person as above, 2nd knife offence, also committed theft and criminal damage, technical DTO as already on remand for 6 robberies.

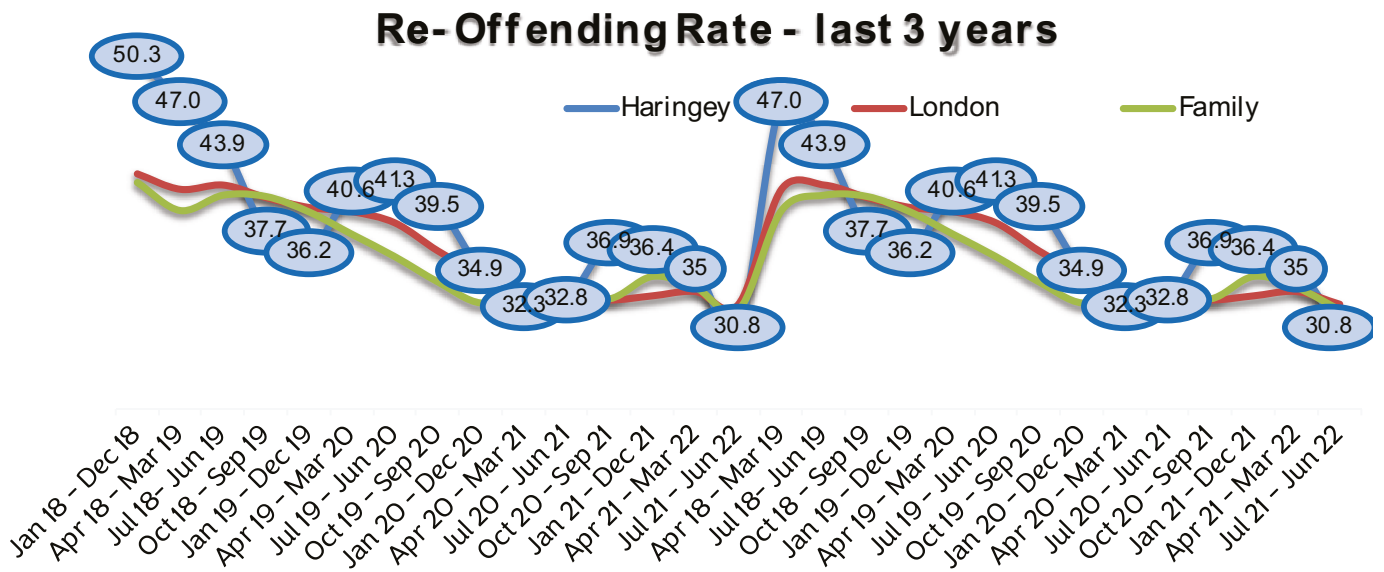
Child C Three robberies, group offence whilst on a Referral Order. Breached his RO. Technical DTO as already on a remand for other offences.

Child D 2nd knife offence, breached his YRO, remanded in custody for other matters, another technical DTO

Child E GBH with intent, possession of zombie and hunting knives, possession of Cannabis and Theft. Victim stabbed several times.

10.3 RE-OFFENDING RATE

The annual Haringey re-offending rate of 30.8% (24 children from 78) reduced at the end of the year and has reduced for the last four consecutive quarters, this equated to 54 re-offences committed within the cohort. The family rate of YJS's is 32.1% and the London average rate is 32.5%. The re-offences rate (number of offences) is the 7th lowest in London at 2.25 (lowest being better). It now stands at the joint lowest rate since we started tracking re-offending. This is significantly lower than the London average (3.54) and the England average (4.23). We have projected this trend to continue into the next year.



The re-offences rate (number of offences) is the 7th lowest in London at 2.25 (lowest being better). It now stands at the joint lowest rate since we started tracking re-offending. This is significantly lower than the London average (3.54) and the England average (4.23). We have projected this trend to continue into the next year.

10.3.1 RE-OFFENDING LIVE TRACKER

We employ the use of the YJB live tracker tool to maintain a current depiction of the re-offending profile and identify trends and patterns much earlier than in the KPI (Key Performance Indicators). By identifying trend and patterns we are able to tailor delivery, for

instance offence related interventions and having a key focus on our children in care who unfortunately disproportionately reoffend.

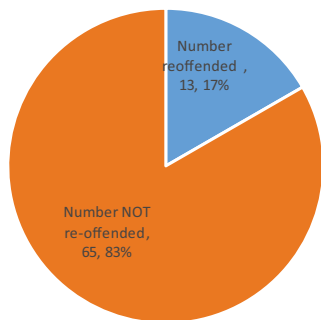
All children that were sentenced or received an OOCR between 1st April 2023 and 31st March 2024 are tracked for one year to attain an overall re-offending rate. This is the latest position as of June 2024. This dataset will be finalised in March 2025. Thus far, 13 from 78 children in the cohort have re-offended, a rate of 17% although we still have until the end of March 25. The trends identified is that the re-offending rate increases with age, male is higher, more likely to be in care and re-offend within the first month of sentence.

78 children in cohort

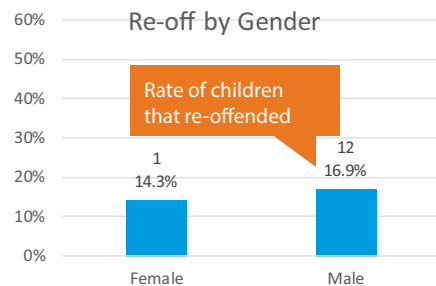
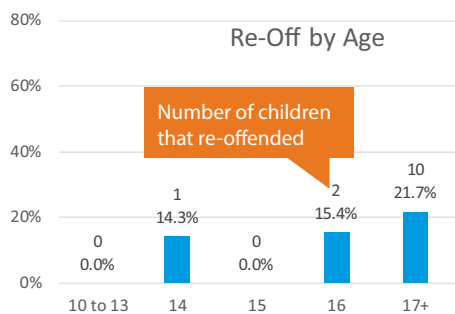
13 Children have re-offended thus far

The re-offending rate is currently 17%

The 13 children have re-committed 29 offences



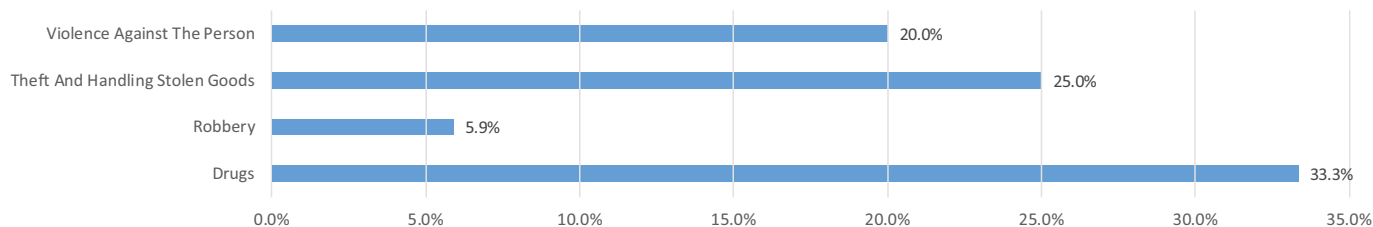
■ Number re-offended ■ Number NOT re-offended

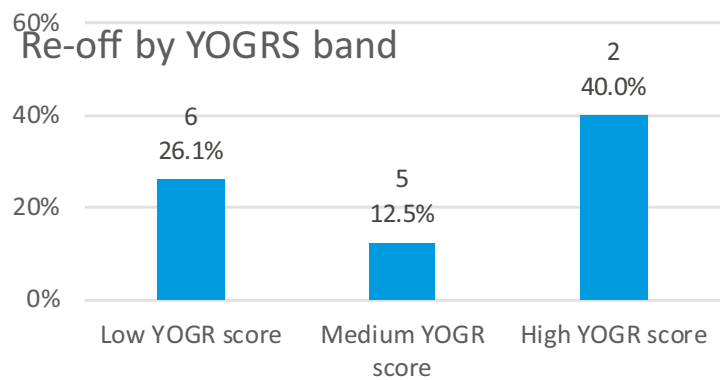
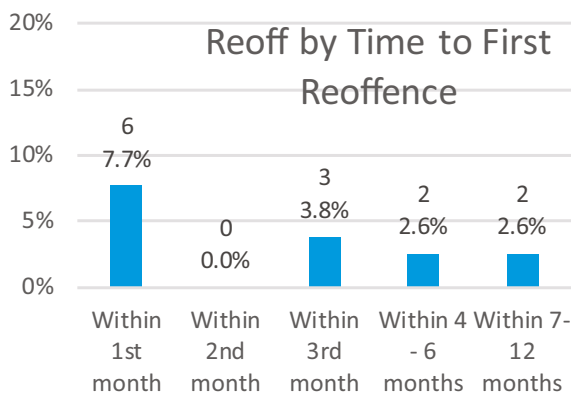
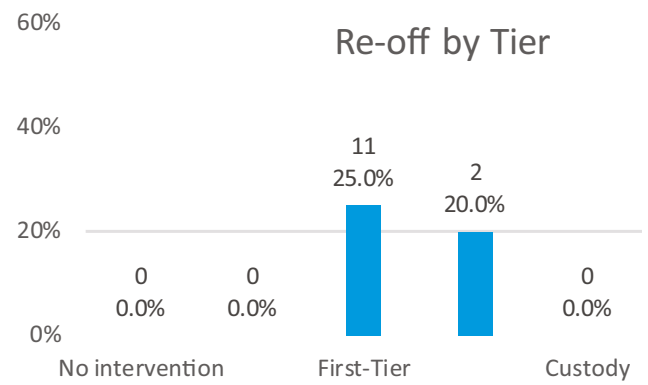
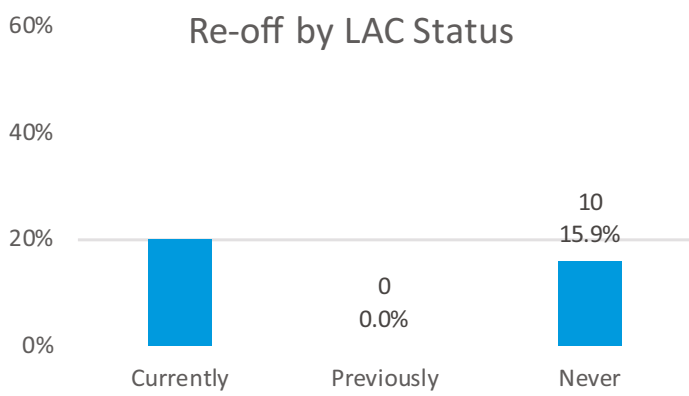


Re-offending by Ward



Reoffending by Original Offence Type





10.4 2024/25 YJS TARGETS

The Youth Justice Service Strategic Partnership have agreed and committed to a three-year strategic plan with seven key priorities and will be reviewed on an annual basis with the plan refreshed.

There is a new requirement for all YJSs to report on 10 additional key performance indicators (KPIs). The table in appendix 3 provides 13 different indicators which are divided into three different sub areas, 1. YJB National Indicators, 2. YJB New Key Performance Indicators and 3. YJS Local Performance Indicators. Each of the new seven strategic priorities are linked to the indicators in the table.

The main challenges are the new processes for mental health and substance misuse recording. CAMHS and Insight already record this information on their own case management system and have now been trained to record on the YJS case management system.

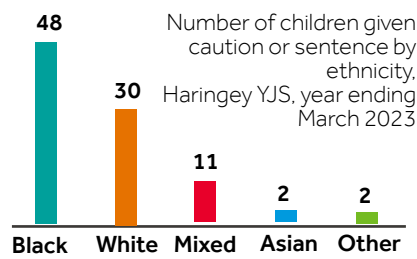
11. Children from groups which are over-represented

11.1 ETHNIC DISPARITY TOOL

This dataset pertains to the latest data available from the YJB, the 22/23 ethnic disparity tool (latest available). Black children continue to be over-represented in Haringey. In 22/23, 52% of the youth offending

population was black compared to 23% residing in Haringey, according to the 2021 Census. This relates to black children being 29 percentage points over-represented. Haringey had the third highest disproportionality rate in London. Local analysis shows that the rate is likely to widen again next year.

22/23 offending
 Asian 2%
 Black 52%
 Mixed 12%
 Other 2%
 White 32%



Haringey Black children are over-represented in youth justice system by 29%

Black children are 3.3 times more likely to be cautioned or sentenced for an offence.

Black offending increased by 8% as a percentage of all offending categories compared to 21/22

Average black disproportionality across London is 14%

11.2 OTHER AREAS OF DISPROPORTIONALITY

Of the 23/24 caseload, these are the other areas of disproportionality:

- ➔ Boys currently represent 87% of our current caseload. This is not unique to Haringey although the % difference has increased over the last 10 years.
- ➔ Girls are under represented which is in line with previous years
- ➔ 59% of our caseload have emotional wellbeing concerns according to their latest assessment.
- ➔ 59% have substance misuse concerns.
- ➔ 44% have speech and language concerns.
- ➔ 21% have an EHCP.
- ➔ 36% have a high risk of safety and wellbeing.

11.3 YJS RESPONSE TO DISPROPORTIONALITY DATA

➔ Haringey YJS continue to commission our partners from Wipers to deliver the Ether project, this is an

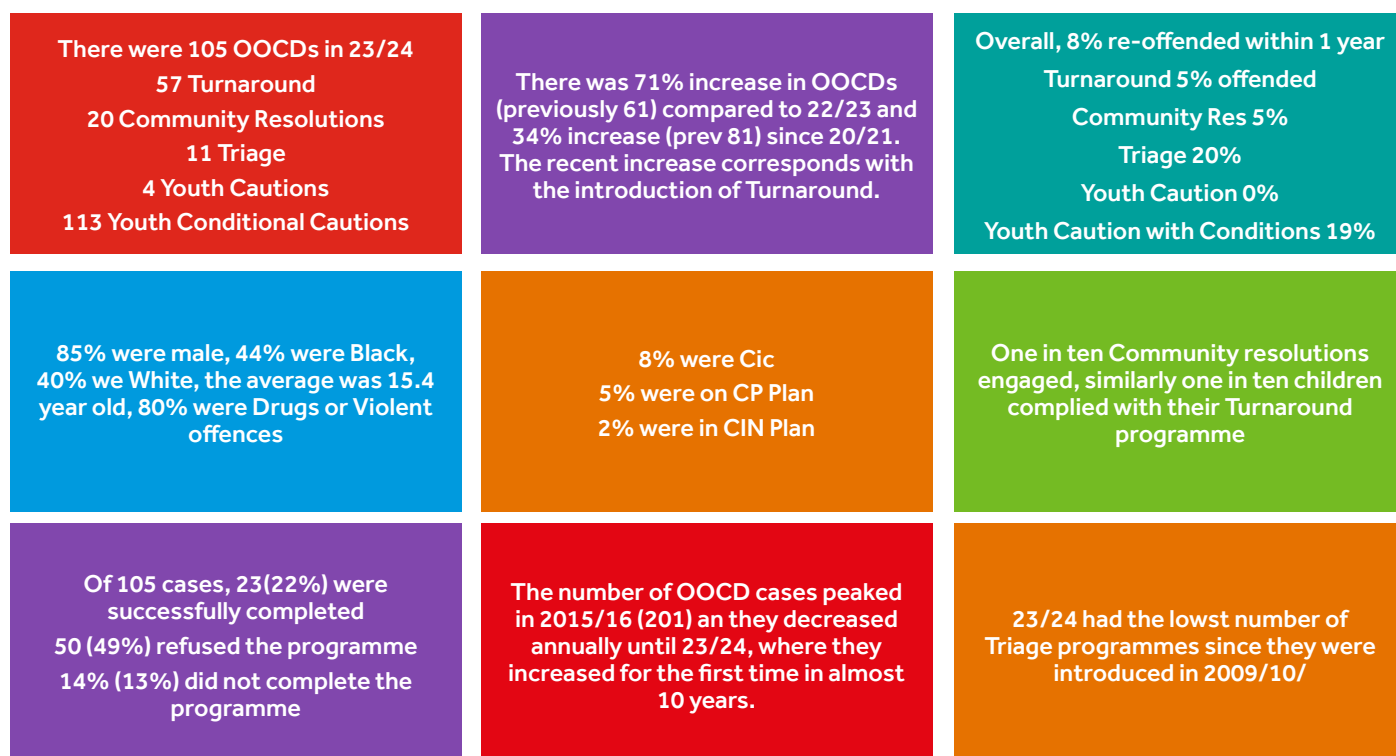
identity lead programme aimed at young people from the global majority

- ➔ Haringey YJS won a joint bid for the MOPAC Disproportionality Challenge Fund – this gave our children and young people across the cohort access to one-to-one mentoring with a mentor from Wipers and the opportunity to contribute to an academic study around their experiences of racial inequality and disproportionality.
- ➔ The YJS focus visit to Feltham YOI for members of the YJSPB and front-line services to understand the children's experiences and support whilst in custody.
- ➔ The YJS focus visit to Wood Green Custody Suite for members of the YJSPB and front-line services to understand the children's experiences and support whilst in police detention.
- ➔ The YJS and Partnership focus on workforce development, commissioned an organisation to provide a three-part intensive training on Disproportionality, adultification and health inequalities
- ➔ Continued focused with our children in care cohort and developed a task & finish group to monitor change in working practices

12. Prevention and diversion

We regularly monitor and analyse the OOCB cohort for its effectiveness and to inform future planning of services. The caseload increased for the first time in eight years. The number increased from 61 to 105, an increase of 71% compared to 22/23. The introduction

of Turnaround is the reason for the surge in workload, as expected. We had 57 Turnaround programmes in 2023/24. The offending/re-offending rate for all OOCBs and prevention programmes was only 10%.



23/24 OOCBs	23/24 Interventions	Offending/ ReOffending Rate %	No Successfully Completed	% Successfully Completed
Prevention/ Turnaround	57	5%	11	19%
Community Resolutions	20	5%	2	10%
Triage	11	20%	3	27%
Youth Caution	4	0%	2	50%
Youth Conditional Caution	13	19%	11	85%
23/24	105	10%	29	28%



Out of Court Disposals (OOC)

The OOC panel co-chaired on a weekly basis by the Metropolitan Police and YJS. There is a wide range of partners who attend including representatives from Haringey Gangs Unit, Haringey Community Gold, CAMHS, Youth Service, Early Help Family Support and Health.

Out of Court Disposals Scrutiny Panels

The panel ordinarily meets twice per year and provides an independent view on the appropriateness and rationale of the decision making of children who have been referred for an Out of Court disposal. The multi-agency panel consists of representatives from the Crown Prosecution Service, Youth Justice Board, The Metropolitan Police and Haringey Children's Services and Early Help. Six cases were chosen at random and scored during the panel on the appropriateness of the disposal given, with a total of twelve cases reviewed which represented all the disposal options. Panel members agreed with eleven out of twelve of the decisions reached in all of the cases.

Outcome of Scrutiny	No
Appropriate disposal consistent with policy & guidance	11
Appropriate but with panel observations	0
Inappropriate or inconsistent with policy/guidance	1
Panel fails to reach a conclusion	0

Turnaround programme in schools

Haringey YJS has been working with up to four targeted schools that have higher exclusion rates and agreed to embed a case manager into those schools to try and reduce exclusions. Children are referred directly from the schools for weekly one to one support for sessions that take place in school which has had a positive impact on levels of engagement.

The wider YJS turnaround offer can be found here:

<https://youtube/HaringeyTurnaroundProgramme>

13. Education

In March 2024, the Youth Justice Strategic Partnership Board had a thematic focus on education, training and employment. The allowed the Youth Justice Strategic Partnership Board to have more of an oversight of the YJS cohort. The key findings and analysis are in the graphics below:

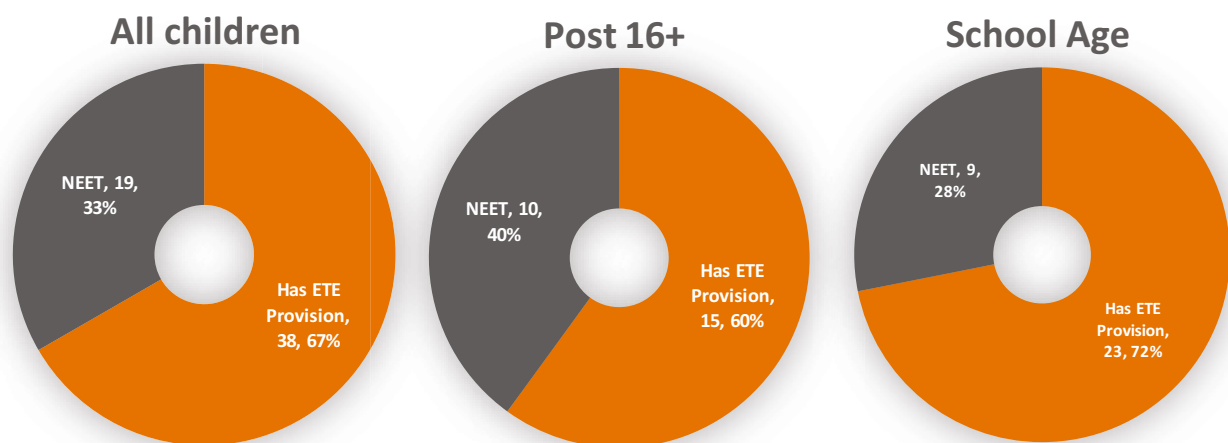
The graphic below provides some context to the Not in Education Training or Employment (NEET) data, the data reflects children and young people being counted as once only.

80 in cohort, all children that concluded on intervention / disposal between April 2023 and March 2024. An intervention is deemed as one contact post assessment.

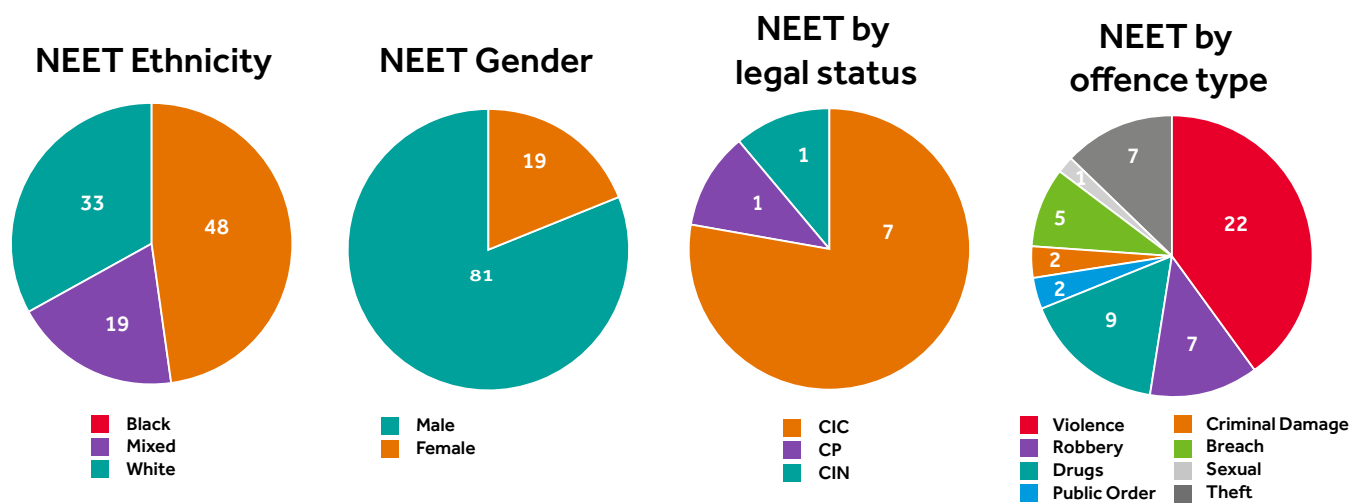
Full time is classed as 25 hours or more for school age and 15 hours or more for post 16 children.

NEET is deemed as children not in full-time ETE at conclusion of their intervention.

59 (74%) were ETE, 21 (26%) were NEET by the end of the intervention.



The graphic below shows the NEET analysis of the YJS cohort:

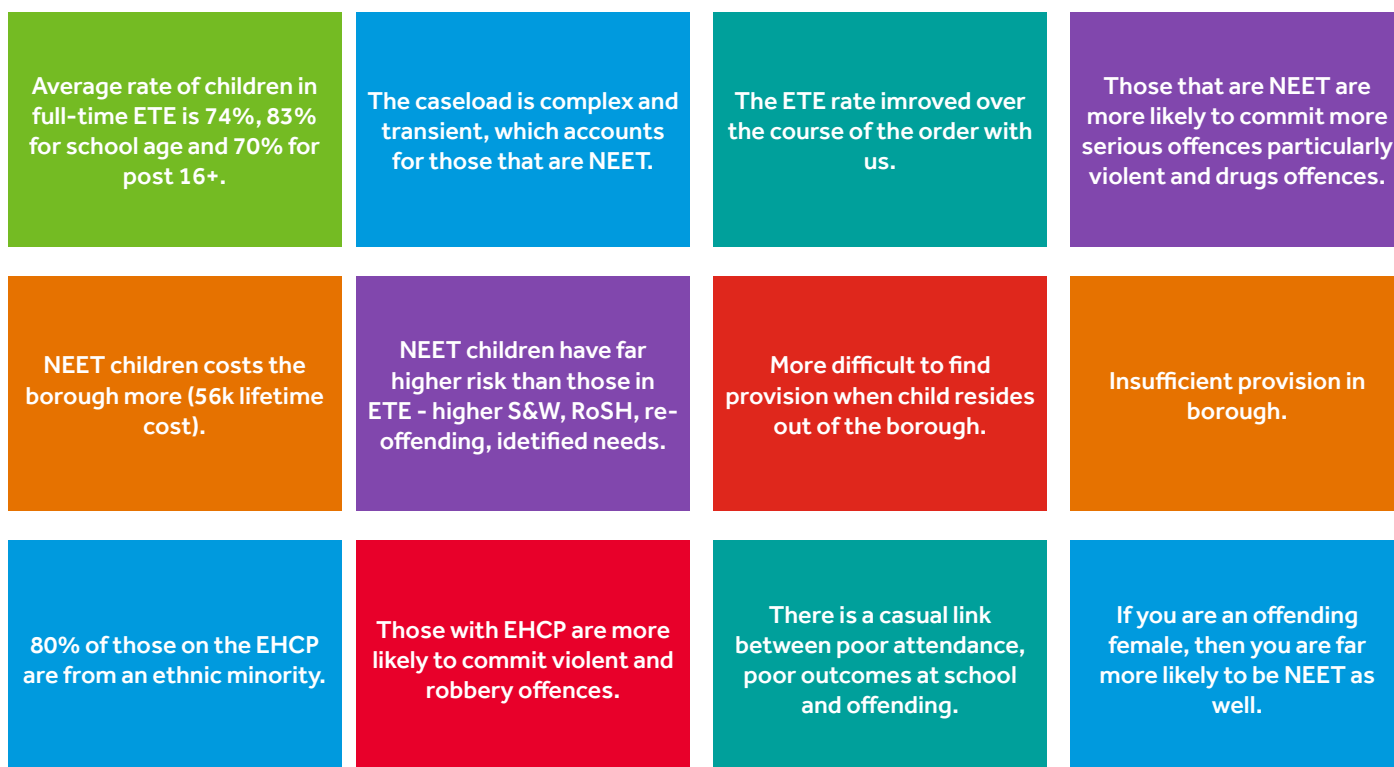


21 from 80 in cohort were NEET.

Mixed heritage and females were disproportionately high compared to ETE cohort.

Violence and drugs rates were higher than the ETE average.

The graphic below provides a summary of the key findings and identified barriers:



The YJS track the NEET cohort for reasons to ensure we are doing everything possible to ensure that our children and young people have what they need to access ETE. Of the 26% NEET the reasons we found were:

- ➔ Conviction in particular weapon related offences
- ➔ Children and young people being in transition between placements due to recent exclusions,
- ➔ Contextual safeguarding concerns and feeling of safety
- ➔ Children and young people missing or refusing their placements – where they are meant to be accessing ETE.
- ➔ Desire for employment over education
- ➔ Lack of in year Post 16 provision

We ensure that we regularly review the NEET list and are in regular contact with the virtual school and all relevant partners to ensure our ETE rate remains high.

Examples of what education provisions and the partnership are doing to support the YJS cohort is highlighted below:

- ➔ AQA accredited units and certification: The Young Haringey Achievement Centre (as named) continues to recognise the commitment and hard work of our children for their contribution to their local community with educational qualifications via the AQA Scheme.
- ➔ SEND: In accordance with the agreed protocol

between the YJS and local authority SEND team, the two services continue to work closely to ensure that all relevant children with an Education, Health and Care Plan that enter the youth justice system are identified, with assessments and intervention plans reflecting their needs. The YJS and SEND Team have responded to the increase in live cases (17%) for children with an EHCP by increasing the communication between the services. The YJS Education Officer and SEND Team points of contact (school age and post 16 EHC Coordinators) meet monthly to discuss each relevant child. The YJS Education officer works closely with SEND Team to ensure that all relevant children that have an EHCP have had an annual review within the previous 12 months, or emergency annual review if there's a change in education placement.

- ➔ Turnaround in Schools: Our first in school prevention pilot in 2022 responded to a trend in number of out of court disposals (OOC) for possession of a knife coming from children attending the same secondary school. The Turnaround Programme has enabled Haringey YJS to expand this offer to a further 4 schools, with YJS data confirming that 1 in 4 of children known to the YJS have attended one of these schools.
- ➔ The Dusty Knuckle Programme: In collaboration with the Dusty Knuckle Bakery, a bespoke 5 week Pizza Making Programme to provide children & young people with the opportunity to improve their employability skills to support them to secure employment. The programme concluded with a celebration night, which provided the children and

young people with the opportunity to demonstrate their newly learnt skills to employers, family and professionals. Two NEET participants were successful in securing employment and training placements upon conclusion of the programme. All participants achieved AQA awards and certification.

- ➔ Virtual School: The YJS and Virtual School have strengthened their working partnership, with a point of contact established between the YJS education officer and VS education improvement consultant. Monthly meetings discuss the relevant children, to ensure that their educational needs are being met. The YJS education attends the monthly EET Participation Panel, chaired by the head of the Virtual School, which is a multi-agency panel that discusses the children looked after that are misplaced or NEET.
- ➔ Construction Youth Trust: A significant gap within our post 16 cohort was identified regarding their ability to gain the CSCS card and L1 Health and Safety qualifications, which would improve the chances of gaining employment within the construction sector. In partnership with The Construction Youth Trust, the YJS is provided a CYT worker to complete one to one work with post 16

NEET children which includes the completion of both industry recognised qualifications, site visits, apprenticeship applications, work experience, CV workshops and construction self-employment workshops.

- ➔ Tottenham Hotspur Foundation: In partnership, the YJS and Tottenham Hotspur Foundation will enhance their working relationship to provide relevant children with tailored community mentor support. A variety of THF programmes will prioritise children known to the YJS to provide them with positive activities, employability support and community support post engagement with the YJS as strategy from statutory services.
- ➔ Peter Jones Foundation: PJF delivered a condensed pilot based of the 'Peter Jones Home Academy [PJHA]' course with a small group of Haringey's YJS cohort. PJHA is a new online course developed by the PJ Foundation. It is a self-paced course consisting of 36 video-lessons split into 3 modules: Explore, Develop, Launch, with the objective of educating, encouraging and empowering people in entrepreneurship with minimal extra support needed.



Support provided to a 17-year old child convicted of rape sentenced to a Youth Rehabilitation Order with an ISS requirement. The child has an education, health and care plan to support his social, emotional and mental health needs, with significant speech and language, and cognitive functioning needs. Upon entering the criminal justice system, the child had been out of education for 5 years due to leaving the UK and remaining out of the education system upon his return. The YJS supported the family to re-engage with English and Maths tuition, secure training in the hospitality industry and attend an annual review to ensure his educational needs were being met. This child has not re-offended.

14. Restorative approaches and support for victims of crime

Haringey Youth Justice Service are committed to delivering a high-quality service for victim(s) and children via the delivery and implementation of restorative approaches. This includes the recruitment and retention of community panel members as well as delivery, procurement, and ongoing development of community reparation projects within the London Borough of Haringey. Recently, the Youth Justice Restorative Justice Policy was updated. Additionally, there is an action plan with the specific aim of improving restorative outcomes for children and victims and achieving key performance indicators.

Restorative practice provides the victim (or those harmed) an opportunity to meet or communicate with those that have caused harm. Restorative practice can take different forms; from mediation, shuttle mediation to a restorative meeting or an explanation letter, one size does not fit all. We are focussing on embedding a rolling group work programme open to the whole YJS cohort that aims to educate, inform and support children to further understand complex themes such as the consequence of harmful behaviour, the cycle of harm, the impact of crime on communities and the importance and value in repairing harm. This group work aims to ensure all interventions have a restorative approach.

It is vital that children working with us are supported to consider the impact on others of their actions and behaviour, and where appropriate start repairing some of the harm caused. However, this can only take place once the child is safe from harm, otherwise there are risks of harm to both the child and their victims.

Restorative approaches cascade throughout the work delivered by the Youth Justice Service. Restorative Practice, within the Youth Justice Service, has three connected and vital elements. Volunteers (specifically Community Panel Members), Victims work and Reparation projects in the community (that serve and include the wider community). In combination these seek to redress and contribute to the repairing of harm whilst reducing and challenging disproportionality within the Youth Justice System.

Haringey Youth Justice Service is committed to and proud of our volunteers. Our volunteers are drawn from and representative of the local community and bring their passion, knowledge and experience to their work with children. Volunteers within our service have

opportunities that extend beyond the role of a panel member. Volunteers are actively encouraged to attend reparation and assist youth justice colleagues with group attendance, facilitation and also have access to training opportunities within the YJS and the directorate.

Restorative approaches are at the centre of interventions with children working with Haringey Youth Justice Service and reparation is a vital component of this. Reparation assists children in accepting responsibility for their behaviour whilst promoting reintegration into the community.

Reparation to individual victims should, as far as possible, be determined by the wishes of the victim, whilst having regard to proportionality (and issues of disproportionality). Reparation may include an explanation, an apology (verbal or written), direct repair of damage to property, a gift, and practical recompense, including financial compensation, for the harm that has been caused.

Haringey Youth Justice Service has one Victim Support Officer (VSO). The VSO engages victims and the child that has caused harm in the Restorative Justice process and supports them through it. They provide information, advice and guidance and signpost to specialist services such as Victim Support. The VSO liaise closely with Case Managers within the YJS and support them in their work with young people. The VSO alongside the Senior Practitioner for RJ and Victim Support is developing the victim-based group work as mentioned above.

All victim and restorative work with Haringey Youth Justice Service must adhere to the VCOP and the RJ Handbook. The VSO must ensure that they:

- ➔ Explain their role and why they are contacting victim.
- ➔ Allow the victim to make informed choices throughout.
- ➔ Advise that the victim's involvement is voluntary and for their benefit.
- ➔ Explain that victim contact with children from the YJS can be direct or indirect and that it will always be on their own terms.
- ➔ Update the victim about the progress and outcome of the case (if requested by the victim).

- Ensure that they are aware that they can opt in or out of services at any time.
- Ensure that written consent is obtained for any direct RJ.

Moving forward we are consolidating and expanding the restorative offer within the service utilising knowledge and approaches drawn from systemic and trauma informed disciplines. We are designing the delivery of

facilitating a 'rolling' group programme focussing victim work. Furthermore, we are embedding and applying restorative approaches in addressing serious youth violence and offering children and young people in conflict and at risk of its methods to repair harm and mediate safely.

Below is a case study in relation to Restorative Justice in practice:

Case

Positive Restorative Justice outcome with Child and placement home (Victim)

Offence- Arson and Criminal Damage in placement home.

The objective of Victim awareness sessions is to help children understand the impact of their offence on themselves and the community. The child in this case first language is Kurdish, so he was supported by a Kurdish interpreter during every session and contact. Through a series of structured sessions, the child was guided to reflect on his behaviour, applying self-control to challenging situations and impact of poor choices. During sessions I used a psychodynamic approach to help the child to think about his reasonings behind the offence and explore the root of how he deals with his emotions. The child expressed that he felt different and frustrated for a long time because he was in an unfamiliar environment and speaks minimal English. He explained that the offence was the symptom of underlying issues he faced. He explained that communication was often a barrier, and he did not know how to manage his anger in a healthy manner.

During the process we completed worksheet activities, reflective conversations called 'In their shoes' and 'when I was a victim'. During this reflective conversation we look at scenarios from the lens of the victim. The 'when I was a victim' exercise encouraged the child to reflect on times he was victimised. This process enabled the child to gain a deep understanding of the harm caused by his actions, both to the physical property and the emotional well-being of placement staff and residents.

As the child's awareness and understanding grew, he began to feel genuine remorse for his actions. The child stated he did not consider the financial effect his offence had on the placement.

With support from myself, the child wrote a sincere apology letter addressed to the placement. The letter was written in Kurdish and an English translated copy was supplied by Big word. The letter included an acknowledgment of the harm caused, an expression of regret, and a commitment to making positive changes. The placement accepted the apology, providing a sense of closure and the opportunity for the child to make amends. The child stated that the Victim awareness sessions we had were useful and made him more intentional about managing his anger.

Kayon – Victim Support Officer

14.1 REPARATION

Over the past year, our children have continued the amazing work, giving back to our community by completing reparations. Their hard work has helped the Parks Service maintain its Green Flag award for yet another year. Our children trimmed flower heads promoting growth of new buds bringing a rainbow of colours to the park, removed weeds growing in between plants and flowers. Amongst other tasks children have maintained the grass area and paths by clearing the fallen leaves and conkers in the autumn/winter, Children were approached by park users who praised their work.

Our children have also taken part in various art projects; brighten up the YJS office with a mural and getting creative by making Christmas cards and ornaments to sell for charity or present to our community panel.

Our children have also taken part in various art projects; brighten up the YJS office with a mural and getting creative by making Christmas cards and ornaments to sell for charity or present to our community panel members. Our children are helping in the Food Hub Aid and Food bank in Bruce Grove Youth Club. The children are picking, packing and as well as lifting of products to help the smooth running of this fantastic organisation. This project truly helps children to experience work environment and success of teamwork. Our most recent project with Streetwise kids is a bicycle recycling programme that teaches children real world skills that can be used to gain employment. Children learn variety of task to reuse parts and repair bicycles.

As ever we ensure that as well as making amends and giving back to the community, we take the opportunity

to ensure accreditation where possible, reparation has been an intervention that had provided a significant amount of AQA accreditation thus helping us meet our planned target. Our children and young people are making a fantastic impact to their community we are truly proud of their achievements. The Youth Justice Service is very thankful to all our partners in the community who have supported us to continue delivering high quality Reparation projects in the Borough of Haringey. Thanks are extended to Haringey Parks Services who have provided storage facilities for equipment at various locations.

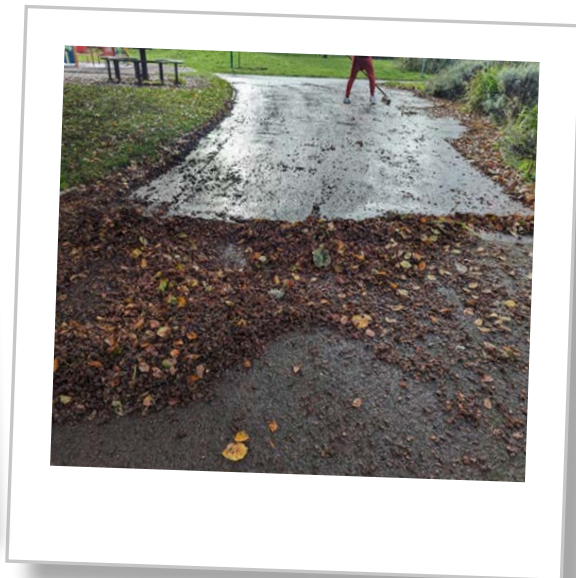
AQA offer wide range of units which makes achievement accessible to every child and young people regardless of their age, ability or interests. From April 23 to March 24 32 children and young people received an accreditation, totalling 112 AQA units.

"We are extremely grateful for welcoming the Haringey YJS Reparation program to Food Bank Aid.

Jelena is responsible to supervise the youths in the hub during their shifts. Young people, along Jelena, work hard to pack orders for food banks and to replenish the hub. We pack and supply for 30 food banks every week. The young people have behaved respectfully and has got on well with the staff and other volunteers.

We appreciate and value all their help and welcome future youths in the hub."

14.1.1 REPARATION PROJECTS



Projects this year included:

- ➔ Gardening and ground maintenance in Bruce Castle Park, Chapman's Green, Markfield Park and Wood Green Crown Court gardens
- ➔ Helping with deliveries and packing for the food bank Distribution's in Food Bank Aid Hub
- ➔ Bruce Grove youth club food bank service to residents
- ➔ Community panel member recruitment interviews
- ➔ YJS logo workshops and YJS induction video animation and voiceovers
- ➔ Cooking – learning to prepare a meal for their own families.



15. Serious violence and child criminal exploitation

Serious youth violence and child criminal exploitation is a critical area that we as a partnership are targeting. Haringey is not unique in how it is impacted as a large inner-city London Borough. Therefore, it is a critical priority of Haringey YJS and vital that that we not only address it within our own Risk Management Panel but that we feed into and contribute to this urgent issues within the existing borough mechanisms and networks.

The Violence Vulnerability and Exploitation service (VVE) led by Safeguarding, aims to deliver direct and timely recommendations on live contacts and open cases by sharing intelligence from a multi-agency perspective in order to develop a clear pathway of intervention. This will be achieved by all members, including the YJS, undertaking information checks with their relevant agencies prior to and or during this meeting. The approach has driven forward improvement in the effectiveness of the VOLT document (Victim/offender/Location/Theme) and to activate measures to (DIP) Disrupt, Prevent and Intervene.

The Young People at Risk Strategy is our 10-year plan to address the complex root causes of this issue. It adopts a public health approach, with public sector agencies, voluntary sector groups, communities, and young people themselves working collectively to reduce children and young people's vulnerabilities and build their resilience. It was noted that investing into the workforce across the council was imperative. The council has commissioned SOLVE (The Centre for Youth Violence and Conflict is a leading organisation committed to violence through research, training, consultancy, and advocacy) to deliver a bespoke workforce development training between March 2024 to March 2025. The training will be aimed at staff and managers from children's social care, community safety, health, youth justice service, early help and SEND. In addition, there will be provision for the voluntary community sector (VCS) to engage in specific webinars.

The SYV training programme will be coordinated via Haringey Childrens Academy. The SYV working group agreed for a champion practitioners' model which will focus on specific staff members across the partnership to participate in all seven of the SYV training programme

(including accredited training) over the next year. This will support the council to have a core staff group managers as well) across different departments and services to have more specialist knowledge in SYV.

The council has just secured additional funding (Robbery Fund) from the Violence Reduction Unit until March 2026 which will have the following focus:

- ➔ The After School Mobile Youth Hubs Initiative will bring essential services directly to young people across key locations in Haringey along key afterschool travel-routes. By utilising portable canopies as resource centres/mini youth-hubs, we seek to foster engagement, empowerment, improved feelings of safety.
- ➔ The Active Role Models project will use locally trusted organisations and community leaders to engage young people 12 – 18 years old (25 for SEND), in localities familiar to them, easy to access. Activities will take place in the after-school period, 3pm to early evening. A range of partners will use sport and physical activity as a tool to engage participants within positive experiences, developing rapport with the young people, providing positive role models.

15.1 NORTH AREA VIOLENCE REDUCTION GROUP

The North Area Violence Reduction Group (NAVRG) leads on the development, coordination, and delivery of an agreed action plan to reduce non-domestic violent crime, especially knife crime and serious youth violence, across the Police Basic Command Unit (BCU), covering Enfield and Haringey Boroughs.

- ➔ The NAVRG takes a cross-border Public Health approach in line with new police boundaries, focussing on integrated partnership working.
- ➔ A locally developed plan for Enfield and Haringey. The Violence Reduction Plan is built around current and future activities that deliver against our strategic plans and will be delivery focussed and driven by a solid analytical base. There is dedicated co-ordination from both borough and the NAVRG will be proactively seeking opportunities to

collaborative use of resources.

- ➔ Over the past 9 months the NAVRG has completed a few deep dive audits focusing on the children that have been convicted of 'homicide' offences and GBH. This was a joint analysis with Enfield YJS where we were able to compare, identify hotspots and key characteristics of the cohort.
- ➔ The second joint analysis was based on the SEND cohort, this allowed both Haringey and Enfield to compare SEND cohorts, characteristics and offence types.

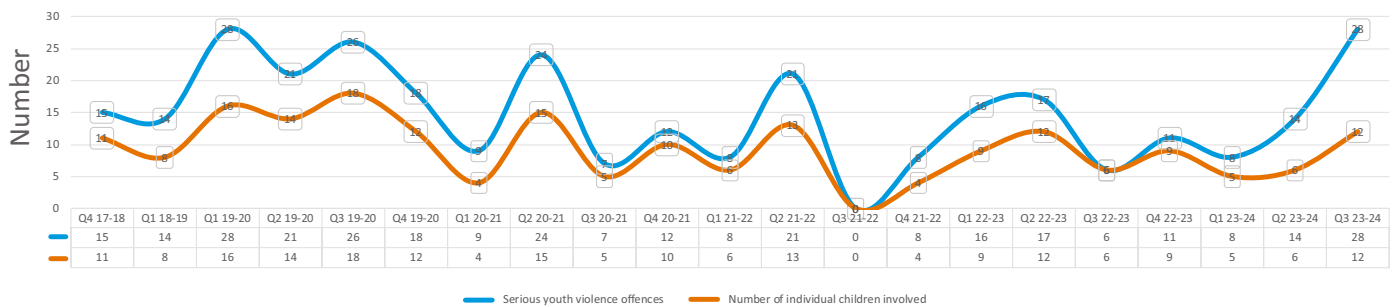
15.2 SERIOUS YOUTH VIOLENCE DATA

Haringey employs the use of the YJB Serious Youth violence toolkit. The Youth Justice Board's operational definition of Serious Violence (SYV) is any drug, robbery or violence against the person offence that has a gravity score of five or more. At the time of writing, the latest available SYV toolkit was for Q3 23/24.

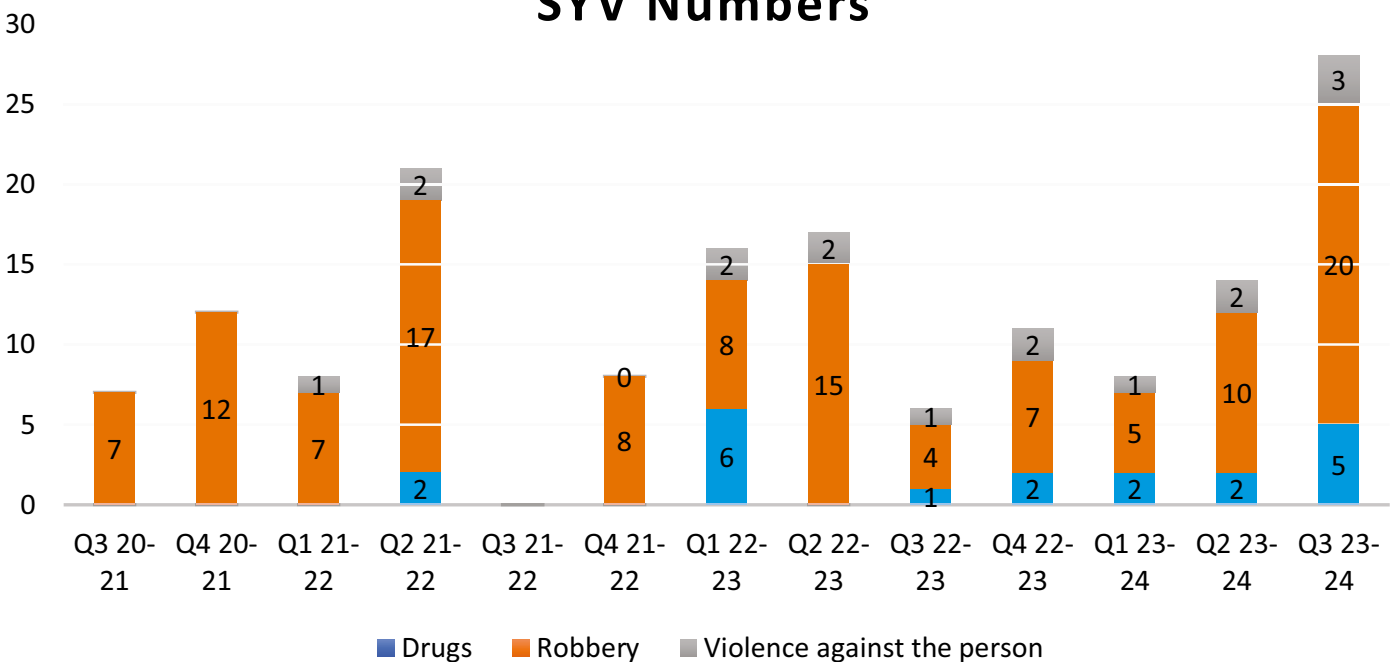
This toolkit shows the number of SYV offences in the last year was 61. The previous year there were 47 and five years ago it was 56. This marks an increase of 30% since last year and 9% since five years ago. Robbery constituted 69% of SYV in 23/24, however, it is important to note that many drugs and violent offences are not included in the analysis as they have a gravity rating of less than five. Of particular concern, is the 20 robberies in Q3. This is the highest number sentenced for Robbery for over five years. I project that that the number will return to regular levels in the next quarter.

The YJS has committed to delivering the bespoke venturous programme which is designed to impact on violence reduction. The approach to violence reduction and knife / weapons awareness interventions is centred around enhanced life skills, emotional intelligence and consequential thinking. This will be specifically targeted at children that have committed Robbery and Weapon related offences and will take place over the next year with a view of evaluating impact. Wipers CiC have been commissioned to deliver these programmes.

Serious Youth Violences - Offence and Offenders



SYV Numbers



16. Detentions in police custody

The PACE protocol aims to facilitate an improvement in outcomes for children held in police custody. The protocol facilitates this by supporting professionals involved in the transfer of children in custody to local authority accommodation to understand both their own roles and responsibilities and those of their colleagues, facilitating joint working. It also sets out how Haringey will monitor the implementation of the protocol.

The main challenges that we find locally with this is placement sufficiency, finding a placement that does not require significant retainers and placement providers willing to be used as a PACE bed due to concerns over risk.

We have a commissioned The Appropriate Adult Service (TAAS), however, we recognised that children and young people in police custody, in the first and possible instance need an adult known to them to support their needs.

Haringey Council and Enfield Council in partnership deliver the Engage project which was developed and launched by the North Area BCU in August 2021. The project places youth workers into the Wood Green Police custody suite. The key aim of the project is to provide support and early intervention to children and young people coming to the custody to prevent further offending and reduce future risky behaviour. The project presents a unique opportunity of the reachable and teachable moment when the young person is most likely to be susceptible to receive support whilst in custody.

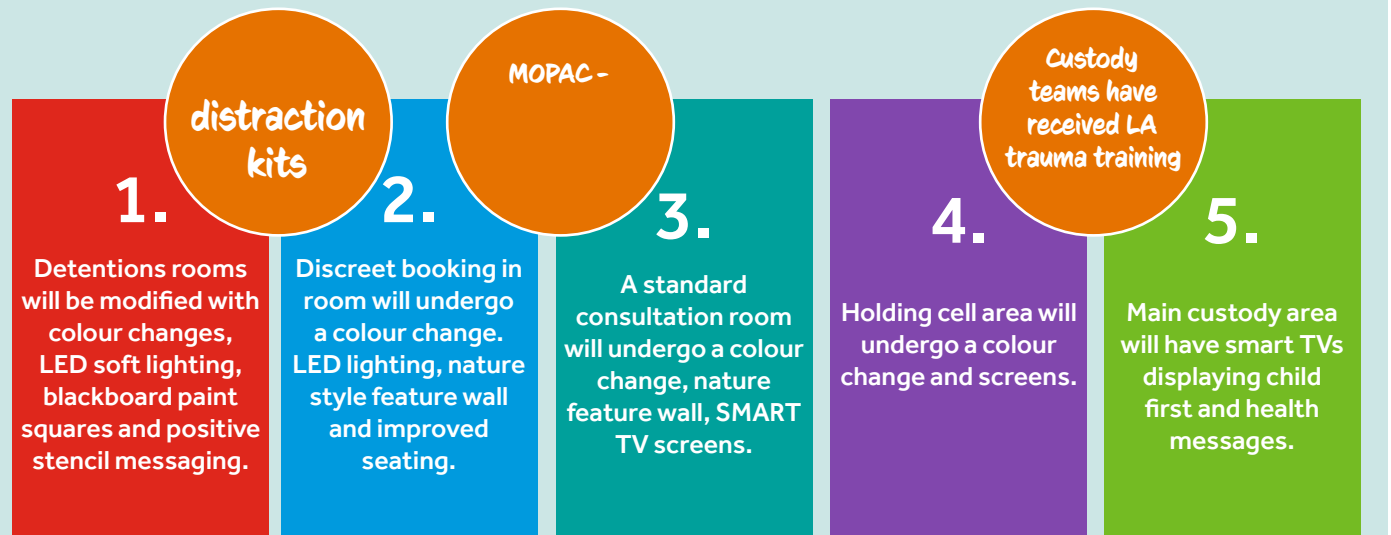
Haringey Council, Enfield Council and the MET Police have been focusing their attention on Wood Green Custody Suite which is one of its busiest custody suites in London. There is a strategic ambition in making this the first child first custody suites In London with the view of:

- Diverting children from custody;
- Maximise 'Reachable/Teachable opportunity (including intervention and safeguarding)
- Optimise the custody environment and experience – care, compassion and respect
- Achieve best outcomes

To do this there has been funding contributions from both Haringey and Enfield councils as well focus visits to Wood Green Custody Suite from members of the YJ strategic partnership board.. There has been a specific focus to enhance our operation engage youth workers diversion programme with the support of the Liaison and Diversion health support to create a more dynamic and meaningful diversion programme. There has been some challenges to recruitment and retention of these key posts which has been reviewed and analysed.

17. Remands

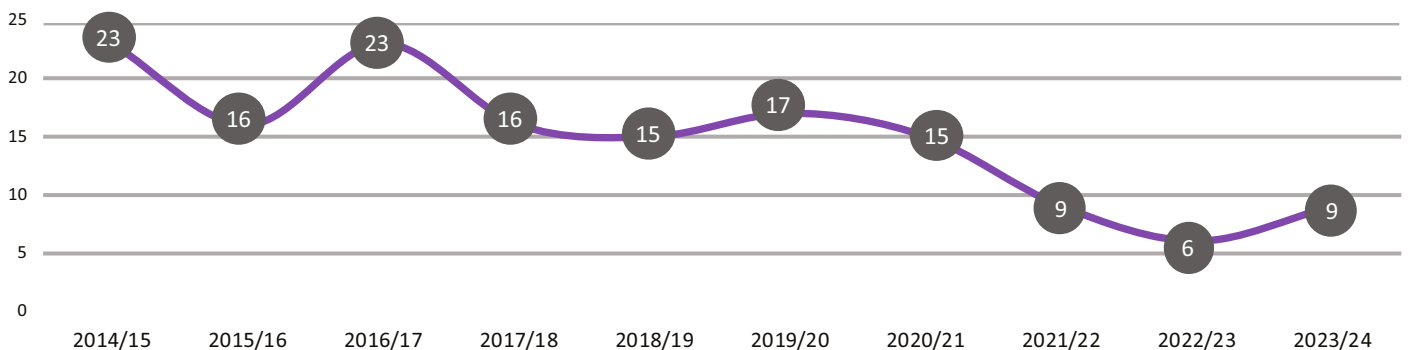
Child First - Wood Green Custody Suite



In Haringey we never refuse or recommend against Bail, we do recognise when children may struggle to adhere to strict packages, but it is part of our culture of practice to ensure that remand is the last option. Our current data shows that the number of remands was reducing annually until 23/24 when it increased to 9 (one remand was inappropriate due to being an adult). However, the numbers remain low when considering the historical context. It is evident that all children we have

managed on remand are awaiting trial or court hearing for very serious and grave offences such as Murder and Robbery offences. It should be noted that the YJS were successful in putting in robust bail or remand into local authority packages to the court and out of the 9 children and young people remanded two were released on bail with one going to the London Accommodation Pathfinder.

Annual Number of Remands



18. Use of custody

London Accommodation Pathfinder

Haringey council signed up to be part of the YJB's London Accommodation Pathfinder (LAP), a pan-London community-based accommodation and intensive support provision for 16- and 17-year-old males as an alternative to custody. This is being considered for every child that is in custody and proposals made to the courts where appropriate and safe to do so. The LAP went live in the Autumn 2023 and thus far have had one child that has been placed in the LAP, he was previously on remand, and we were successful with a bail application to the court.

The use of custody has decreased nationally over the past ten years in recognition of progress within youth justice. Our children and young people in custody are amongst the most complex and vulnerable children in our borough who are in the secure estate for some of the most harmful and grave crimes.

The YJS has the following mechanisms in place to either prevent custodial experiences or to support children whilst they're in youth detention accommodations:

- Pre Sentence report panels to review custodial proposals
- Receive feedback from the courts about the quality of the pre sentence reports
- See the child alone and face to face to capture their lived experiences in being in custody
- Enhanced face to face and virtual calls to ensure contact is maintained
- Act as an advocate for the child and engage with parents/carers
- Utilise video links where possible to avoid the child from travelling to court hearings unnecessarily
- YJS Head of Service has good links with Heads of resettlements at the youth detention accommodations to support with any blockages.



19. Constructive resettlement

When we consider about 'resettlement' in youth justice, we generally mean the support that a child receives as they re-enter the community from custody. The Resettlement of children from custody is a statutory responsibility of local authorities, in partnership with the Police, National Probation Service, Health and HMPPS Youth Custody Service (YCS). However, being released from custody is not the only difficult transition that children in contact with the youth justice system might need help to navigate. For instance, children might need help to 'resettle' when entering and leaving care, or when moving in, around, and out of the criminal justice system.

In Haringey, our profile of children and young people is that experience of remand and serving custodial sentences in the last 2 years do not generally

experience custody for short periods, thus resettlement in Haringey is not a task regularly completed. In the last 12 months we have resettled two children where they returned to the family home.

We have a policy and guidance document to address the need for constructive resettlement. As part of our ongoing development of the service in this area, will continue to explore how we can support our children to constructively resettle after intensive community work/ contact with our service. Exploring the notion that resettlement extends further than transition from custody to community but in the transition from intensive support to the exit from services as well as the transition to adult services. The YJS will be addressing this in the operational Improvement plan.



20. Standards for children in the justice system

The YJS has been ambitious in its National Standards Audits, undertaking all the audits for each of the standards (Out of Court Disposals, At Court, In the Community, In secure and Transition over a 7-month period between May and December 2023. We audited and analysed 60 cases and also submitted our findings to the Youth Justice Board for the 'At Court' standard as this was a mandatory submission for the year. During the auditing progress we included the interface with our Board members by getting them fully involved in a round table discussion style session per National standard where board members and YJS management team scrutinised the findings from the each standard.

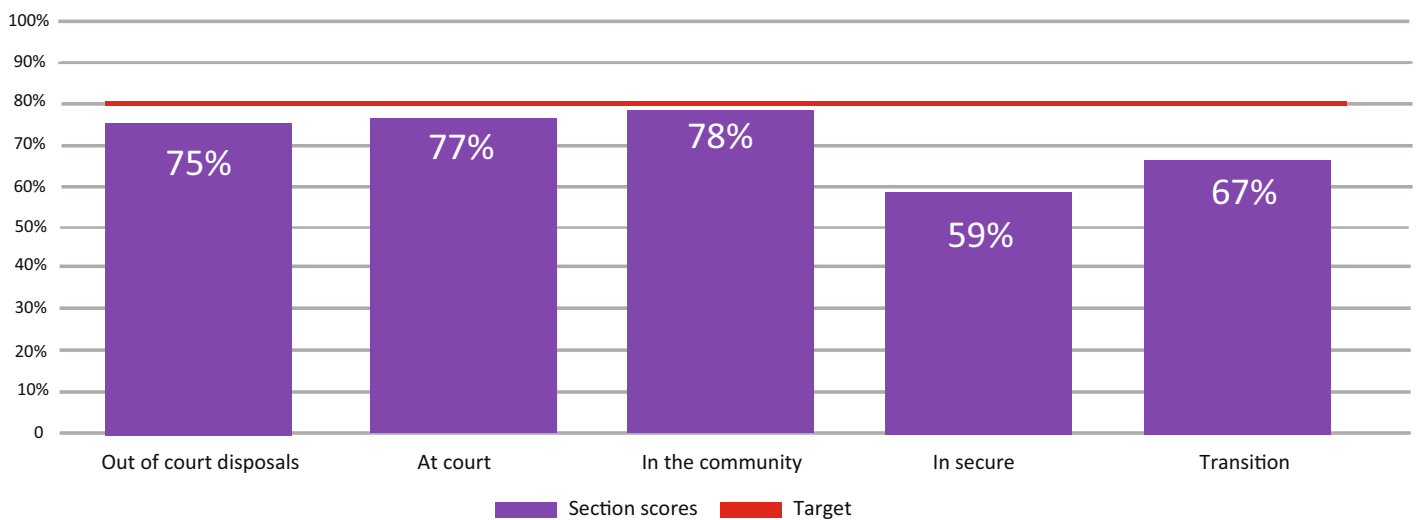
We set ourselves a target of meeting standards in 80% of cases. Overall, we scored 73% equivalent to a rating of Good. This was a reduction of 4% from our last audit

score in December 2021, although it must be noted that some questions were changed to better analyse quality so it's difficult to be a direct comparison.

This auditing process has allowed us to implement the recommendations in the service improvement plan for the year and enhance our working practices.

In addition to the National Standards audit we participated in the joint audit with children social care that looked at the impact of the National Referral Mechanism (NRM). This report is led and overseen by our MACE panel.

Moreover, the YJS also participated in the Serious Youth Violence multi agency practice week audit and observations.



21. Workforce development

[The new YJS training plan is located in Appendix 4.](#)

22. Evidence-based practice and innovation

Innovation

Dusty Knuckle 5 week Pilot Bakery Programme for children there were NEET.

Evaluation

MOPAC Disproportionality Challenge Fund - The Disproportionality Leadership and Mentoring Project evaluation report to be published in the spring 2024.

Evidence-Based

Functional Family Therapy (FFT) is an evidence-based therapeutic intervention for the whole family, delivered in their homes by trained FFT therapists with advanced clinical skills. Currently being evaluated by Youth Endowment Fund.

Innovation

YJS Team Space Peer led practice development space using evidence-based techniques to support staff with innovative practice.

Innovation

Social Prescribing – Health based pilot. It is an approach that connects young people to activities, groups, and services in their community to meet the practical, social, and emotional needs that affect their health and wellbeing.

Evaluation

The London Accommodation pathfinder will be publishing its annual report in spring 2024

Evaluation

Upskill U – Mentoring Programme being evaluated by the Youth Endowment Fund

Innovation

Supporting families Debt Management Pilot with Early Help Services development

Innovation

The Peter Jones Foundation enterprise and entrepreneurship programmes in development

Youth Participation - The YJS Leadership Team engage children and young people in a quarterly participation session gaining direct feedback from about their experience of the service and changes they like to see. The aim is to let children and young people contribute to service delivery via their feedback.

Wipers - Ether Programme evaluation was conducted between September to December 2023

There were six children referred with an average of four attending over the 8 week programme. The programme was aimed at boys from Black and Global backgrounds. The following content was covered:

Leadership; personal skills, qualities and characteristics; identity, culture, race & family history; emotional Intelligence; moral compass, dilemmas, peer pressure; The Power of Media – messages in media both positive and negative; vision, imagination, creative/independent thinking; setting & achieving personal goals; SMART planning.

The content was covered in full by all the participants. All graduate's will achieve a Unit Award Scheme Level 1 AQA in Leadership & Personal Development.

Five of the six fully completed Youth Star Questionnaires (below) show a consistent increase amongst all participants in areas of 'Hopes & Dreams' and 'Well-being', which are the indicators we use to measure increases in confidence and self-esteem. The YSQs also showed increases in other indicators around 'Communication' and 'Choices and Behaviour'. One YSQ showed a decrease in most key indicators. This was due to the young person having been arrested for further offences during the course of the programme and feeling low in mood at the time of the YSQ.

23. Service development plan

Haringey YJS is committed to dynamic improvement within its service delivery and practice delivery development.

The YJS Operational Improvement plan is informed by the results from our National Standards Audits and monthly performance reports and our monthly quality assurance audits. The YJS Work force Training and Development Plan responds to any gaps in practice but also support the academic direction that we are taking the service. Please see appendix for both plans.

In May 2023 the YJS commissioned a diagnostic review to support inspection readiness and service improvement. By requesting an external review by experienced YJS leads, we were provided with an independent view of the progress that we have made and where we need to focus our efforts moving forward. As we continue our improvement journey, we are committed to ensuring that we engage with a Peer Review within the next 12 months.

The review was conducted in two phases throughout May 2023. Phase one, was a distanced desktop review and casefile audit. Phase two, consisted of a range of one-to-one interviews with staff and focus groups with the wider partnership. They will have a dual purpose. The diagnostic explored Key lines of enquiry and improvement required to strengthen evidence to provide to HMIP, and secondly to prepare participants for inspection; to share what they can expect and explore how they can respond to questions during the inspection.

24. Service development

Looking at the YJB strategic pillars it is reassuring that there are many parallels to the work we continue to work towards achieving.

- ➔ Child First approach and Drive system improvements that treat children as children – Haringey continue to operate in a child first approach building on young people's strengths addressing needs, placing significant value on participation and young people's feedback. Advocating for our young people in all situations remains a pillar of our practice.
- ➔ Strengthen and enhance our oversight of the youth justice system – Haringey YJS are committed to evaluating and quality assuring our work in detail and to a high standard it is in our search for further improvement that we are able to deliver the highest standard of service to young people.
- ➔ Promote a holistic approach to address challenges facing children in contact with the youth justice system – having a systemic approach to youth justice allows us to work with children and young people as part of a system and to utilise the network to support what is best for the child – our training last year and our plans for implementation this year will help us achieve this.
- ➔ Maximise opportunities for improvements for children – Our commitment to accreditation and ensure that all children and young people receive accreditation for the work they do when they are with us as well as ensure that all work with us can support future opportunities is a key.

24.1 UPDATE ON PROGRESS SINCE LAST THEMATIC INSPECTION

Her Majesty's Inspectorate of Probation (HMIP) chose "The experiences of black and mixed heritage boys in the youth justice system" as the subject of their thematic inspection they conducted between April – June 2021. Haringey was chosen as one of the areas to be inspected in May 2021. Findings from the inspection were shared with staff within the YJS and the wider partnership. Recommendations were incorporated

within our YJS operational and strategic plans and have now become business as usual at a strategic and operational level.

We continue to use our privilege to champion the needs of our children and young people and openly challenge disparity. We will use the feedback to continue to improve and place a new focus on youth and family participation to ensure the voices of both the children and young people and their families continue to inform the delivery of our service.

Haringey have continued to invest in the workforce development and commissioned The Liminality Group in 2024 to deliver of training for practitioners surrounding health inequalities, disproportionality and the Adultification of minoritised children across services within Haringey.

The task for The Liminality Group would be to work with Haringey Youth Justice Services and the Integrated Care Board to explore how Black and minoritised children, young adults, families, and carer's lived experiences are understood and 'held in mind'.

The training was a three-part training programme that also incorporated staff from other services such as the Early Help Service, Youth Service and Young Adult Service. A report of the findings from the training will be taken to the YJSPB with the view that the YJSPB will also participate in a workshop as part of an away day within 2024.

The Head of Service for the YJS is also a member of Haringey's Racial Equity Steering Group in which the director of Children Services is Co-Chair. The steering group is made up of Haringey schools, Haringey Council and Haringey Education Partnership which has the following pledge:

"Every child and young person in Haringey matters. Every Child and Young Person deserves the best life chances, especially when they face additional barrier due to their ethnicity and disadvantage, especially our Black and Caribbean young people. It is everyone's responsibility to make this a reality and build a culture of belonging".

25. Challenges, risks and issues

The Haringey Youth Justice Strategic Partnership Board have developed a risk register where we keep abreast of any risk to service and delivery. It allows members to respond and support effective change, tasks on the register can be delegated to the operational board which sits underneath the management board.

In response to the changing landscape of youth justice, Haringey YJS underwent a minor service review within 2022-2023. This included a review of the existing structure alongside national policy developments, reduction of statutory casework, increased complexity and implementation of the Turnaround Programme. As

with any organisational review, this brought uncertainty and impacted on staff confidence whilst proposals were being consulted on. The remodelling of the service was designed in collaboration with staff which provided an opportunity to refresh the delivery model to meet need with the final service delivery model implemented from July 2023.

Within the remodelling there was no reduction in staffing. Caseloads currently sit at an average of 10-12 per Case Manager with the specialist workers typically supporting more cases held by Case Managers have overall case responsibility.

Challenges	How the service has responded
Staff sickness and management absence over a 7-month period	Remodelling of the management team and new dedicated HOS recruited in July 2023.
Low morale within the service	<p>Involved the staff in the minor service review</p> <p>YJS Management Board attended the YJS Away Day to support with the connection.</p> <p>Completed staff surveys (Anonymously) on three occasions from July 23 to February 24 and produced an action plan</p> <p>Assistant Director created a safe space for staff to meet on a one-to-one basis to listen to staff experience and used this to inform service developments.</p> <p>Regular and consistent all service meetings taking place every 6 weeks</p> <p>Clinical Consultations embedded into the service in December 23.</p>
Structural issues with the building and working environment.	<p>Capital works programme approved and planned refurbishment works to be completed by July 24.</p> <p>Staff involved in developing a sensory room</p> <p>An Art mural to the outside of the building has co-produced with children to visually change the look of the building and to make it more child friendly.</p> <p>A review of the buildings Wifi have taken place with changes implemented.</p> <p>A review of the building security functions has taken place with proposals being progressed.</p>

Inconsistencies with service delivery and management oversight	<p>Remodelling of the management team and new dedicated HOS recruited in July 2023.</p> <p>Workforce development and training specifically for managers</p> <p>Consistent monthly performance clinics for managers</p> <p>Between May and December 23, the YJS focused on completing all the National Standard Audits. Which included YJSPB members.</p>
Insufficient health resources to support children's needs	<p>Lack of resources and gap in service has been escalated to the board through the board risk register and is regularly monitored.</p> <p>SLA agreed with CAMHS and YJS involved in recruitment.</p> <p>CAMHS developed a bespoke action plan with interim resources and progress reported to the board regularly via the risk register.</p> <p>Speech and Language Therapist post agreed and recruited to with SLA completed</p> <p>Newly developed clinical consultations via the Vanguard team implemented in December 23.</p> <p>Thematic approach on 'Health' taken to the YJSPB in December 23.</p>

26. Sign-off, submission and approval

Chair of YJS Board	Ann Graham
Signature	
Date	26th June 2024

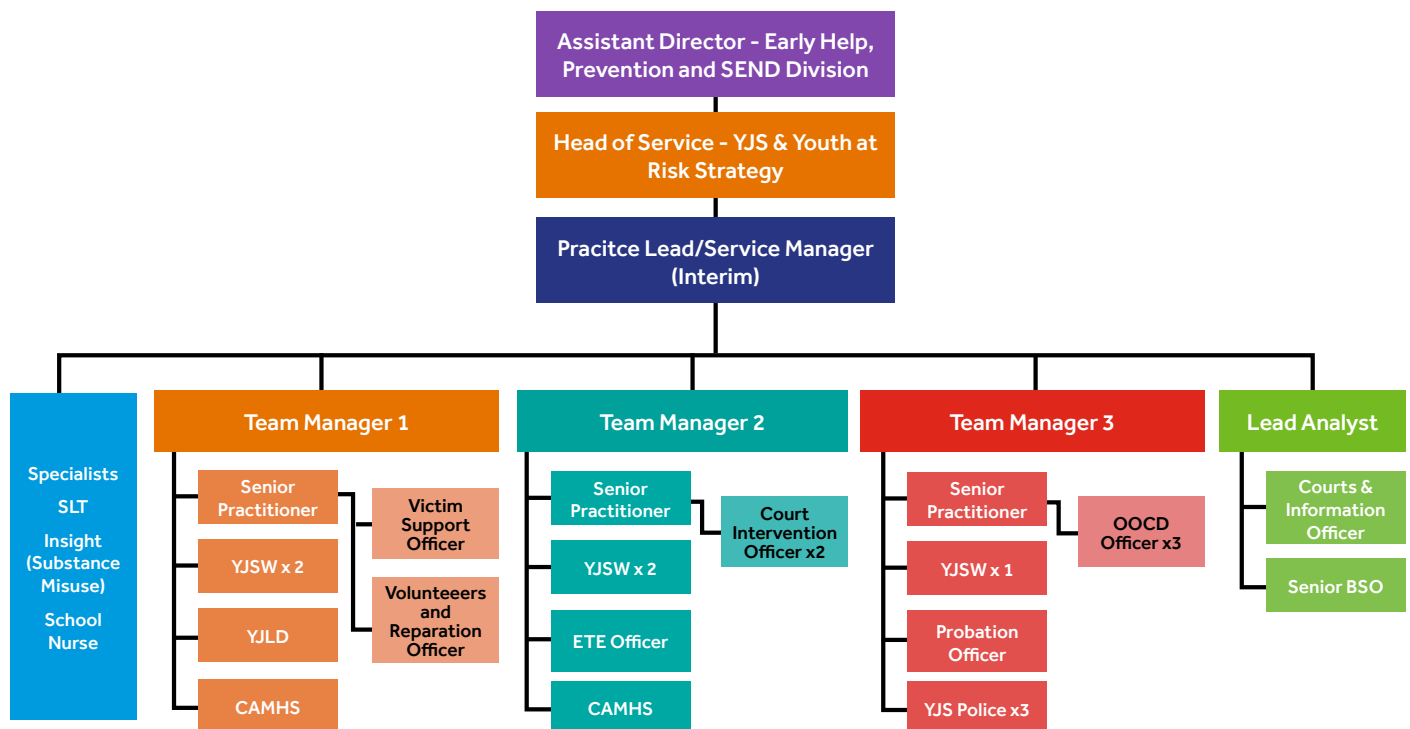
27. Appendix 1 - board membership

Haringey Youth Justice Management Board met quarterly throughout the year 2023/24 on the following dates:

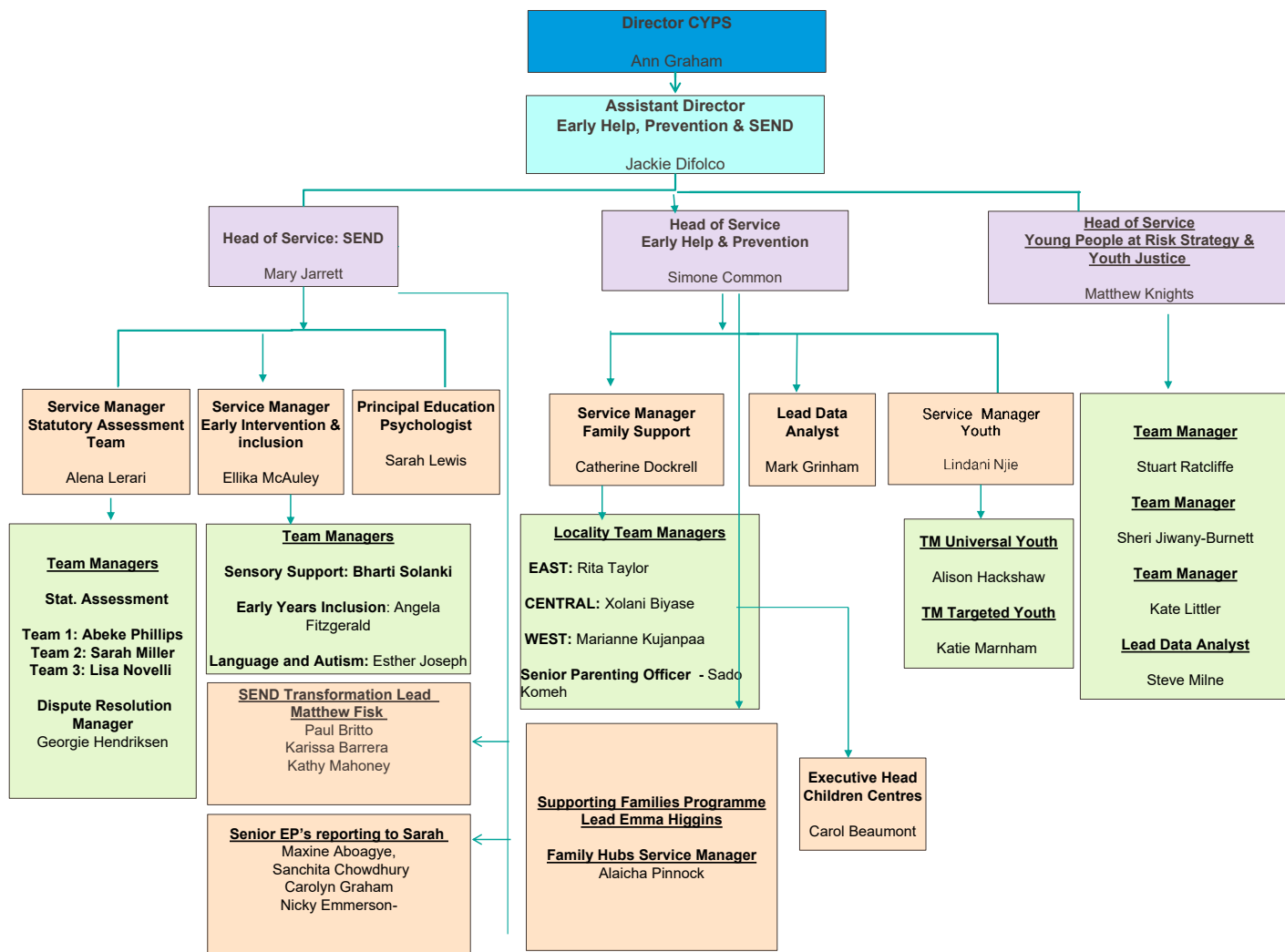
Q1	21st June 2023
Q2	20th September 2023
Q3	13th December 2023
Q4	26th March 2024

28. Appendix 2 - service structure chart & ethnicity

28.1 Youth Justice Service Structure Chart



28.2 Early Help, Prevention and SEND Division



28.3 Staff ethnicity breakdown

This is a comparison of the ethnic profile of the borough, the YJS caseload, the board and staff. At present, we have an underrepresentation of black members on the YJSPB board.

Ethnic Comparison	Haringey Borough 10-17yrs 2021		YJS Caseload 23/24		Board Members Dec 23		Staff Aug 23	
	Number	%	Number	%	Number	%	Number	%
Asian	1992	8%	2	1%	1	4%	0	0%
Black	5649	23%	103	54%	8	30%	10	38%
Mixed	2806	11%	20	10%	3	11%	4	15%
White	11539	47%	61	32%	15	56%	12	46%
Other	2764	11%	6	3%	0	0%	0	0%
Total	24750		192		27		26	

28. Appendix 3 - YJS Partnership Plan

No	Key Indicators	YJB National or Local Indicators	23/24 Output	24/25 Target
YJB National Indicators				
1	National Indicators	1.1 Reduce the Use of Custody	9 sentences	6 sentences
		1.2 Reduce the rate of Re-offending.	32.3%	30%
		1.3 Reduce the rate of first-time entrants into the Youth Justice System	51 yp	45 yp
YJB New Key Performance Indicators			23/24 Output	24/25 Target
2	Suitable Accommodation	Increase the % of children in suitable accommodation by the end of their intervention	94%	96%
3	Education Training and Employment Suitability	Increase the % of children in suitable Education, training and employment by the end of their intervention	75%	80%
4	Emotional Wellbeing and Mental Health (number of children with an order ending in the period)	Increase the % of children attending intervention from those that have an identified Emotional/Mental Health need.	52%	80%
5	Substance Misuse (number of children with an order ending in the period)	Increase the % of children attending intervention from those that have an identified Substance Misuse need	57%	80%
6	SEN/EHCP	% with an identified SEND/EHCP need	17%	N/A
		% that have a formal EHCP in place	100%	100%
		% that are in suitable ETE	38%	80%
7	Out of court disposals	% of Out of Court Disposals (OOCs) completed successfully	38%	60%
8	Links to Wider Services	At the end of the intervention:		
		% of children that are a Child in Care	20%	N/A
		% of children that are on a Child Protection Plan	4%	N/A
		% of children that are Children in Need	8%	N/A
		% of children on an Early Intervention Plan	8%	N/A

No	Key Indicators	YJB National or Local Indicators	23/24 Output	24/25 Target
9	Management Board Attendance	% of the statutory senior board members (Children's Services, Education, Probation, Police, Health) that attended the partnership board (can be delegated)	90%	100%
10	Serious Youth Violence	Reduce the number of serious youth violence offences (Drugs, Violence and Robbery with a gravity of 5 and above)	59	50
11	Victims	Increase the % of children engaging with RJ opportunities (of those consented)	25%	40%
YJS Performance Indicators			23/24 Output	24/25 Target
12	Case Management (Personal Performance Reports PPR)	Increase the % of children with an ASSET+ completed within timescale (within 20 working days of start of intervention and every 3 months thereon)	72%	90%
	There is now an expectation that records are obtained where those CiC children that are placed in another authority	Increase the % of children with Home Visit undertaken within timescales (within 15 working days of start and every 2 months thereon)	76%	90%
		Increase the % of children with an Intervention Plan completed within timescale (20 working days from start and every 3 months)	77%	90%
13	Links to Wider Services	Increase the number of CIC that are in suitable ETE (education, training and employment)	58%	80%
		Increase the % of children attending intervention from those that have an identified Substance Misuse need. (discounted for children placed out of borough)	N/A	90%
		Increase the % of CIC attending intervention (discounted for children placed out of borough) from those that have an identified Emotional/Mental Health need.	N/A	90%
		To support our CIC with robust risk plans to reduce the number of CIC who get assessed as High Risk across at the end of YJS Intervention:	N/A	90%
		*Serious Harm	25%	20%
		*Safety and Wellbeing	64%	50%
		*Reoffending Rate	45%	35%

29. Appendix 4 - YJS Training Plan

The Haringey academy has a range of training available to the YJS, all staff are encouraged to book on and develop both their areas of need and interest to support ongoing professional development
<https://haringeychildrensacademy.org.uk/events>

Below is the upcoming training that has been identified as needed within the service. This is a dynamic document and will be added to when needed informed by our quality assurance process and learning from practice audits.

Training requirement	Team Space
Learning objective / outcome	<p>Internal workshops to increase best practice in specific subject areas:</p> <ul style="list-style-type: none"> • 03.5.24: Young Persons Plan – Consultation with Staff. • 7.6.24: Bail and Remand – Session 1 Workshop for all YJS Staff. • 14.6.24: SALT and Emotional Health – Workshop for all YJS staff. • 22.6.24: Bail and Remand – Session 2 • 5.7.24: Bail and Remand – Session 3 • Restorative Justice Practices • Extremism and radicalisation
Target audience	YJS case workers
Group size	8 - 10
Timeframe	2024-25
Specialist course?	Yes
Training provider	YJS Staff and guest facilitators

Training requirement	SYV
Learning objective / outcome	<p>SOLVE CYVC will work in partnership with Haringey Council to deliver bespoke workforce development training for Haringey Council between March 2024 to March 2025. The training will be aimed at staff and managers from children's social care, community safety, youth justice service, early help and SEND. In addition, there will be provision for the voluntary community sector (VCS) as well.</p> <p>Training programme:</p> <ul style="list-style-type: none"> • Understanding gangs and criminal exploitation • Safety Planning, a tool to support the safeguarding of young people at risk of extra familiar harm • Responding to youth violence through a youth workers lens (Accredited) • Integrating anti racist theory into front line practice: addressing disproportionality in young engagement (Webinar) • Understanding attachment and trauma to work therapeutically with young people (Webinar) • Murder media, social media, music and violence (Webinar) • Tipping Point, practical steps to assisting young people existing gangs
Target audience	Front facing staff and generic
Group size	20-100
Timeframe	2024-25
Specialist course?	Yes
Training provider	SOLVE CYVC

Training requirement	Disproportionality, Adulthood and Health Inequalities
Learning objective / outcome	<p>Key concepts explored during the experiential phase included: the exploration of</p> <ul style="list-style-type: none"> • disproportionality and disparities across systems contributing to unfair outcomes for • minoritised children, adulthood as a conceptual model, the transmission of • intergenerational trauma, the adulthood of Black girls and Black boys, improving access to mental health and wellbeing services for minoritised • children and young adults, and other considerations.
Target audience	YJS Staff, Early Help and Youth Service
Group size	Up to 25
Timeframe	2024
Specialist course?	Yes
Training provider	The Liminality Group

Training requirement	OOCD Assessment
Learning objective / outcome	Train the trainer training to embed the new evidence based OOCD assessment tool
Target audience	YJS OOCD Team
Group size	5
Timeframe	2024
Specialist course?	Yes
Training provider	YJB

Training requirement	Trauma Informed Practice
Learning objective / outcome	<p>Explore trauma-informed and relationship-based practice.</p> <p>Appreciate how the most recent research on 'the art and science of relationships can help practitioners remain emotionally available when survivors and practitioners are likely to be experiencing significant levels of 'dysregulation'.</p> <p>See how to nurture the fragile shoots of psychosocial resilience.</p> <p>Directly apply contemporary ideas on how teams and individuals can support each other when undertaking such complex work.</p>
Target audience	YJS Front facing staff
Group size	20
Timeframe	Ongoing
Specialist course?	Yes
Training provider	Haringey Academy

Training requirement	Chronologies Training
Learning objective / outcome	Supported by Haringey Children's Academy to focus on best practices on how to complete chronologies
Target audience	Social Workers and Managers
Group size	Virtual
Timeframe	2024-26
Specialist course?	Yes
Training provider	Haringey Workforce Development Programme

Training requirement	Child and Teenage Neglect Training (Level 3+)
Learning objective / outcome	<ul style="list-style-type: none"> • What is neglect and why is it important that we understand and know how to recognise it? • What does research tell us? • What are some of the key causes of neglect? • What are the key consequences of neglect? • How can we help and support families? • How can we safeguard children and young people, including teenagers (often a 'neglected' group)?
Target audience	All Front facing staff
Group size	Virtual
Timeframe	2024-26
Specialist course?	Yes
Training provider	Haringey Workforce Development Programme

Training requirement	YJB Inset training
Learning objective / outcome	<ul style="list-style-type: none"> • Effective risk practice to promote the safety of young people and others • Social media and Young People – Risks, Safeguarding and Challenges • Improving Reviews • TRM Aware -Trauma Recovery Model • AssetPlus Quality Assurance • Working with Young People who display Sexually Harmful Behaviour (SHB) • AIM3 for Supervisors • Working with Girls affected by violence and exploitation. • Effective risk practice to promote the safety of young people and others • Looking After Number One • Coaching for Managers • AssetPlus Quality Assurance • Children and young people using violence and abuse in close relationships. • Unconscious Bias and Youth Justice
Target audience	All YJS Staff and managers
Group size	Various
Timeframe	2024-26
Specialist course?	
Training provider	Youth Justice Board Inset Training programme.

Training requirement	Unconscious Bias – Social Graces
Learning objective / outcome	Support staff to gain a systemic lens to unconscious bias – support them with clear evidence-based strategies to implement this tool in assessment and intervention. Support them to learn about the young person’s lived experience whilst looking at their own and understanding how their “Graces” will impact the young people we work with
Target audience	All YJS Staff and managers
Group size	Virtual
Timeframe	TBC - Ongoing
Specialist course?	Yes
Training provider	Haringey Children’s Academy

Training requirement	Reflective Practice and Decision Making
Learning objective / outcome	Support staff to utilise reflective practice – with a focus on assessment decision making and supervision
Target audience	All YJS Staff and managers
Group size	Virtual
Timeframe	2024-26
Specialist course?	Yes
Training provider	Haringey Children's Academy

Training requirement	Youth Mental Health First Aid
Learning objective / outcome	Accredited course to support staff to increase their knowledge and skills around emotional wellbeing and mental health of young people
Target audience	Social Workers and Senior Pracs
Group size	Virtual
Timeframe	2024-26
Specialist course?	Yes
Training provider	Public Health – London Mayor

Training requirement	Child and Adolescent Development
Learning objective / outcome	<p>Knowledge of child development in order to be able to deliver a developmentally appropriate intervention.</p> <p>Skills to deliver CBT that is appropriately adapted for co-morbid neurodevelopment disorders (ADHD, ASD and/or Tourette's)</p> <p>Ability to use CBT within a systemic context (to include family, school, and wider network)</p> <p>Understanding of the influence of attachment theory, and ability to deliver interventions within this context</p>
Target audience	
Group size	
Timeframe	2024-26
Specialist course?	
Training provider	Haringey Children Academy

Training requirement	Groupwork Facilitation
Learning objective / outcome	<p>identify the main principles and theories underpinning successful group work.</p> <p>demonstrate the process skills involved in planning, delivery and evaluation, e.g., the writing of Aims and Learning Outcomes</p> <p>outline and subsequently demonstrate the management, facilitation and communication skills needed to run a successful group, e.g., using a range of facilitative skills.</p> <p>describe the place of group work in the guidance process within the context of your service.</p> <p>demonstrate the ability to select, adapt, design and implement appropriate materials to support the Learning Outcomes of the session.</p> <p>recognise and respond to the needs of different client groups.</p>
Target audience	Groupwork delivery staff
Group size	
Timeframe	2024-25
Specialist course?	
Training provider	Haringey Children Academy

Training requirement	Forensic Formulation Training
Learning objective / outcome	Understanding of an individual's risk potential to underpin the action taken to manage it because this will ensure that interventions have the best chance of being sensitive to the needs that violence and aggression may otherwise be used to meet. Formulation is the name given to this process of understanding risk, and it is increasingly recognized as the critical central element of the risk assessment and management task, as well as the essential precursor to treatment and intervention.
Target audience	Front facing staff
Group size	
Timeframe	2024-25
Specialist course?	
Training provider	Haringey Children Academy

Training requirement	Minute taking
Learning objective / outcome	Improve minute taking skills
Target audience	Business support staff
Group size	
Timeframe	2024-25
Specialist course?	
Training provider	Haringey Children Academy

Training requirement	Generic SAP
Learning objective / outcome	Business support processes and practices.
Target audience	Business support staff
Group size	
Timeframe	2024-25
Specialist course?	
Training provider	Haringey HR

31. Glossary of terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
CiC	Child in Care
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school

EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

