



London Borough of Enfield

Report Title	Enfield Youth Justice Strategic Plan 2023/24
Report to:	Council
Date of Meeting:	27 th September 2023
Cabinet Member:	Cllr Abdullahi
Directors:	Tony Theodoulou, Executive Director of People Anne Stoker, Director of Children and Family Services
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Ward(s) affected:	All wards
Key Decision Number	N/A
Implementation date, if not called in:	N/A
Classification:	Part I Public
Reason for exemption	N/A

Purpose of Report

1. This report presents the Youth Justice Strategic Plan for 2023/24 that was submitted to the Youth Justice Board (YJB) in July 2023. The YJB

requires for Youth Justice Plans in England only to be signed off by the full Council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'. The Plan is appended to this report.

Recommendations

Council is asked to:

- I. Agree the vision and strategic priorities for delivery of Youth Justice Services in Enfield as set out in the Youth Justice Strategic Plan for 2023/24.
- II. Note the governance and partnership work arrangements, 'Child First' approach, resourcing of Youth Justice Service delivery, performance, and achievements of the service and partnership, risks, and improvement plan.
- III. Sign off the Plan.

Background

2. The Plan sets out how Enfield Council and its partners will deliver the Youth Justice Service (YJS).
3. The YJS is a statutory service, established under Section 37 of the Crime and Disorder Act in 1998 with the principal aim of preventing offending and re-offending by children and young people. The service is accountable for its work to the Youth Justice Board (YJB) within the Ministry of Justice. It is subject to His Majesty's Inspectorate of Probation (HMIP) and is currently awaiting to be inspected. The work of Youth Justice Services is overseen by the Enfield Youth Justice Service Management Board (YJSMB). The CEO of the Council appoints a chair of the governance board for the delivery of Youth Justice Service. The Board is responsible for the production and oversight of the Youth Justice Plan delivery.
4. Local authorities have a statutory duty to submit an annual Youth Justice Plan relating to their provision of Youth Justice Services. Section 40 of the Crime and Disorder Act 1998 sets out the Youth Justice partnership responsibilities in producing a Plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual Youth Justice Plan, setting out how Youth Justice Services in their area are to be provided and funded, how they are to be composed, how they are to operate, and what functions will be carried out.
5. The YJB permits, if it is not possible to achieve a full sign off the Plan at the point of submission deadline, for the Plan to be submitted with the approval of the Board Chair with confirmation of full sign off submitted

later. The 'sign off' by the Chair is accepted as an indication that the wider Management Board have approved the submitted Plan.

6. The YJS Plan has been produced in line with the YJB guidance that prescribes the format and areas to be covered by the Plan hence the length of the document.
7. Enfield Youth Justice Strategic Plan has been submitted to the YJB in July 2023 with a full approval of the Chair of the Youth Justice Strategic Management Board.

Executive summary of the Plan

8. The Plan outlines the delivery of Youth Justice Services in Enfield. The Youth Justice Service works with children aged 10-18 who have committed offences and have been either given an Out of Court Disposal by Police, or a post court disposal. The service also works with victims. The delivery of the Youth Justice Services must comply with the Youth Justice Board's National Standards of Practice.
9. The Plan sets out Enfield's vision to provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. We aim to keep children safe, prevent offending and create safer communities with fewer victims.

The Plan sets out the following key strategic priorities for 2023/24:

- Continue to invest in highly effective prevention and diversion with focus on preventing first time entrants and teen violence in line with our public health approach to serious youth violence and the new violence reduction duty.
- Effectively safeguard and promote the welfare of all children with Youth Justice with a specific focus on safeguarding children detained in police custody, reducing the number of children in custody, preventing remands, providing effective resettlement support whilst reducing risks to reoffending.
- Continue to promote and embed a child first approach across the Youth Justice system.
- Continue to drive the Disproportionality Action Plan across the Youth Justice system informed by an understanding of local needs.
- Deliver high quality Youth Justice Services that are responsive to local needs of children and enabled by effective governance, partnership, leadership, commissioned services, workforce development and quality assurance.

- Continue to drive effective practice by providing support for children with a strong focus on improving safety, health, and educational outcomes, and using our trauma informed practice, restorative justice, and victim support.

The vision and strategic priorities for the Plan were agreed by the Board in May 2023. All statutory partners have been fully engaged in co-production of this Plan, including Health, Police, Probation, and the Local Authority.

10. The Plan is child focused and sets a strong commitment to adopting a 'Child First' approach as per expectations from the Youth Justice Board. It highlights positive progress made in delivering the service and across partnership work. It also highlights its strong engagement ethos, listening to the voice of a child, involving children in service evaluation, commissioning, and co-production of services.
11. The Plan describes governance arrangements that support and oversee delivery of Youth Justice Services in Enfield. Delivery of Youth Justice Services is overseen by the Youth Justice Strategic Management Board (YJSMB) that has ultimate accountability to the Safer, Stronger Communities Board and a safeguarding accountability to the Enfield Safeguarding Partnership. The Board and partnership working within the delivery of the Youth Justice Services is well led by an independent Chair. The Board has matured over the last 18 months, with developments including the introduction of an induction tool and induction meetings for new Board members, provision of consistent performance data, introduction of a Board Delivery Plan and externally facilitated training and development that has strengthened the impact of the Board.
12. The Plan commits to appropriately resource the delivery of the Youth Justice Services, with the overall resourcing envelope forecasted to be £3,769,716 in 2023-24. This includes funding contributions from the Youth Justice Board, Council, Integrated Care Board, Police, Probation, Supporting Families Grant and MOPAC. The Plan outlines the diverse range of services and interventions that will be made available to support rehabilitation of children involved in offending, such as Public Health commissioned Substance Misuse Service for children, Health in Justice commissioned by the ICB (Nurse, Clinical Psychologist, Liaison and Diversion Clinician and Speech and Language Therapist), dedicated Police team, Education, Training and Employment Coordinator, Virtual School Teacher, Youth Guardian, access to Summer University and Mentoring, St Giles Worker, Re-settlement Worker, dedicated Out of Court team alongside of Post Court team, Dedicated Court Officer, Restorative Justice and Victims worker, Family Coaches, Practice Consultant, Group Worker, Referral Order Panels Coordinator, Probation Worker and Intensive Youth Support Officer). Delivery of the Youth Justice Services will also further be enabled by joint working protocol with Social Care and Special Education Needs and Disabilities Services, enabling better coordination, information sharing and support for children.

13. The Plan summarises performance progress against previous year's Plan, noting following highlight successes:

- Stable First Time Entrants into Youth Justice, enabled by a significant partnership effort into developing diversionary and early interventions.
- Continued reduction of children coming to custody.
- Reduction of re-offending in the first three quarters, enabled by the introduction of the Youth Extra Project (based on the integrated offender management concept).
- Improved timeliness of transitions to Probation.
- Improved quality of practice, validated by the external MOCK inspection.
- The service has continued to contact every victim and offer a Restorative Justice support to repair harm.
- Reduced number of victims of serious youth violence, enabled by the wider partnership work, North Area Violence Reduction Partnership, and investment into Public Health Approach to reduction of serious youth violence
- We have jointly reviewed commissioned health provision with the ICB that led to strengthening of the health offer.
- We have enhanced our ETE support for children involved in offending through introducing the Virtual School support.
- We have continued to strengthen joined up working with Social Care and Special Education Needs and Disabilities Service in response to many children within Youth Justice Service being known to both services thus enabling us to provide more coordinated support for children.
- We have started working on embedding a 'Child First' approach through training staff and our partners and developing interventions that promote pro-social identity.
- The Plan highlights positive impact of partnership working that has gone from strength to strength, resulting in development of new diversionary services/interventions for children either involved in offending or at the cusp of offending to change the trajectory of their risk to offending. For instance, the Project Engage in the Wood Green Youth Custody suite - supporting children at the point of arrest in the most reachable and teachable moment, the Vanguard Project - providing a therapeutical support for children at risk of violence, new Mentoring Project – led by Youth Service, Mobile Youth Bus, School's Anti-Robbery Project – providing outreach youth work support and enrichment activities to children in schools.
- The service and partnership have adopted Disproportionality Pledge to tackle disadvantages faced by over-represented children from black and ethnic minority background within Youth Justice. At service level, we have adopted a trauma informed practice that also informs our pre-sentence reports to courts, we have developed bespoke support to children based on their identity and personal needs whilst also enhancing education, training and employment support. At a partnership level, the Safeguarding Enfield

Partnership has commissioned training on adultification and disproportionality within assessment. We have successfully implemented a trauma informed approach in custody through training Police in trauma informed practice. A presumption in youth custody of legal advice for all child detainees was adopted, instead of children being given a choice, which often resulted in children declining legal advice, often due to lack of trust in the system;. We have continued to successfully prevent exclusions through investing into our Nexus Project in schools.

14. The Plan highlights key challenges and risks for delivery of the Youth Justice Services and robust mitigating measures that will be adopted to reduce adverse impact on service delivery.
15. The Plan includes a comprehensive and ambitious improvement Plan that sets out clear actions that will be taken within service delivery and at partnership level in response to each strategic priority for 2023/24. The improvement plan will be regularly reviewed by the Service and YJSMB.
16. In summary, the Plan sets an ambitious vision and priorities for the next twelve months for the service and partnership. It fully commits to listening to children and embedding a 'Child First' approach. It shows strong progress against the previous year's Plan deliverables in the local landscape of complex children's needs that come into the Youth Justice System, high levels of violence and systemic challenges such as disproportionality and access barriers to education, employment, and training opportunities. The Plan shows good self-analysis of performance of the service and wider partnership work and its impact. It sets a clear improvement plan for the year ahead against each strategic priority for the Service and wider partnership. The Plan commits sufficient resources and will be supported by a mature Youth Justice Strategic Management Board and wider partnership's leadership for excellence.

Preferred Option and Reasons for Preferred Option

17. N/A

Relevance to Council Plans and Strategies

18. The YJS Plan is strongly aligned to the following priorities reflected within Enfield Council's Plan, Investing in Enfield 2023-26:

- Strong, healthy, and safe communities; and
- Thriving children and young people.

The YJS Plan also supports delivery of the Community Safety Plan 2022-2025 in the following areas:

- Tackling violence in all its forms
- Keeping young people safe and reducing their risks from crime

The Plan contributes towards the Council Plan's priority of collaboration and early help; and the Early Help for All Strategy 2020-23 in the context of prevention and early intervention with focus on preventing crime and poor outcomes for children involved in the Youth Justice system.

The Plan contributes to the delivery of our Fairer Enfield Policy 2021-25 and our equalities objectives to deliver positive interventions to reduce serious youth violence in Enfield. The work reflected within the plan in relation to tackling over representation of young black boys within the Youth Justice system and tackling health inequalities faced by children within Youth Justice also contributes toward our equalities objectives to overcome racism in Enfield.

Financial Implications

19. The delivery of the Youth Justice Service in Enfield is fully costed and appropriately resourced by all statutory partners, Police, Probation, Health, and the Local Authority. The Plan outlines the financial envelope for delivery of the service. At the time of the submission of the Plan, Local Authorities are awaiting final confirmation of the grant from the Youth Justice Board. It has been confirmed by the YJB that there will be no reduction in the grant for 2023/24.

This budget will be monitored as part of the Council's financial monitoring process.

The Youth Justice Strategic Management Board is ultimately responsible for ensuring that delivery of the local Youth Justice Service is appropriately resourced. The Board receives quarterly resourcing performance reports.

Legal Implications

20. There are no adverse legal implications, the Council is appropriately discharging its statutory duties.

Public Health Implications

21. Health, including Public Health, is a named statutory partner within the delivery of the Youth Justice Service. The Director of Public Health is a member of the Youth Justice Strategic Management Board, ensuring that Public Health discharges its statutory duties. The Joint Strategic Needs Assessment (JSNA) reflects health needs of children involved in Youth Justice Service and is due for an update in September 2023. The JSNA informs the commissioning of health provision for children involved in Youth Justice. Public Health commissions the Young People Substance Misuse Service, which is currently provided by the Charity Humankind.

This service provides substance misuse treatment for all children, including those known to Youth Justice Service.

Safeguarding Implications

22. The Youth Justice Strategic Management Board (YJSMB) has a safeguarding accountability to the Safeguarding Enfield Partnership. Safeguarding Enfield Partnership Manager is an active Board Member of the YJSMB.

Significant proportion of children supported by the Youth Justice Service are known to Social Care. To ensure that both, Social Care and Youth Justice Service are effectively safeguarding children, we have introduced a Joint Working Protocol between Social Care and Youth Justice Service. The protocol enables us to timely share information, coordinate care planning and risk management strategies as well as hold joint case supervision to keep children safe.

The Youth Justice Service has a reporting accountability for serious incidents to the Youth Justice Board. We have introduced a local protocol to track serious incidents notifications, ensuring that consideration is given to undertake local reviews and lessons learnt in response to the reported incidents.

23. There is no property, or HR implications arising.

Equalities Implications

24. Our Equality Impact Assessment of the Plan highlights there are no adverse implications arising for the following protected characteristics – age, disability, gender re-assignment, pregnancy and maternity, sex, sexual orientation, and the additional Enfield characteristic - disadvantage caused by a socio-economic deprivation. Our assessment highlights in relation to religion, the need to identify a suitable space in Thomas Hardy House that could be used as a prayer room if this is required by any of our children. This action will be taken forward by the Youth Justice Service.

EQIA is appended to this report.

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Appendices

- Youth Justice Plan
- EQIA

Departmental reference number, if relevant: