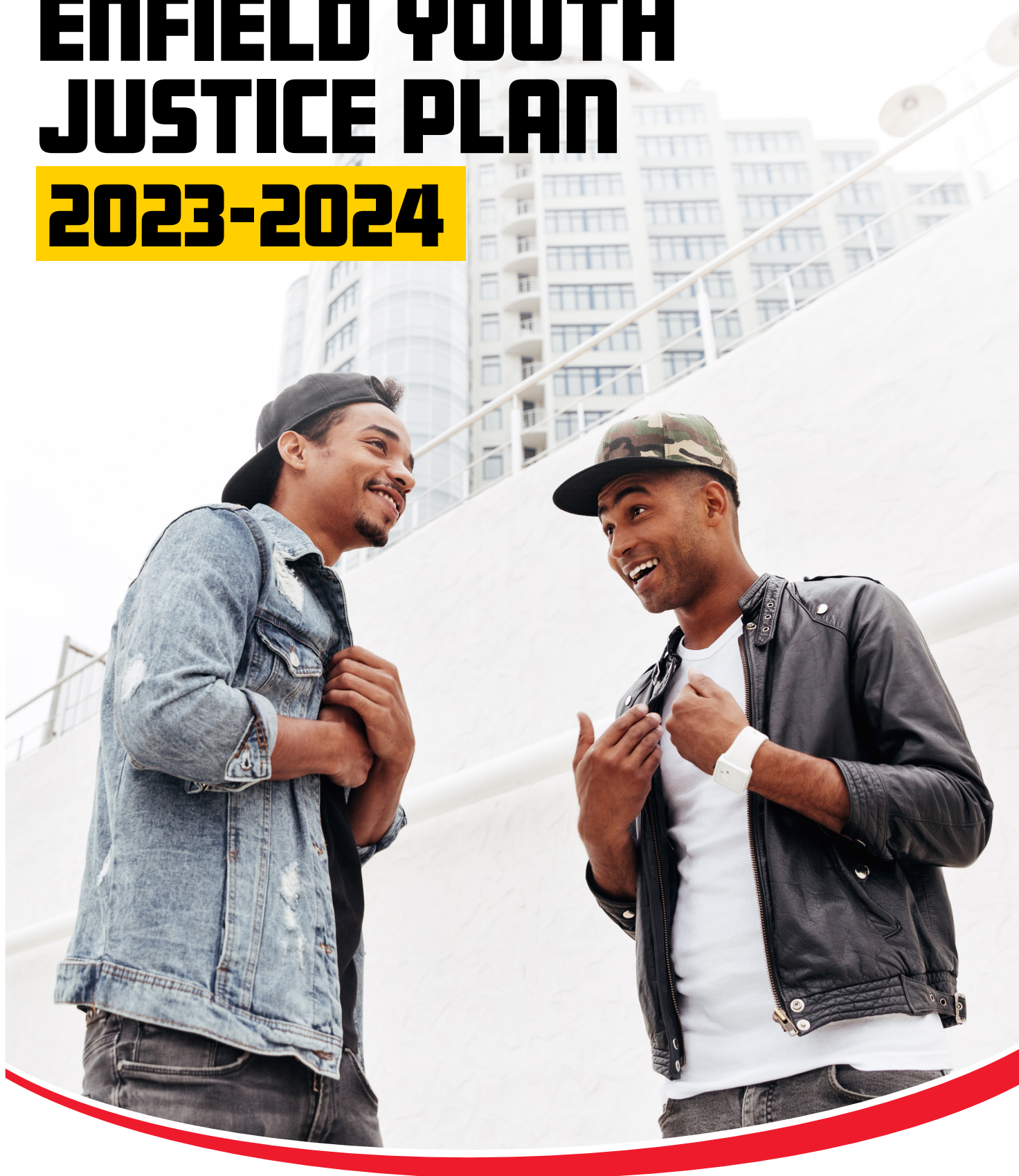


# ENFIELD YOUTH JUSTICE PLAN

**2023-2024**



[www.enfield.gov.uk](http://www.enfield.gov.uk)

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# 1. INTRODUCTION, VISION AND STRATEGY

## 1.1 INTRODUCTION BY THE CHAIR OF THE YOUTH JUSTICE SERVICE MANAGEMENT BOARD (YJSMB)

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I am delighted to publish the Youth Justice Plan 2023-24 for the London Borough of Enfield. This is my second year Chairing the YJSMB.

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Significant focus of the last year has been on ensuring strong leadership and management across the Youth Justice system, working to our agreed strategic priorities, and ensuring our collective resources are used as effectively as possible to reduce offending and re-offending in Enfield. I am proud of what we have achieved.

As a partnership, we have continued to focus on reducing first time entrants through building on our investment in prevention and diversion within the last year. We have:

- expanded the Summer University and Holiday and Food activities programme for children eligible for free school meals;
- continued to fund Nexus to prevent school exclusions;
- launched the Vanguard Project, providing a place based therapeutic youth support to children at risk of exploitation and violence;
- secured additional funding from the VRU to deliver schools' anti-robbery project through additional outreach youth work as well as enrichment activities in identified hot spot schools and a transport hub;
- launched a new mobile youth bus provision;
- rolled out the Turnaround project, funded by the YJB, to provide early support to children at the cusp of offending;
- attracted an additional funding of £704,484 to expand the mentoring offer; and
- implemented a 'school weapons protocol' to improve safeguarding and prevent school exclusions.

We have continued to ensure that the service has the right resources and commissioned services to support all children whilst preventing re-offending and custodial outcomes. The investment in the following projects is a strong testament of our partnership resolve to provide best outcomes for children within the Youth Justice system:

- the Youth Extra Project to reduce re-offending;
- extending the Virtual School support for children that experience barriers to engagement with ETE; and
- substantiating our health in justice offer in recognition that children in youth justice often experience health inequalities.

We have continued to see reduction of children in custody and provide strong re-settlement support. Whilst we have seen a spike in re-offending reported in the quarter 4, overall, our re-offending trajectory is improving, which is attributed to the Youth Extra project.



**Geraldine Gavin**  
Chair of the YJSMB

As a wider partnership, we have continued to champion the public health approach to the prevention of serious youth violence. This led to development of a clear action plan to ensure we continue to invest in evidence-based interventions that focus on reducing risk factors to serious violence. This has been positively reflected in an overall reduction of victims of serious violence.

I am pleased to report that the Board is fully committed to accelerating our work on owning Child First principles, as well as tackling disproportionality. All partners have signed up and are shaping their work to reflect these important challenges.

During this last year, as a Board we focused on understanding more about the journey of the child. I commissioned a video project that was produced by Youth Consultants and shared with the Board that deepened our understanding of the 'lived-in experience' of children going through the local youth justice services. More work is underway on developing 'child first' further to accelerate more changes.

Whilst the work of the Youth Justice system is critical to the prevention of offending and re-offending, I am also a firm believer that we must focus on earlier prevention work to address the root of the issues that might lead to offending.

I am passionate about the work we as a local youth justice partnership can do to help children and children to make the right choices to stay safe, achieve and for those who do get involved in offending to rehabilitate. Whilst the work of the Youth Justice system is critical to the prevention of offending and re-offending, I am also a firm believer that we must focus on earlier prevention work to address the root of the issues that might lead to offending.

I am particularly pleased that Enfield Council continues to invest in its 'Early Help for All' Strategy, showing a firm commitment to prevention and early intervention work whilst also pledging a strong focus on improving community safety. Enfield Council have recently secured DfE funding to develop Family Hubs and strengthen early help with a specific focus on 'start for life services,' a concrete example of wanting the best for Enfield children and their parents.

In 2023-24, as this ambitious plan articulates, we aim to intensify our pursuit for excellence, to deliver outstanding youth justice services, committed to the children and community that we serve.

## 1.2 OUR VISION

We will 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.

## 1.3 OUR STRATEGIC PRIORITIES FOR 2023-24

Our vision is underpinned by the following key strategic priorities that have been agreed by the Enfield YJSMB:

**1.**

Continue to invest into 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.

**2.**

Effectively safeguard and promote the welfare of all children within 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 re-offending.

**3.**

Continue to promote and embed a child first approach across the Youth Justice system.

**4.**

Continue to drive disproportionality action plan across the Youth Justice system informed by an understanding of local needs.

**5.**

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.

**6.**

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.

## 2. LOCAL CONTEXT

### 2.1 POPULATION SIZE

Enfield has 333,587 residents. It is the fifth largest London Borough by population. The most populous wards in Enfield are Edmonton Green, Upper Edmonton, and Enfield Lock which are also the wards with the highest levels of deprivation. Enfield has a population of 91,444 children and children aged 0-19, representing 27% of the overall population. Enfield has the fourth largest youth population in London.

### 2.2 DIVERSITY

Enfield population of children aged 10-17 is highly diverse with 52% of children falling outside of the 'white' category, see table 1.

**TABLE 1: 2019 POPULATION ESTIMATES: TOTAL AGED 10-17**

WHITE	BLACK	MIxed	ASIAN	CHINESE OR OTHER	TOTAL
17,021	8,553	4,223	3,908	2,067	35,771

In Enfield, there are approximately 90 languages spoken as a main language, though pupils speak over 178 languages and dialects, with 55% of pupils speaking English as an additional language. The top five (non-English) languages spoken by Enfield school pupils in 2020 were Turkish, Somali, Polish, Albanian and Bengali.

Christianity (all denominations) was the most common religion in the borough (53.6%) at the time of the 2011 census. 16.7% of residents were of the Muslim faith, and 15.5% held no religion or belief. Sikhs were the smallest group in the borough, composing 0.3% of the population, and people of 'other religion' made up 0.6%.

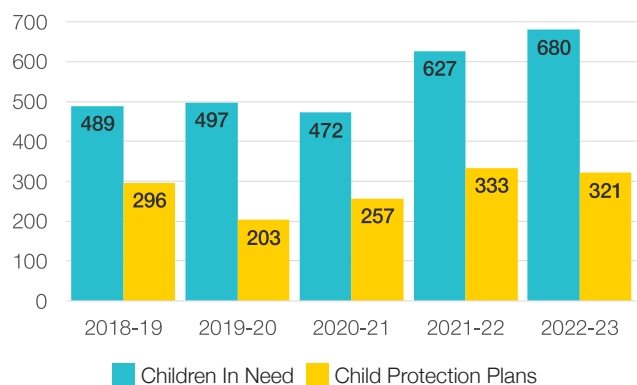
### 2.3 DEPRIVATION

Enfield is one of the most deprived London boroughs, sitting in the lowest 25%, with a stark east to west divide. 11.4% of households in Enfield have an annual gross household income of less than £15,000 (2022), and 35% have an income lower than £30,000. 16% of children under 16 are in low-income families (this means any family earning less than 60% of the national median pay), which is lower than the London (16.6%) and UK (18.7%) average. Eligibility for free school meals (FSM) is widely used as a proxy for socio-economic status. In Enfield's maintained schools in 2020, 18.3% of pupils in nursery and primary schools, and 19.6% pupils in secondary schools were eligible for FSM.

### 2.4 SOCIAL CARE

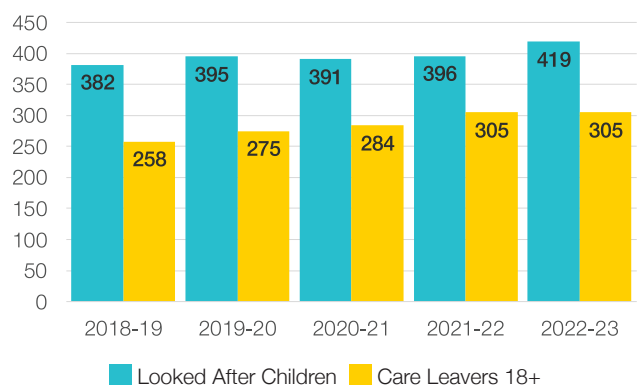
There has been an increase of children in need in 2022/23, however, positively, there has been a small decrease of children requiring a protection, see graph 2.

**GRAPH 2**



There has been an increase of children coming to care in 2022/23 whilst the number of children leaving care remained same as in the previous year, see graph 3.

**GRAPH 3**





Significant cohort of children within Youth Justice Service is known to social care. Table 4 illustrates a proportion of children known to social care in each respective quarter.

**TABLE 4**

CHILDREN KNOWN TO SOCIAL CARE	2022/23			
	Q1	Q2	Q3	Q4
YOS 074a Children in Need	22	25	24	21
YOS 074b Child Protection	4	5	8	8
YOS 074c Looked After Child	20	10	9	10

## 2.5 PROFILE OF CHILDREN INVOLVED IN OFFENDING

Our annual profile for the cohort of children in 2021-22 has helped us to ensure we continue to respond to the needs of children. There were 257 offences committed by 112 children. This represents a 3.7% reduction in the number of offences committed, and a 11% reduction in the number of children.

Most children who committed offences were aged between 15 and 16 years old (43% of the overall cohort) at the time when they committed the offence. The second most prevalent age category was 17-18 years old children, representing 33% of the overall

cohort. Majority of offences were committed by children who were males, which is consistent with national trend. The five most common offence types were:

- violent offences (31%)
- motor offences (23%)
- robbery (13%)
- drugs offences (10%); and
- theft (7%).

Black children were over-represented within the offending cohort. First time entrants were mostly 15-16-year-olds, Black or White; male and mostly committed violent offences such as violence against person, motoring offences and robberies. Referral Orders were the most prevalent court disposal given to children. Community Resolutions were the most prevalent Out of Court disposal given to children.

Significant proportion of children had multiple vulnerabilities such as – being known to social care, being exploited, having mental health and substance misuse needs, not being in employment, education, or training, having special education needs, speech and language needs and missing from home.

Note our next offending profile for 2022-23 is due to be undertaken and published in 2023 and will inform our Serious Violence Duty Needs Assessment.

# 3. CHILD FIRST

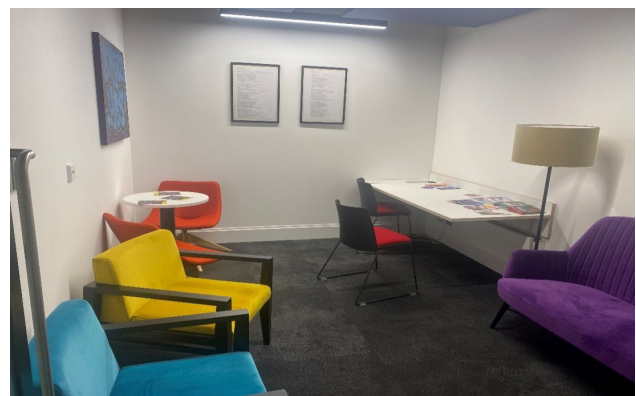
In 2021/22, YJSMB made a strong commitment to adopting a ‘child first’ approach. We recognise that building a ‘child first’ system will take time. It requires a whole system change at a national level. We passionately believe that we can affect changes within our local Youth Justice system by bringing partners on board and implementing practice changes.

We know that our children face multiple vulnerabilities, including adverse childhood experiences, mental health issues or through their family care circumstances, special education needs or intra and extra familial abuse. We recognise these vulnerabilities make children more vulnerable to being exploited or exposed to negative peer influences, affecting their ability to thrive. This includes children who have become victims of crime.

**At service level,** we have identified the following key strengths:

- We continue to focus on building children’s strengths in the context of their family to develop their pro-social identity. This is enabled by the work of the Strengthening Families approach within the delivery of youth justice services. Our Family Coaches work with children and their families to help them to overcome challenges that may impact on their capacity to change and sustain positive outcomes.
- We have continued to embed trauma informed practice within service delivery in recognition that adverse childhood experiences impact on children’s involvement in offending, resilience, and capacity to change.
- We have worked with our Youth Consultants to develop a child friendly version of the Youth Justice Plan.

- We have improved joined up working with the Youth Development Service to ensure within our offer of interventions we promote children can access to positive activities within the community that promote pro-social identify.
- The service continues to provide positive learning activities to help children to shift their identify. For instance, a young man in custody was supported to use poetry to express his lived-in experience and feelings to share with other children to help them make better choices. The poem was presented to the Board and has been framed and placed in a dedicated room to inspire children.



**ENFIELD YOUTH JUSTICE SERVICE**  
**ENFIELD YOUTH JUSTICE PLAN**  
**YOUTH VERSION**  
 2021-23

Providing high quality responsive youth justice services that see children as children

If you would like to help the council and its partners improve how it serves you, please get in touch

**Please contact**  
 Email [youthenfield@enfield.gov.uk](mailto:youthenfield@enfield.gov.uk)  
[www.enfield.gov.uk](http://www.enfield.gov.uk)

**A word from the Young Consultants**

We are a group of young people who have been involved in the criminal justice system. We have made mistakes in the past, ending up seeing case workers at the Youth Justice Service. We have since learned our lesson and have moved on to better jobs and lives. We consult and advise case managers on issues affecting young people and how to help them. We as experts are involved in making decisions, warnings, and speaking on behalf of young offenders.

We have created a Youth Friendly version of the Youth Justice plan, originally made by the Youth Justice Service Management Board (YJSMB) so all as young people can understand what promises that Enfield have made to make things better for us.

**Introduction**

Youth Justice Service Management Board (YJSMB) is committed to helping young people in Enfield to prevent and divert future offending. Partners such as the Police, Youth Services, Enfield Safeguarding Partnership, Health and Well-Being Board, Corporate Partners panel, Councils Assurance Board and Youth Justice services are also committed to reduce and stop Youth crime.

The Council and its partners are passionate about working with local youth to stay safe by making the right choices for positive outcomes.

We understand there are many reasons young people offend. Therefore, we are writing to listen to our young people to understand their lives and experiences and journey with them to discover your perspective. Look at the 6 summarised priorities we are focused on to achieve our plan for you.

**Our Vision**

We (YJSMB) will provide high quality responsive youth justice services that see children as children, treat them fairly and help them to build on their strengths as they can make a constructive contribution to society. We aim to keep children safe, prevent offending and create safer communities with fewer victims.

**The Top 6 Priorities**

- We want to stop young people offending for the first time, reduce re-offending whilst keeping the public safe.
- We want to continue to improve our delivery based on feedback received from young people.
- Promote our ‘Young Peoples First’ approach across the youth justice system, safeguard children whilst promoting their welfare and best outcomes.
- We will continue to make improvements by building on our organisational effectiveness, governance and partnership, and working to deliver high quality youth justice services.
- We will develop a plan to reduce overall representation of minorities in the Youth Justice system based on local needs.
- We will focus on stopping serious youth violence in line with our public health approach.

We have many procedures, programs and projects already helping young people with a strong focus on reducing violent crime to keep the public safe, that include you.

**Young Peoples Voices First**

Have you ever tried to be heard but no one wanted to listen? Do you feel people don't get you, judging you as one thing when you feel like you are another? We want to listen to you, know your story, hear your, and reasons for offending for hearing your voice first so we can help you to make better choices. Your past does not define your future.

This is a service that acts in your voice being heard. We have started to change certain things based on what young people have said. For example, the Youth Justice service will be moving to a modern building with more interesting and diverse a variety of different workshops that will increase your knowledge, improve your skills, and provide you with more opportunities for your employment and education.

We and our partners have promised to deliver a Young Peoples First approach service. This takes into consideration your thoughts, feelings, and experiences. Our First approach the partnership we being formed to deal with young people from various backgrounds like those with SEN, looked homes or those going through trauma (extreme situations) which affects behaviour and increases their trauma.

We have made projects and programmes working in schools and in the community to stop and/or reduce offending by offering such as Drama, Music, Targeted Youth support and Programs.

**ENFIELD YOUTH JUSTICE SERVICE**

Turning a Negative into a Positive

Find your new path

**ENFIELD YOUTH JUSTICE SERVICE**

**Please contact**  
 Email [youthenfield@enfield.gov.uk](mailto:youthenfield@enfield.gov.uk)  
[www.enfield.gov.uk](http://www.enfield.gov.uk)



### At partnership level:

- In recognition of the need to differentiate support for children with multiple vulnerabilities and to address structural barriers which may hinder our responsibilities towards children within the Youth Justice system we have implemented:
  - A joined up working protocol between Children’s Social Care and the Youth Justice Service.
  - A joined up working protocol between the Youth Justice Service and Special Education Needs.
- As a board, throughout 22/23, we have taken a particular interest in scrutinising the use of ‘released under investigation’ (RUI) to ensure that children are not kept too long within the justice system.
- We have introduced the use of community resolutions to divert children from the more formal youth justice disposals.
- We have continued to invest in piloting the Engage Project in the Wood Green Custody Suite, led by the Police, and supported by the Local Authority Early Help. Engage is well placed to provide children with support and early intervention in the ‘reachable and teachable’ moments to prevent children re-engaging in risky behaviour, which may lead them to the Youth Justice system.
- We have piloted ‘trauma informed’ training to all custody teams and will be pursuing and encouraging some physical changes within custody to make the space more child focused.

- The Police led project Dharma, has continued to provide support to schools with a focus on prevention of youth crime.
- In 2023 a new partnership ‘weapons protocol’ was agreed across schools to safeguard children within education settings.
- We commissioned a video production, capturing children’s ‘lived in experience’ within youth justice that helped us to develop a deeper understanding of the journey of children.

As a Board, we commissioned an external facilitator to deliver a ‘Child First’ workshop. Using the available research, we are looking to reshape what we do and when.

This year’s improvement plan reflects our new commitments made in the workshop to a ‘child first’ system. We will collaborate with Swindon YJS and YJB to co-develop a child first educational video tool for professionals. We will also commission some children to develop a local brand of a ‘child first badge’ to help us promote this commitment across our partnership. Further workshops are planned across the wider children’s services workforce, and additional partners. We will involve Board members to take an active lead on improving specific areas of support for children.



Picture of Board members from Child First workshop facilitated in May 2023 by an external consultant Michael O’Connor and attended by the YJB.

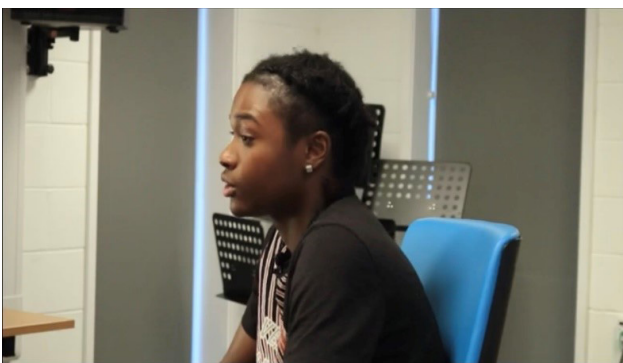
## 4. VOICE OF THE CHILD

We are determined to widen our engagement with children. The Council has developed a new 'Engagement Framework with a strong commitment to listening to and engaging children and children in the planning, co-production, and evaluation of services.

In December 2021, the YJS launched a young person's self-assessment process that comprises an initial review and end of intervention assessment. It includes a bespoke self-assessment tool for children in custody and their parents. All children within Enfield YJS are supported to engage with the self-assessment framework. We need to do more to encourage a broader response in both reviews and at the end of the orders.

In 2022, the service recruited 5 Youth Consultants who have produced a video, capturing children's experiences that led to their involvement in offending. This video was shared with staff and Board members to help them deepen their understanding of lived-in experiences within child's journey through Youth Justice system. This video is also included within the YJSMB induction tool for all new Board members to access.

Public Health commissioned Key step's Wellbeing Service to engage 42 children in a substance misuse survey and interviews during May-July 2022. The survey consisted of 58 questions, which focused on environment and surroundings and children's experience with substance misuse. A key aim of the survey was to assess and identify substance misuse prevalence and need amongst children engaged with the Youth Justice system. Table 5 highlights key findings and Public Health commissioners' response to children's feedback, ensuring that the re-commissioned new substance misuser service meets the needs of children within youth justice.



[www.youtube.com/watch?v=CAW-46spcl4](https://www.youtube.com/watch?v=CAW-46spcl4)

Enfield Council also consulted in June 2022 with a group of 6 children within youth justice to obtain feedback on our Family Hubs blueprint proposal, re-purposing two dedicated youth centres into Youth and Family Hubs. Children were in support of the proposal.

### Our second annual youth survey conducted during summer 2022, highlighted the following positive feedback from children:

- Children feeling of being listened to, understood, and supported by the service.
- Children responses on quality of induction provided to them were all positive.
- Majority of children (70%) rated support in court as either excellent or good. This shows an improvement of 30% on the 2021 survey results.
- Children's feedback on access to positive activities was mostly rated as excellent or good with no negative responses.
- 83% of children felt, the support provided to them was personalised to their needs.
- For the small cohort of children who had been in custody, 7 children rated support provided to them as good, 1 young person rated it as excellent and 1 rated it as bad.
- 75% of children rated ETE support as good.

The survey has highlighted the following areas for improvement that management has addressed:

- Quality of the office facilities for Enfield YJS at the time of the survey located in Claverings industrial estate as 'not welcoming.' One young person said: "The overall building is depressing; it makes me feel sad when I come in."
- 7 children noted that they did not know how to make a complaint about the service if they needed to. In response to this, management has ensured that parents and the children themselves are provided with all the information.

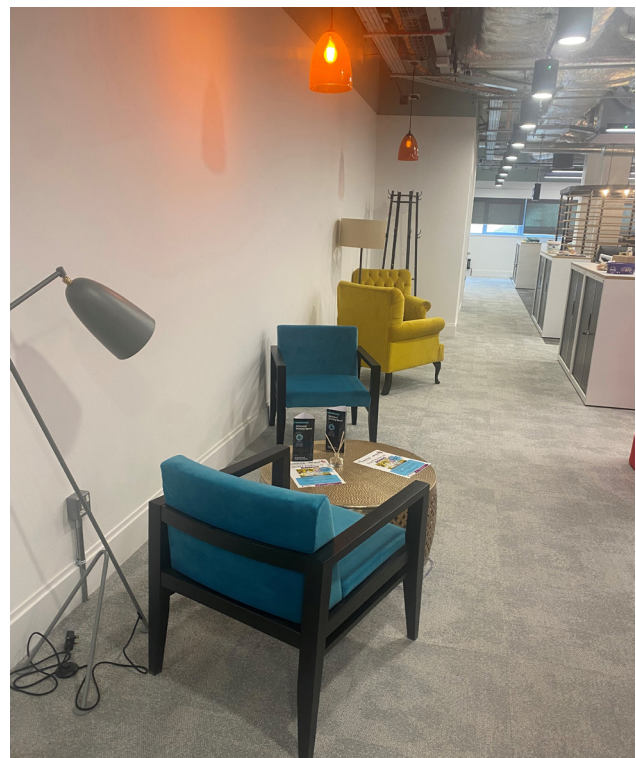
- 6 children felt the reparation work choice is limited. As a result, management has expanded the pool of reparation offers, such as new projects with the housing repairs team, green space, and gardening projects, opportunities with volunteering services and more foodbanks. In 2023, we will continue to grow our reparation offer.
- Feedback from children on the level of support provided to them by specialist workers such as health in justice was not always forthcoming. Our analysis suggests this was due to some gaps within commissioned health services. There were recruitment and retention challenges and sickness absences. Management implemented regular health in justice review meetings with the ICB commissioners and health providers. Specific focus was on continuity of the service with a clear escalation line to the Board if this is not the case.
- 25% of responses did not rate the former ETE support positively. Management and the Board has continued to review the level of ETE support provided. Virtual School support has been implemented to improve school attainment for children under the age of 16. We have also committed to piloting employing a teacher alongside the dedicated ETE worker to strengthen the ETE support.

In April 2023, six children within Youth Justice Service were also involved in a focus group consultation alongside the Enfield Youth Council and care leavers to inform the development of the Safeguarding Vulnerable Adolescent Strategy. Table 6 highlights children's responses and recommendations for Safeguarding Enfield Partnership to consider taking forward.

**TABLE 5**

<b>CHILDREN'S FEEDBACK</b>	<b>COMMISSIONERS' RESPONSE TO CHILDREN'S FEEDBACK</b>
<ul style="list-style-type: none"> <li>• 38% of children reported they drunk alcohol.</li> <li>• 74% of children reported to have seen an illegal drug.</li> <li>• 55% of children reported they had used drugs either currently or at some time in past.</li> <li>• Psychoactive substances were the most reported amongst children interviewed with cannabis being the most used drug among the cohort (50%) Average age of those reporting drug use was 15 and the youngest was 11 years old.</li> <li>• 21% of children reported that using drugs had a negative impact on their mental health.</li> <li>• 17% of children reported using drugs to help them to sleep.</li> <li>• 26% of children reported to have been referred for drug and alcohol support in the past and engaged with the support offered.</li> <li>• 7% of the cohort interviewed reported that their parents used illicit drugs and 7% stated they preferred not to say if their parents used illegal drugs.</li> <li>• Need was identified for mentoring that covers a range of life skills, parents to be offered opportunities to engage in substance misuse awareness and need for availability of drug and alcohol awareness sessions/guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Service is expanding mentoring offer from June 2023.</li> <li>• The new re-commissioned service includes information, advice and guidance for parents seeking support for their child's substance misuse.</li> <li>• The service specification includes requirement to provide awareness raising workshop and assemblies and professional training to support wider workforce in having conversations with children about substance misuse and providing IAG and signposting.</li> <li>• Findings from the survey will be considered as part of the future planning and delivery of substance misuse support for children i.e., mentoring project, supplementary Treatment Grant funded projects in 2024/25, Information on the Health for Teens and Health for Kids websites, which are due to be launched when the Schools Nursing Service development has been completed.</li> </ul>

Enfield Youth Justice Service has moved from Claverings in Edmonton to a newly refurbished Thomas Hardy House in Enfield Town with better access and transport links to be collocated with wider children services. Children and staff can now enjoy a state-of-the-art building with welcoming new facilities. The service has a dedicated Youth Justice Service room, a new security protocol, including weapons screening has also been implemented to ensure that all service users feel safe in the building.



## TABLE 5

### WHAT IS IT LIKE TO BE A YOUNG PERSON IN ENFIELD?

The children highlighted several positives about living in Enfield, including:

- Range of activities and sports on offer
- Sense of community in Enfield

The children raised challenges around not feeling safe in the borough.

### EXTRA-FAMILIAL CONTEXT: PARKS

#### What makes children feel unsafe in this context?

- Not maintained to a good standard
- Darkness
- Lack of CCTV
- Lack of paths – must walk through hidden/dark areas or on the grass where you can slip

Some of the children stated that they rarely go to parks due to there being nothing there for children to do.

#### How can the Partnership improve safety for children in this context?

- Increased lighting in parks
- More CCTV

### EXTRA-FAMILIAL CONTEXT: PUBLIC TRANSPORT

#### What makes children feel unsafe in this context?

- Hostile bus drivers
  - Not letting children on the bus
- People drinking and using drugs on public transport

Some of the children stated that they often take Uber transport because they do not feel safe walking or using public transport, especially at night-time.

#### How can the Partnership improve safety for children in this context?

- More CCTV cameras
- Safeguarding training for bus drivers, e.g., how to de-escalate situations and how to assist children

### EXTRA-FAMILIAL CONTEXT: TOWN CENTRES

#### What makes children feel unsafe in this context?

- Lots of traffic – risk of getting hit by a car
- Overcrowded and loud

#### How can the Partnership improve safety for children in this context?

- Increase police presence (some children did note that this would not increase feelings of safety for all children)

### ANY OTHER FEEDBACK

- Some of the children felt that youth centres were good places to hang out with friends
- Some of the children said they felt safer online

In 2023, children in custody were invited to feedback on the Youth Justice Service via the prisoner email facility. The feedback highlighted that all children felt:

- supported by the service;
- encouraged to achieve; and
- they were being listened to and could raise any concerns if needed.

In 2023/24, we will continue to build on our engagement work with children. We will undertake an annual youth satisfaction survey, implement engagement focus groups, pilot involvement of children in recruitment, improve consistency of the self-assessment tool in reviews and at the point of the closure.

# 5. GOVERNANCE, LEADERSHIP, AND PARTNERSHIP ARRANGEMENTS

## 5.1 GOVERNANCE FOR YOUTH JUSTICE SERVICES IN ENFIELD

The Enfield Youth Justice Service Management Board (now YJSMB and previously known as the Enfield Targeted Youth Engagement Board) is well established and a mature board. It provides strategic and system leadership for the delivery of local youth justice services. The Council’s CEO appointed a new experienced chair in September 2021 to lead the board. The Board is well attended by a wide range of partners, enabling effective partnership working with focus on:

- reducing first time entrants into Youth Justice system;
- reducing the likelihood of re-offending;
- reducing the risk of harm that children can cause to others and themselves;
- maximising the best health and wellbeing outcomes; and
- treating children as children.

The YJSMB has clear term of reference that have been reviewed in response to the YJB guidance on Youth Justice governance and leadership, published in 2021. The terms of reference outline how the

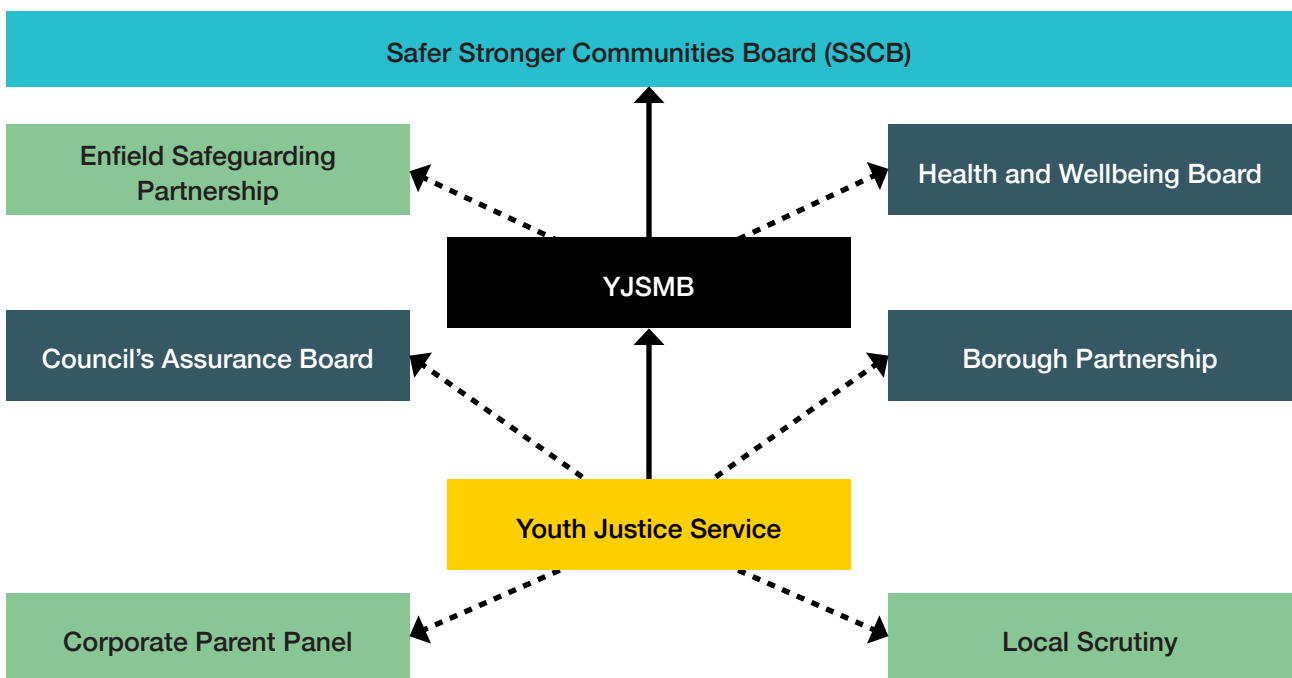
partnership is meeting statutory requirements for the oversight of youth justice services. The meeting frequency of the Board has been revised from quarterly meetings to a bi-monthly meetings to create more capacity for the work of the Board.

Diagram 1 illustrates the governance arrangements for the service and the YJSMB. The YJSMB is accountable to the Safer and Stronger Communities Board (This is Enfield’s statutory Community Safety Partnership). It also has a link and escalation line to the Health and Wellbeing Board and Enfield Safeguarding Partnership. There is also an interface with the Borough Partnership, which incorporates partners across the NHS, Local Authority and voluntary sector and has an important role in shaping services that protect the health and wellbeing of all residents and young people (including young people involved in youth justice).

In addition to the YJSMB, the Youth Justice Service regularly reports to and is held accountable to:

- the Council’s Assurance Board, chaired by the Council’s Chief Executive. It reports on the service improvement work and any risks to the delivery of highly effective youth justice service.

DIAGRAM 1





- the Corporate Parent Panel, chaired by the cabinet member for children and education services. It reports on the effectiveness of the provision of support for children in care who are within the criminal justice system, with a focus on preventing unnecessary criminalisation of children; and
- the local scrutiny process as and when required.

There is a strong alignment of the YJSMB vision and strategic priorities with the following key Council's and wider partnership strategies and work:

- **Council Plan 2023-2026** setting an ambition to develop strong, healthy, and safe communities and helping children and children to thrive.
- **Community Safety Plan 2023** – focusing on keeping children safe and reducing their risk from crime is one of the key priorities; and preparing for the new Violence Reduction duty including within needs analysis and strategic planning child first approach.
- **Early Help for All Strategy 2021-25** pledging to work with partners to provide support and early help as soon as possible to prevent problems escalating whilst also providing best start for life services.
- **Fairer Enfield 2021-2025** setting out clear commitments to tackle inequality, support an inclusive workplace and communities and create new opportunities for everyone in Enfield.
- **Enfield Joint Health and Well Being Strategy 2020-2023** with ICB, setting a high ambition to tackle wider health determinants and health inequalities, enabled by joint strategic needs assessment that clearly recognises health inequalities that are faced by children within youth justice.
- **Public Health approach to reduction of serious youth violence**, supporting the work and our focus on prevention of first-time entrants and reducing risks to serious youth violence; and developing local Drug and Alcohol Misuse Delivery Plan.
- **The NCL Population Health and Integrated Care Strategy**, which has been developed across system partners and endorsed by the ICP Board in April 2023. It sets out our collective approach to improving the health of our population. It describes our shared vision for an integrated system focused on prevention, early intervention, and proactive care.
- **The NHS long term plan**, which sets the ambition to improve experiences of children and young people in the Youth Justice system through investing in additional support for the most vulnerable children and young people in, or at risk of being in, contact with the youth justice system.
- **Safeguarding Vulnerable Adolescents Strategy 2023-26**, led by the Safeguarding Enfield Partnership, setting a strong commitment to strengthening our approach to tackling extra familial abuse.

## 5.2 PARTNERSHIP ARRANGEMENTS AND PROVISION OF RESOURCES

### 5.2.1 PARTNERSHIP ARRANGEMENTS AT STRATEGIC AND OPERATIONAL LEVEL THAT ENABLE DELIVERY OF HIGH-QUALITY YOUTH JUSTICE SERVICES

The Youth Justice Service is strategically linked with the following strategic partnerships:

- **North Area Violence Reduction Group** – providing a coordinated approach within delivery of the Police BCU North Area Serious Youth Violence Action plan in response to high level of violence, using problem orientated partnership approach to tackle violence. This group manages the Violence and Vulnerability Plan – soon to be aligned to Serious Violence Duty.
  - **Joined Health and Social Care Commissioning Board** – working closely with the ICB, ensuring there are clearly agreed commissioning priorities for children’s health provision, which also include health in justice arrangements.
  - **Vulnerable Children’s group within Enfield Safeguarding Partnership** – this is a subgroup within the Safeguarding Enfield Partnership, ensuring all vulnerable children, including those who are criminally exploited and at risk of extra familial abuse, are effectively safeguarded.
  - **SEND Partnership Board** – enabling effective joined up working between youth justice services and SEND in line with the SEND code of practice in the context of the local deliver plan.
  - **Violence Against Women and Girls strategy group** – driving delivery of the strategy through a partnership approach.
  - **Multi-Agency Children Exploitation (MACE)** – providing a strategic oversight for the work of children who are sexually and criminally exploited, regularly missing, and involved in violence are identified swiftly and safeguarded.
  - **Joined Health and Social Care Commissioning Board** – overseeing all joint commissioned health provision between the Council and Clinical Commissioning Group/ICB including health in justice.
- The Youth Justice Service is operationally linked with the following partnership meetings:
- **ECRIT** – Enfield Crime Reduction Implementation Group, which has a focus on understanding local crime issues. It also includes oversight of the adult and youth IOM (Integrated Offender Management), which was recently re-branded to ‘Youth Extra.’
  - **GRIP** – daily intelligence meetings with Police with a focus on information sharing and reducing serious youth violence and safeguarding children.
  - **SAFE** – multi agency case discussion of children identified at risk of all forms of exploitation to ensure they are effectively safeguarded.
  - **YouthXtra** – a multi-agency panel that oversees children identified at risk of re-offending and ensures there is a coordinated approach of provision with additional support and information sharing to reduce the risk of re-offending.
  - **Y2A** – a multi-agency transition panel that enables effective and timely transition of children to adult probation services.
  - **STAAH panel** – a multi-agency panel that oversees leaving care children and children in youth justice who are not in employment, education or training and aims to remove barriers to the employment, education, and training pathways.
  - **ETE panel** – a multi-agency educational panel that is chaired by the Virtual School headteacher that oversees educational outcomes for all children under the age of 16 within youth justice.
  - **Court User Group** – 7 borough network meeting with Youth Court judiciaries.
  - **Multi Agency Public Protection Arrangements Group (MAPPA)** – this group is responsible for managing children that commit violent and sexual offences; and
  - **Youth Scrutiny** – partnership meeting with a focus on scrutinising the decision making and delivery of out of court disposals.
  - **Health in Justice** – partnership meeting between the ICB, health providers and Youth Justice, overseeing delivery of health provision within youth justice.



## 5.2.2 PARTNERSHIP SUPPORT FOR DELIVERY OF YOUTH JUSTICE SERVICES

The YJSMB and partnership continues to ensure that all partners' contributions (financial and in kind) are channelled to deliver services and interventions to meet the needs of children.

Enfield Youth Justice Service benefits from access to a wide range of specialist resources to deliver effective youth justice work. Table 7 provides a summary of specialist resources and partnership arrangements that will help us to deliver high quality youth justice service in 2023-24 (see page 18).

Furthermore, the following partnership support arrangements are in place with focus on improving outcomes for children within youth justice:

- Joint working protocol between social care and Youth Justice Service, enabling a coordinated approach to information sharing, assessment, care planning and joint working, ensuring children known to both services are robustly safeguarded, and their welfare needs are met. This also includes the use of a joint supervision process.
- Joint working protocol between Special Education Needs Service and Youth Justice Service, enabling us to uphold the SEND code of conduct within youth justice work, ensuring that children with SEND and those with EHCP are not disadvantaged and receive appropriate support.
- Early Help 'step down' protocol for children within Youth Justice that come to the end of their order and require further support.

## 5.3 LEADERSHIP

Enfield Youth Justice Service is structurally located within the portfolio of the Director of Children and Families within the People's Directorate. This enables an effective joint working relationship with social care and public health, also co-located within the People's Directorate.

The service is well placed within the portfolio of the Head of Early Help, Youth and Community Safety – this includes Early Help, Youth Services and Community Safety. The Head of Early Help, Youth and Community Safety reports to the Director of Children and Families and directly supervises the Head of Youth Justice Service.

The Head of the Youth Justice Service leads the delivery of youth justice services and is supported by a dedicated leadership management team that includes a Deputy Head of Service and three Operations Managers. The job profile for the post requires the postholder to hold a social work qualification. This is required due to nature of high-risk children the service is working with.

Appendix 1 illustrates the Youth Justice Service structure chart.

In 2022, 'Destination 2022' was implemented and delivered the following service re-design improvements:

- Increased business support capacity.
- extending the quality assurance and practice development work through creating a practice consultant role; and
- improving the effectiveness and efficiency within service delivery in response to needs.

Enfield Youth Justice Services benefit from strong partnership work. There is an effective interface between the work of the YJSMB and key strategic partnerships.

**TABLE 7**

<b>AREA OF NEED</b>	<b>SPECIALIST RESOURCE</b>
<b>Substance Misuse</b>	Enfield Council's Public Health team commissions a dedicated substance misuse service for children, including those involved in youth justice. There is a clear joined up working protocol between the Youth Justice Service and the newly commissioned Humankind service.
<b>General health</b>	ICB commissions 1 fte Nurse for Youth Justice from the BEH-MHT (Enfield Community Services).
<b>Speech and Language needs</b>	ICB commissions 0.4 fte Speech and Language Therapist from the BEH-MHT (Enfield Community Services).
<b>Mental Health</b>	ICB commissions 0.6 Clinical Psychologist and 1 fte Liaison and Diversion worker from the BEH-MHT (CAMHS).
Delivery of OOCs, managing re-offending and intelligence sharing	North area BCU provides 2.5 fte Police officers. Enfield Council provides a dedicated OOC team of 3 case officers and team leader.
Delivery of effective transitions to Probation	National Probation Service is committed to provide 0.5 Probation Officer.
Support with SEND and education needs	Enfield Council provides 40 days of support per year from the Education Psychologist via SLA with the YJS.  A joined up working protocol with SEND services was developed and launched in 2021 to improve information sharing and coordinated approach to provision of support for children with SEND/EHCP.
<b>Employment, education, and training support</b>	Enfield Council provides 1 fte dedicated ETE Coordinator + in kind support from Virtual School.
<b>Social work support</b>	There is a social work spine within Head of Service and their Deputy Head of Service.
<b>Preventing re-offending</b>	Enfield Council provides a dedicated 1 fte Youth IOM Coordinator alongside the BCU providing dedicated IOM Police office to deliver the YouthXtra project. (Funded through MOPAC London Crime Prevention Fund)
Delivery of group work programme to tackle gangs and behaviour leading to offending	Community Safety provides via MOPAC funding for 1 fte Group Work Facilitator.
Victim support, restorative justice, and reparation work	Enfield Council funds a dedicated victim support and restorative justice worker + dedicated reparation worker.
<b>Provision of support for children involved in gangs and serious youth violence</b>	Enfield Council funds 1 fte Youth Guardian.  Community Safety assigns an element of the London Crime Prevention Fund to commission St Giles to provide 2 gang's worker and mentoring for children, and additional mentoring support via the Youth Development Service.
<b>Constructive resettlement support</b>	Enfield Council funds a dedicated 1 fte Re-settlement worker to support resettlement of children from custody into community.
<b>Listening to child's voice</b>	Enfield Council will fund as a pilot 0.5-1fte Youth Participation worker provided by the Youth Development Service to deliver on Youth Justice participation project.
<b>Support for families of children involved in youth justice</b>	Enfield Council's Early Help funds via the Supporting Families Grant a significant proportion of the cost for a dedicated Strengthening Families Team that provides 3 fte Family Coaches supporting families.
<b>Early Help support for children subject to Community Resolutions</b>	Enfield Council's Early Help provides a dedicated support and referral pathway for children receiving a community resolution that have additional needs and consent to receiving Early Help support. Early Help is leading on the delivery of the Turnaround project with clear pathways and dedicated workers to divert children from further offending.
<b>Access to Youth Offer</b>	Youth Development Service provide and prioritise referral pathways for children within Youth Justice to access Summer University, Holiday and Food Activities and mentoring.

## 6. BOARD DEVELOPMENT

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Enfield YJSMB has continued to mature over this last year, under the leadership of the current Chair

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All new Board members receive a personal induction from the Chair of the Board and Head of Service. All new Board members are provided with an induction tool that contains useful information about the service and the work of the Board. It includes links to important documents that a new Board member may need at some point to refer to such as – budget, terms of reference for the Board, Youth Justice plan, annual profile of children involved in offending, a link to the video of children sharing their lived-in experience of youth justice services. The Board has been working to an agreed annual programme of work to ensure it discharges its duties in line with the YJB guidance, published in 2021.

In the past year, our Board members have taken an active championing role, leading on youth justice service improvements, and championing the needs of children within Youth Justice. For instance, the Virtual School has delivered Trauma Informed training to all Woodgreen police custody teams and have also led on the successful implementation of the under 16 ETE panel for children within youth justice to remove barriers to school attainment.

Community Safety has brokered additional funding for crime prevention work and for the Youth Extra project.

Housing colleagues have supported improving information sharing to enable better housing solutions and safeguarding outcomes for children involved in youth justice.

Social Care have continued to champion joint working and participated in an externally commissioned review of joint practice. Furthermore, social care has successfully secured participation in a devolved National Referral Mechanism decision making pilot project. This enables faster decisions for exploited children within youth justice. The social care transfer protocol now incorporates a step-down process for children within Youth Justice to Early Help, supporting positive exit strategies for children from Youth Justice system.

ICB have proactively supported a review and strengthening of health in justice provision. This resulted in an increase of the 0.4 fte clinical psychologist to 0.6 substantively and subsequently to 1 fte temporarily, introduction of local health in justice KPIs and regular review meetings that involve ICB, health providers and Youth Justice Service.

Public Health has continued championing the public health approach to prevention of serious youth

violence in Enfield and investment in evidence based preventative approaches.

Whilst Probation has continued to experience recruitment difficulties nationally and locally, it has continued to engage in supporting transitions via attending the Y2A transfer panel in the absence of the seconded Probation worker and offered funding as an interim measure to bridge the gap.

The Board has adopted a risk register log that is reviewed on a regular basis to ensure that risks within partnership working that impact on delivery of youth justice service are identified early and effectively mitigated against. Where this is not possible, the Chair will further intervene.

In 2022/23, the Board has benefited from the following additional workshops that were externally facilitated:

- two spotlight sessions on developing our understanding of disproportionality, resulting in the development of a local pledge and partnership action plan.
- focus group training on testing our impact of the governance and partnership working in the context of the HMIP inspection criteria for organisational delivery arrangements.
- workshop on understanding and developing our 'child first' approach and tackling disproportionality, resulting in further partnership commitment to action whilst developing a deeper understanding of child first principles.

The Chair of the Board has continued championing the work of youth justice services, regularly attending Community Safety Partnership meetings, reporting on the work of the governance and partnership working. The chair also attends whole service meetings to meet staff to promote dialogue and understanding of the work of the Board. The Chair has regular monthly meetings with the YJS leadership to discuss any key issues concerns. The Chair regularly observes practice and provides a critical friend challenge whilst being abreast of local practice.

Overall, the board and partnership work has positively evolved over the last twelve months and has shown significant amount of co-production and collaboration that has positively impacted on services provided to children within youth justice. The Chair leads and aspires for excellence.

## 7. PROGRESS ON PREVIOUS PLAN

The Youth Justice Improvement Plan 2022-23 was ambitious. Table 8 provides a summary of the progress made against each priority area of the Plan. It highlights positive progress across the partnership, which sits well alongside of the work undertaken by the Youth Justice Service. Key challenge has been a shorter delivery timeframe as the plan was not signed off until the end of Quarter 1 by the YJB.

**TABLE 8**

STRATEGIC PRIORITY	KEY SUCCESS - ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p><b>1. Prevent first time entrants, reduce re-offending and custody</b> whilst keeping the public safe in the context of recovery from the pandemic.</p>	<p>The overall number of FTEs was 78 at the year-end 2022-23, showing an increase of one FTE from the previous year. We have undertaken a snapshot analysis to develop a deeper understanding of the cohort at partnership level to help us to continue the focus on the prevention of FTEs with clear recommendations for the partnership to consider going forward.</p> <p>We have launched a range of new interventions to prevent first time entrants in addition to the existing strong preventative work such as the Turnaround project (delivered jointly by Early Help and Youth Justice Service), a Mobile Youth Bus (delivered by Youth Service), the Vanguard project (led by the BEH Mental Health Trust and supported by the Enfield Council), additional detached youth work sessions, schools anti-robbery project and an expansion of Summer University (delivered by Youth Service). The Youth Service has also secured external funding to expand the existing mentoring youth offer within the Borough in 2023. Police and the Youth Justice Service have continued to embed the use of Community Resolutions which shows an increase in the use, extending the numbers of Out of Court disposals.</p> <p>The service has continued to drive improvements within its delivery of out of court disposals to divert children from the Youth Justice system. The recent MOCK Inspection in October 2022 highlighted positive improvements and success of the scheme.</p> <p>As a partnership, we have continued to invest into our reducing re-offending project (YouthXtra, previously known as the IOM), with Police providing a dedicated 1 fte Police Officer and Community Safety providing additional funding of £15K to support the project. The evidence suggests the scheme is well embedded with the numbers of children on the scheme doubled in comparison to the previous year. Our local tracking of the cohort engaged with the scheme is showing a positive impact on the reduction of re-offending.</p> <p>Performance shows a continued low number of children in custody. This reflects a positive relationship with the courts and a diverse range of effective interventions that successfully support children within the community. Remands continue to be high, however, at both service and partnership level we have continued to scrutinise every remand, identifying any lessons learnt for the partnership and service.</p> <p>We have developed a deeper understanding of local children's needs involved in youth justice through undertaking and publishing an offending profile. Our evaluation of the interventions and services commissioned against the children's offending profile highlights that we continue to meet the needs of children within the Youth Justice system and have clear referral pathways and joined up working arrangements with key partners such as education, SEND, social care, early help, and commissioned health in justice services.</p> <p>The ICB led a review of health provision to strengthen the health offer, introducing local performance indicators and increasing the support provided by the clinical psychologist in response to emerging needs. We have introduced new dyslexia screening.</p> <p>The local authority successfully applied for the Home Office devolution of NRM decision making for children who are criminally exploited.</p>

STRATEGIC PRIORITY	KEY SUCCESS – ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p><b>2. Continue to drive service delivery improvements in response to our quality assurance findings.</b></p>	<p>We have learnt from the recently published HMIP thematic inspection findings on ETE. This has led to implementing the following service improvements:</p> <ul style="list-style-type: none"> <li>• Extending the Virtual School model of support for children within youth justice. Implementing a new multi-disciplinary ETE panel, overseeing all children within youth justice, focusing on removing barriers to school engagement (such as exclusion, persistent absence, missing from or out on education, SEND needs or children in alternative school provision). The Virtual School Headteacher chairs the panel. It has had a positive impact.</li> <li>• Bringing the post 16 years of age children within youth justice who are NEET to the existing STAAH panel that oversees leaving care children who are NEET. The panel is chaired by the Virtual School Headteacher and supported by post 16 ETE partners to remove barriers to ETE.</li> <li>• Providing more granular ETE report information to the Board.</li> <li>• Expanding the attendance tracking for post 16-year-old children through an extension of the commissioned contract with the Welfare call.</li> </ul> <p>Whilst the current YJB measure of ETE outcomes reported at the end of the child's intervention does not yet show an improved performance, this is not a reflection on the ETE partnership efforts to support children. We now know and track every child that is not in ETE via the two ETE multi-agency panels, providing a strong assurance to the Board that every effort is made to support children to achieve positive ETE outcomes.</p> <p>We have reviewed the effectiveness of the joint working between social care and youth justice through commissioning an external review of practice. The findings have been disseminated throughout the practice week to Social Care and Youth Justice Service managers. As a result, we have seen an increase in joint supervision, timely escalation of concerns, more YJS input into care planning processes, including strategy meetings, review meetings and safety planning for children opened to both social care and youth justice.</p> <p>We have continued to embed our joint working protocol between the YJS and SEND services. This has led to better co-working, training and more timely information sharing with coordinated responses. This protocol enables us to ensure that children with EHCP entering youth justice, receive an appropriate support in line with the SEND code of practice. We now report to the Board on reviewing children's EHCP plans upon their entry to custody as this was an area we identified for improvement. We are ambitious in this area of work and are currently working towards achieving the SEND kitemark.</p> <p>At service level, we have continued to drive improvements to our practice. This was enabled by:</p> <ul style="list-style-type: none"> <li>• an annual workforce development plan, informed by training need analysis;</li> <li>• an annual quality assurance programme, including regular case file auditing, practice sessions, quality circles and external practice reviews;</li> <li>• creating an additional 1 fte Practice Consultant role to support practice improvement;</li> <li>• learning from serious case reviews; and</li> <li>• implementing Referral Order and Volunteer Improvement Plan as well as a Re-settlement Improvement Plan.</li> </ul> <p>Our internal case file audits show a positive trajectory of practice improvements. The MOCK Inspection in October 2022 recognised the quality of interventions provided to children as outstanding, with a strong re-settlement offer and effective out of court disposal scheme. It also highlighted a range of practice areas for improvement for which plans have been put in place.</p> <p>Overall, the service continues to focus on driving quality of practice to improve outcomes for children.</p>

STRATEGIC PRIORITY	KEY SUCCESS – ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p><b>3. Promote a child first approach</b> across the Youth Justice system and effectively safeguard children, whilst promoting their welfare and <b>best outcomes.</b></p>	<p>We have progressed our commitment to developing a trauma informed custody suite, with the central Met Detention team. We have trained all police custody teams in trauma informed practice. This has been positively received. We are currently in the process of redesigning the physical space of the Wood Green custody. The local BCU Inspector delivered SEND training to the Safer Schools Officers as part of Project Dharma. We are currently reviewing the effectiveness of Operation Harbinger, which focuses on improving information sharing in the golden hour of the child being presented in custody suite.</p> <p>The Chair of the YJSMB commissioned and supported a video production made by children from Youth Justice, to capture their lived-in experience. The video was shared with the Board Members, partners and the YJB. Child first training has been commissioned for the Board Members that will take place in the quarter 1 2023/24. This will inform the development of our local ‘child first’ pledge.</p> <p>At service level, nominated staff have been trained in the YJB child first training. Children have been involved in co-producing the YJ Plan and have produced a child friendly version of the plan. We completed an annual youth survey in 2022, which highlighted high levels of satisfaction with the service and some clear recommendations for service improvements such as the physical environment of the office, our reparation offer and support with ETE. We have embraced the feedback and responded to it.</p> <p>The service has continued to embed the Strengthening Families support to work with families and siblings of children involved in offending as part of our ‘think family’ approach.</p> <p>Developing a child first youth justice system is a long-term strategic priority. Whilst there has been positive progress made, we recognise there is much more work to be done.</p>
<p><b>4. Drive system improvement by building on our organisational effectiveness, governance work, partnership, and leadership</b> to deliver high quality youth justice services.</p>	<p>The YJSMB has continued to mature and focus on providing effective system leadership. The Board has co-produced the vision and key strategic priorities for this year’s Youth Justice Plan, enabled by a workshop. The Board’s work and focus is enabled by clear terms of reference and a dedicated Chair of the Board.</p> <p>The Board has worked to an annual delivery plan that was agreed at the beginning of the year. We have implemented a new risk register log that is now well embedded. It helps the Board to understand and own key risks impacting on the delivery of local youth justice services. This enables the Chair and the Board members to intervene and effectively mitigate against identified risks. For instance, the Chair has formally escalated concerns to Health and Probation about the level of resourcing, which led to a mitigating action.</p> <p>The CCG led a comprehensive review of the commissioned health provision and joint up working, resulting in an improved understanding of expectations from providers and developing new local KPIs for the commissioned health provision to drive performance improvement.</p> <p>Whilst Probation has continued to experience national recruitment challenges, locally, it was agreed to provide funding for the YJS to support transitions.</p> <p>We have continued to offer an induction to all new Board members via a meeting with Head of Service and the Chair of the Board. We have developed a local induction tool, which is provided to all new Board members. The induction has been positively received. The Board has benefited from a training workshop on effective governance, which were externally facilitated.</p> <p>The Board has continued to track learning, arising from the HMIP thematic inspections. The recent ETE HMIP thematic inspection learning was presented to the Board in June 2022. This led to several improvements within delivery of ETE as noted above.</p>

**STRATEGIC PRIORITY****KEY SUCCESS – ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY**

The Chair of the Board has continued to support the work of the Board and championed the service outside of the Board meetings. For instance, the Chair regularly attends and reports to the Safer Stronger Communities Board and Safeguarding Enfield Partnership on the work of Youth Justice Services and meets regularly with the Borough Commander.

The Chair has led on the development of our partnership disproportionality action plan. This was enabled by dedicated spotlight sessions, which the Board fully engaged with. The Chair of the Board and key partners have been involved in developing Accommodation Pathfinder project that Enfield will benefit from.

Public Health has commissioned the new Children Substance Misuse Service with the service specification informed by the Youth Justice Service and existing service users.

Public Health also supported the continuation of the NCL Health Inequalities funding for the Project Dove that focuses on prevention of serious youth violence.

The JSNA continues to reflect the needs of children involved in offending, which is enabled by Public Health. Public Health has continued to promote the joined-up approach to prevention of serious youth violence.

The Board has continued to monitor and challenge the BCU on their use of the RUIs, advocating for a stronger focus on driving reduction of their use, which has been also enabled by the changes to the legislation.

The Board has supported the trauma informed custody project with one of our Board members, the Virtual School Headteacher, delivering trauma informed training to the custody personnel.

Community Safety has continued to champion the work of Youth Justice Services and ensured that the YJS plan is aligned with the Community Safety Plan.

Community Safety has secured additional funding from the VRU for the Project Engage, school anti-robbery pilot project and youth capacity building. It has also brokered VRU incident funding in response to local serious incidents.

Community Safety continues to champion and support our re-offending approach by securing additional funding for the YouthXtra Project, linking our project with the wider governance for reducing re-offending under the ECRIT.

Early Help has provided training for the YJS Family Coaches in Virtual Exploitation to enable better support for parents of exploited children.

Early Help has developed a step-down protocol for children within the Youth Justice Service to support exit plans from the service for children and their families with ongoing needs.

The above examples are not exhaustive but demonstrate a strong working partnership with board members' championing and improving local Youth Justice Service.

At service level, we have developed a comprehensive workforce plan, which is informed by a local training needs analysis. Its focus is on improving the quality of service provided to children by ensuring our workforce is skilled and well supported. We have implemented our Destination 2022 service redesign. It helped us to strengthen our focus on improving quality of practice, increasing business support, and sharpening our focus on resettlement.

Enfield Council has delivered on its ambitious new accommodation project as part of its Build for Change programme. The Youth Justice Service was moved from Claverings to the state-of-the-art accommodation at Thomas Hardy House in May 2023. This re-location enabled staff and children to benefit from a quality, more accessible and secure facilities. It also enabled a greater integration and co-working with wider Children and Families services.

STRATEGIC PRIORITY	KEY SUCCESS – ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p><b>5. Develop and implement a disproportionality action plan</b> across the Youth Justice system informed by an understanding of local needs.</p>	<p>We have undertaken two spotlight sessions, supported by an external facilitator. We have that reviewed the learning from the HMIP thematic inspection on the over representation of young black boys.</p> <p>We have considered and reviewed our local data on over representation. We have developed and signed up to a disproportionality pledge. This led to developing a partnership disproportionality action plan to help us to focus on reducing over representation of vulnerable groups within Youth Justice. We have made the following positive impact on tackling over representation:</p> <ul style="list-style-type: none"> <li>• Safeguarding Enfield Partnership has commissioned training sessions on adultification, with training commencing in March 2023.</li> <li>• We have successfully delivered the pilot training for trauma informed custody.</li> <li>• We have implemented a presumption in youth custody of legal advice for all child detainees, instead of children being given a choice, resulting often in a decline because of not making an informed decision due to lack of trust in the system</li> <li>• We have continued to invest in providing trauma informed training to all our schools.</li> <li>• We have continued to focus on preventing school exclusions through our Nexus Project that provides a bespoke diverse range of interventions for children at risk of exclusions.</li> </ul> <p>The YJS has:</p> <ul style="list-style-type: none"> <li>• implemented the use of a Relative Rate Index when reporting on disproportionality to the Board;</li> <li>• developed a new stop and search group work programme to educate children about their rights and responsibilities with the workshop being co-delivered by the Police and YJS;</li> <li>• focused on embedding a trauma informed decision making within the Out of Court decision making panel;</li> <li>• implemented consistent consideration of trauma impact on children in their Pre-sentence report for courts;</li> <li>• increased focus on diverting children from court, for instance during Jan to Dec 2022, 24 children from ethnic minority backgrounds were diverted from courts, however, 4 were deemed as unsuitable for Out of Court Disposal and returned to court;</li> <li>• developed an identity group work programme to promote and celebrate positive identity for all children coming to the service.</li> <li>• improved focus on ETE for all children;</li> <li>• implemented consistent use of interpreters and personalisation of plans of support; and</li> <li>• implemented referral pathways for Gypsy, Roma, and Travelers team to support positive engagement of children and their families.</li> </ul> <p>As a local partnership and the Youth Justice Service, we have made some positive progress, but we recognise there is more work to be done in the years ahead.</p>
<p><b>6. Focus on prevention of serious youth violence</b> in line with our public health approach.</p>	<p>The NAVRAG (North Area Violence Reduction Group) led by the Police, continues to enable effective partnership work and a problem orientated approach to violence across both boroughs of Haringey and Enfield. The VRU positively commented on our violence reduction plan. Our Public Health Approach is well embedded within our strategic planning and delivery of violence prevention and early intervention tackling the root causes of the problem.</p> <p>Our progress report presented to the YJSMB in Dec 22, highlighted the tremendous amount of work and all investments made to prevent serious youth violence across partnership. Some of the examples of partnership initiatives include:</p>



**STRATEGIC PRIORITY****KEY SUCCESS – ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY**

- Summer University – providing positive activities in serious youth violence hot spots.
- Mobile Youth Bus project – increasing our outreach youth work capacity to schools and crime hot spots.
- Turnaround Project – providing an early support to children at the cusp of offending.
- Inspiring Young Enfield programme – aimed at all children, specifically those with multiple vulnerabilities and engaging in risky behaviour.
- Mentoring support.
- Young Leadership Academy – recruiting and training children to become young leaders.
- Holiday and Food programme – providing additional positive learning activities during school holidays aimed at children eligible for free school meals.
- Early Help parenting programmes.
- Vanguard Project-providing a place based therapeutic support to children at risk of exploitation and violence.
- Supporting Families programme.
- Project Dove – using social prescribing, supporting children identified at risk of violence in primary care settings and schools.
- Engage Project in the Wood Green custody suite, providing a follow through support into the community to children released from custody post arrest.
- Taskforce project in the PRU – focusing on supporting children involved in violence.
- Commissioning Oasis Hadley to provide mentors in A&E for children affected by violence.
- Developing a new safeguarding hub with contextual safeguarding youth workers.
- Trauma informed practice in school's project.
- Safeguarding Ambassadors – collaborating with Safeguarding Enfield Partnership on improving safeguarding of children.
- Producing 'Save Me' film to raise awareness of exploitation and gangs.

The service has:

- continued to embed the use of the Youth Guardian supporting children involved in violence and overseeing a keep apart list;
- implemented tracking of school attendance for children, identifying risk of school disengagement early;
- continued to engage with the GRIP – daily violence reduction meetings with Police;
- continued to embed a trauma informed practice, providing training and case consultation for practitioners;
- consistently overseen high risk children through the high-risk management panel, chaired by the Head of Service; and
- commissioned Street Doctors and No Knives Better Lives programmes to educate children about the risk and ramifications of violent crime.

Examples of this work have been shared with the Crime Scrutiny Panel, which is led by Elected members and is accessible to the local community.

Our Improvement Plan recognises there is more work to be done on embedding effective risk management and contingency plans.

In the past 12 months to May 2023, there were 95 teen violence victims. This represents a -23% reduction, which is positive. Note teen violence across London has decreased by -1% over this time. In the rolling twelve months ending in May 2023, Enfield ranked 6th highest in London for the volume of teen violence. As a rate per population, Enfield are ranked 19th across the 32 London Boroughs, this is an improvement from the previous rank of 13. Data positively evidences the effectiveness and tenacity of all partners in their effort to robustly tackle youth violence.

## 8. RESOURCES AND SERVICES, INCLUDING BUDGET

Spend for delivery of Youth Justice Services in 2022-23 remained within the financial envelope provided, which is positive.

Delivery of Youth Justice Services in Enfield continues to be appropriately resourced. The overall resourcing envelope of youth justice services is forecasted to be **£3,769,716** for 2023-24, see table 9. This is inclusive of all sources of income and in-kind contributions.

Delivery of Youth Justice Services is resourced through a diverse range of funding sources:

- Youth Justice Board core grant; devolved remand and Turnaround grants;
- Enfield Council's funding contribution;
- MOPAC and VRU funding via Community Safety to fund group work and re-offending interventions;
- Supporting Families contribution from the MHCLG that comes via the Council, funding two family coaches within Strengthening Families support;
- ICB funding commissioned health in justice provision; and
- in kind contributions from the Police and Probation.

**TABLE 9**

	<b>BUDGET ALLOCATION 2022/23</b>	<b>BUDGET ALLOCATION 2023/24</b>
<b>Direct contribution</b>		
Enfield Council	£2,172,220	£2,159,320
YJB Core Grant	£385,286	£402,624
Turnaround Grant	£41,361	£97,148
<b>Additional income</b>		
Troubled Families	£92,841	£97,529
MOPAC via Community Safety	£65,000	£65,000
YJB Remand Grant	£460,127	£460,107
<b>Total Including Remand budget</b>	<b>£3,216,835</b>	<b>£3,281,728</b>
<b>In kind contribution (estimated costs)</b>		
Police (3.5 fte posts)	£263,490	£263,490
Probation (1 fte post)	£25,000	£25,000
Probation Contribution	£5,000	£5,000
Health (1fte Nurse) + (0.4fte Speech and Language)	£79,088	£79,088
Health (1fte Clinical Psychologist)	£47,517	£47,517
Health (1fte Liaison and Diversion Worker)	£67,893	£67,893
Health (Speech and Language Communication Therapist)	£0	£0
<b>Grand Total</b>	<b>£3,704,823</b>	<b>£3,769,716</b>



The YJSMB and the Enfield Youth Justice Service have continued to ensure that the YJB grant, and all partners' contributions (financial and in kind) are channelled to deliver services and interventions to meet the needs of children. The YJSMB is updated on a regular basis on the forecasted year end outturn and on any resourcing issues to ensure the service and partnership deliver a balanced budget.

The YJB grant for this year has been increased by 4.5%, which is positive. It will be used to contribute to fund the cost of the workforce predominantly and some aspects of training. The devolved YJB remand budget will be solely used to meet the remand cost, which is a demand led service. The allocated YJB funding for the delivery of the Turnaround has increased for 2023/24, which will enable us to scale up the prevention of offending work in line with the YJB eligibility criteria for children to be prioritised for support.

There has been a small reduction in the Enfield Council's contribution to the Youth Justice Service from the previous year due to Destination 22 service redesign that delivered some efficiencies.

Our statutory partners have continued to make a strong commitment to resourcing services that meet the needs of children.

Our key priority for 2023/24 is to ensure as a partnership we continue to use all funding sources (inclusive of the YJB grant) in the most cost efficient and effective way to deliver high quality Youth Justice Services that meet the needs of children involved in offending and help these children to rehabilitate and achieve positive outcomes whilst keeping local communities safe. The funding will enable us to focus on driving service improvements reflected within this Youth Justice Strategic Plan.

# 9. PERFORMANCE SUMMARY FOR LAST YEAR AND KEY PRIORITIES GOING FORWARD

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The Youth Justice Service Management Board monitors the performance of our Youth Justice Services.

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A bespoke performance dataset was developed for the Board. The dataset incorporates national and local performance indicators and a profile of key vulnerabilities. It also includes an infographic summary page to make the data set user friendly. The service provides an overview and analysis of performance to the partnership on a quarterly basis.

The Board periodically receives performance information on commissioned services for children such as Substance Misuse and Health in Justice. This enables the partnership to ensure that commissioned services continue to meet the needs of children. In addition to this, thematic performance reports are presented to the Board by the service, as well as partners. In the last year, the Board received performance report on the use of Release Under

Investigation by Police, the Engage Project in Wood Green custody by Early Help, a local profile of children involved in offending and a snapshot profile of first-time entrants.

Our key priority for 2023/24 is to ensure at partnership and operational levels we have the intelligence we need to review and drive our performance and service improvement to provide outstanding youth justice services for children in Enfield. As a partnership we welcome the new additional statutory key performance indicators introduced by the YJB to expand our current performance focus, which will help us to improve impact of the work we do. Our YJSMB quarterly dataset will be adapted to reflect the new YJB performance indicators.



## 9.1 FIRST-TIME ENTRANTS AND PREVENTION WORK

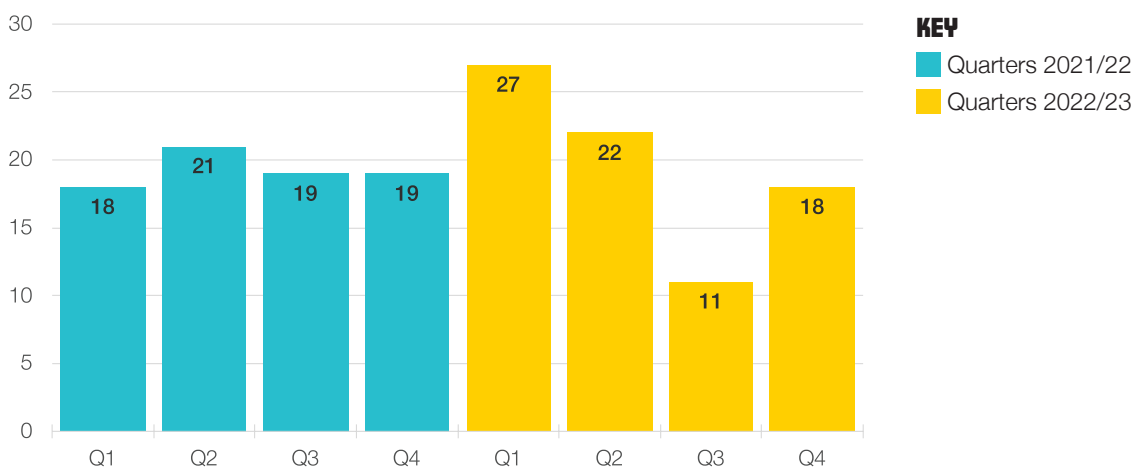
There were 78 children in total as first-time entrants in 2022-23, see table 10. This represents a 1% increase from 77 children in the previous year, which is insignificant.

The partnership has continued to invest in the existing strong youth offer that also includes the Nexus programme in schools, which helps to prevent school exclusions. The Engage Project in Wood Green custody has continued to mature, increasing the numbers of children it supports. The partnership further launched new evidence-based initiatives to prevent first-time entrants, for example:

- Project Vanguard providing therapeutic place-based support;
- Project Dove, which includes social prescribing in health settings and schools;
- Mobile Youth Bus;
- Youth provision for children with SEND needs from Bell Lane Youth Centre;
- Young Carers project;
- Youth capacity building, training children to become leaders;
- Anti-robbery schools' project, targeting the transport hub and hot spot schools to improve the safety of children through outreach youth work alongside of the work of Safer Schools Officers.

**TABLE 10: TOTAL FIRST TIME ENTRANTS (LOCAL DATA)**

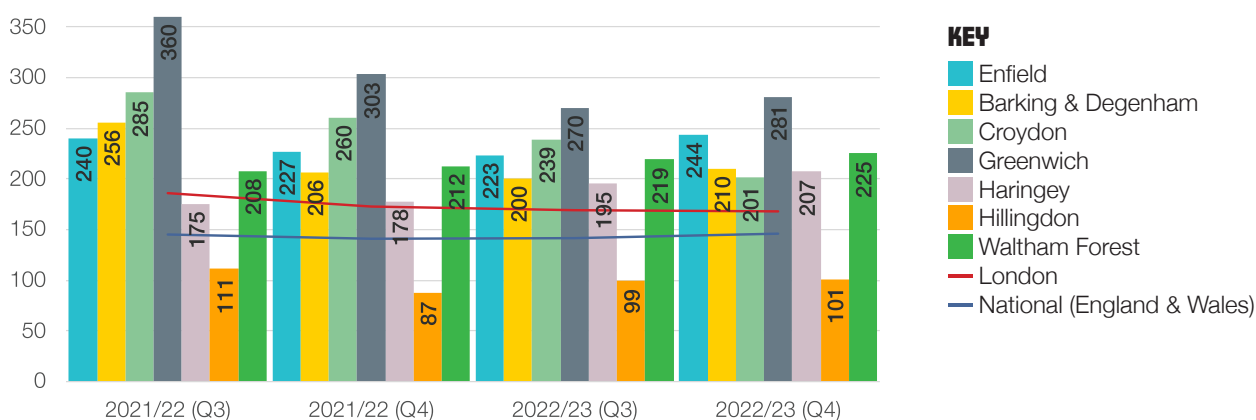
First Time Entrants (FTEs) to the criminal justice system are classified as offenders. These are children (aged 10-17), resident in England and Wales, who received their first, caution or conviction, based on data recorded from (Local) CVYJ Database or published statistics are from the Police National Computer.



Graph 4 highlights the latest published YJB FTE rate per population benchmarking data for the quarter 2 22/23. It shows Enfield's first-time entrants as the 2nd highest in the family, and above both London and National figures. One of the challenges Enfield faces is that it has the 4th highest youth population in London alongside high levels of deprivation.

## GRAPH 4: FIRST TIME ENTRANTS RATE PER 100,000 (YOUTH JUSTICE BOARD)

First Time Entrants (FTEs) to the criminal justice system are classified as offenders. These are children (aged 10-17), resident in England and Wales, who received their first, caution or conviction, based on data recorded from (Local) CVYJ Database or published statistics are from the Police National Computer.



Enfield Council's Crime Scrutiny committee scrutinised the extent and impact of crime prevention work in 2022 and noted the extensive range of initiatives and its positive impact.

Our snapshot analysis of the first-time entrants' cohort for the quarters 1-2 in 2022-23, which was shared with the YJSMB and will inform our partnership focus on prevention in 2023-24, found the following:

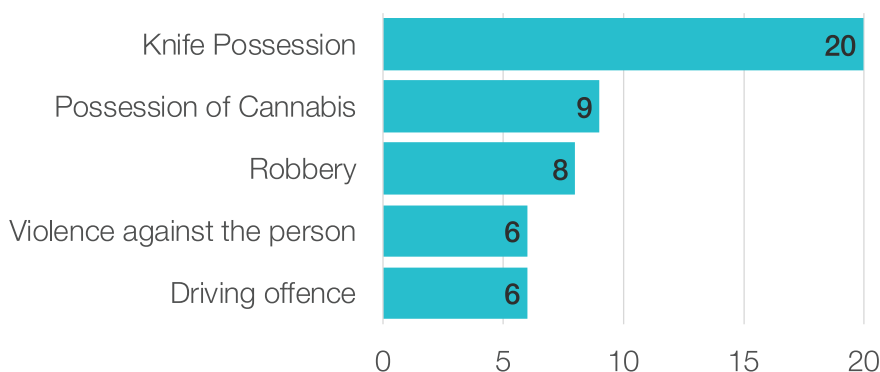
- The most prevalent disposal received by the FTE cohort of children was a referral order and Youth Conditional Caution. Overall, 27% (13) of the cohort received an out of court disposal and 73% (36) received a court disposal.
- The most prevalent offences were knife possession, possession of cannabis; robbery and violence against person, see graph 5.
- only 14% of FTEs had previously been known to the YJS, see graph 6. This highlights that most

of the first-time entrants are below the radar of the Youth Justice system and the importance of a partnership approach to prevention.

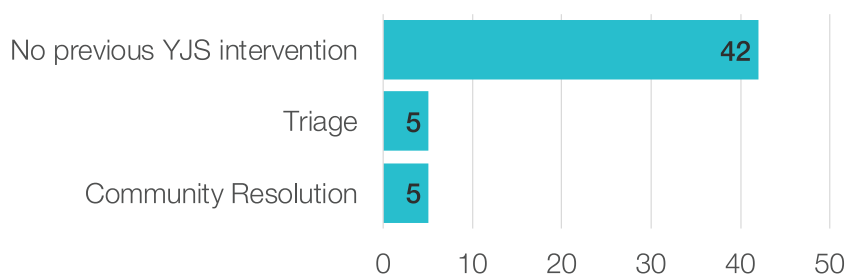
- 82% of FTEs were known to Children's Services, including Early Help either prior or at the point of becoming FTEs, see graph 7.
- 43% of the overall FTE cohort were children under the age of 16 whilst 57% were post 16. 30% (15) FTEs were not in employment education and training (NEET) or were school refusing, out of which:
  - 8 children were under the age of 16 and therefore of statutory school age and;
  - 7 children were over 16 and therefore should have been in post 16 education training or employment.

This highlights the importance for the partnership to continue its focus on school inclusion, joint working with schools and ETE support for post 16-year-olds.

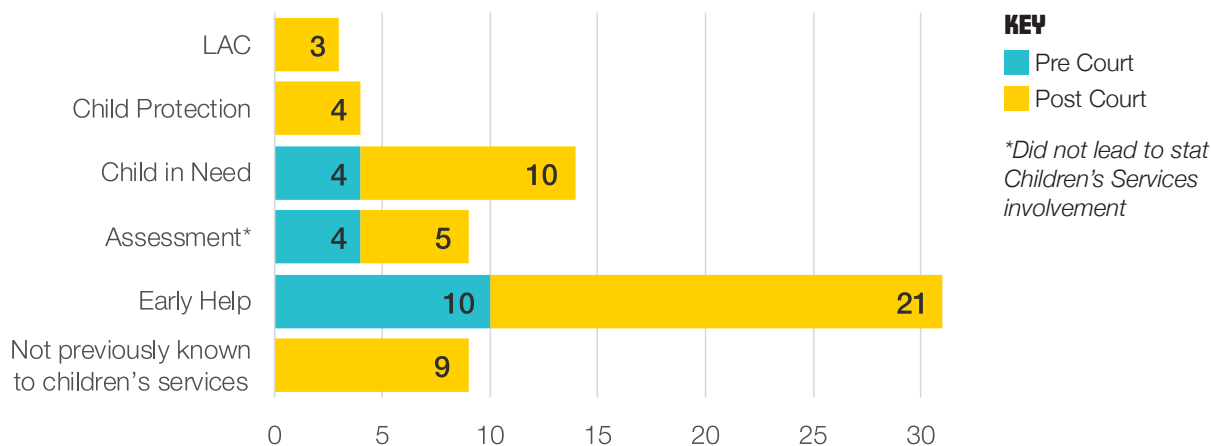
## GRAPH 5: OFFENCE TYPES



## GRAPH 6: PREVIOUS YJS INTERVENTIONS



## GRAPH 7: FTES KNOWN TO CHILDREN'S SERVICES



**In 2023-24 we will** continue to build on our existing strong prevention and Early Help offer and will:

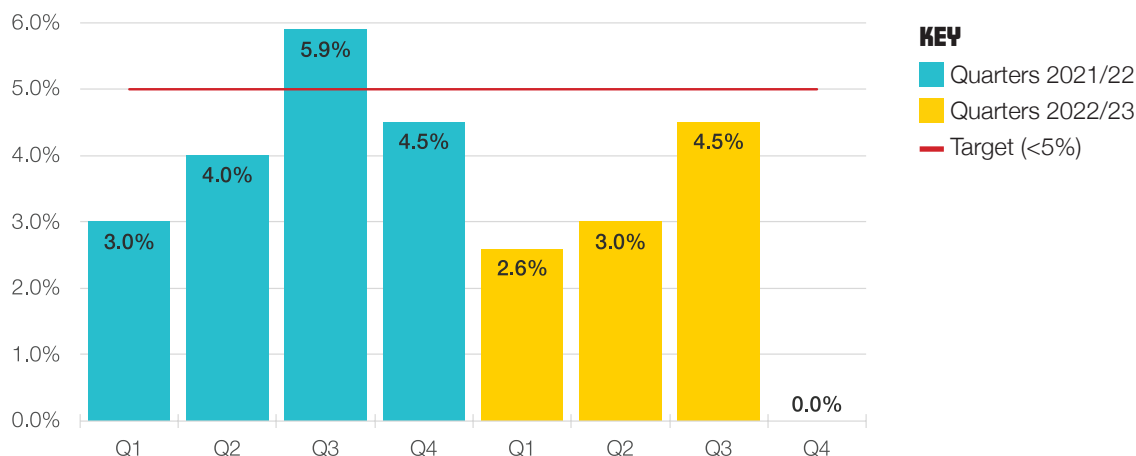
- increase number of children engaged in diversionary and learning activities provided through our Summer University and Holiday and Food Activities programme;
- increase the capacity and reach of children through the Turnaround Project to prevent offending and continue to review its impact;
- increase our mentoring offer through additional external funding investment and a coordinated approach to delivery across the partnership;
- review the impact of our Out of Court Disposal schemes, specifically the use of Triage and Community Resolution;
- continue building on our public health approach to prevent offending and violence and launch our action plan to deliver on our local Drugs Strategy that will include prevention work;
- launch our Enfield Safer Schools Partnership Offensive Weapons protocol in recognition that children often face multiple vulnerabilities that may result in children getting involved in offending or becoming victims. The protocol will enable us to have a coordinated, child first approach to prevention and safeguarding of children from weapons within education settings;
- embed a school's link approach for social care and early help to continue to strengthen our joint working with the schools' community, as schools are in the best place to identify early concerns and risks that may lead to children getting involved in risky behaviour and offending;
- improve child to adult violence support through seeking additional funding in recognition that children often get criminalised because of child to parent violence;
- strengthen our focus within social care and joint up working with Early Help system to ensure that our social workers can access prevention and early support for children at risk of offending;
- launch Ponders End and Craig Park Youth and Family Hubs offer of services to children and their families age 0-18 and up to the age of 25 years old for those with SEND; and
- continue to review the impact of our prevention work, invest in evidence-based interventions, and seek additional funding to grow our prevention offer.

## 9.2 REDUCING NUMBER OF CHILDREN IN CUSTODY AND OUR RE-SETTLEMENT SUPPORT

There has been a reduction of children receiving a custodial sentence from 5 children during 2021/22 to 3 children in 2022/23, see table 11. The YJS has continued to divert children from custodial sentences where possible through proposing robust support intervention packages to keep children within community.

**TABLE 11: % OF YOUNG PEOPLE SENTENCED AT COURT THAT ARE GIVEN A CUSTODIAL SENTENCE**

Custody is reserved for the most serious offenders or those that wilfully and persistently fail to comply with community orders. A custodial Sentence consists of a mandatory custody period of the offender and then a licence programme within the community.



### QUARTERLY PROFILE

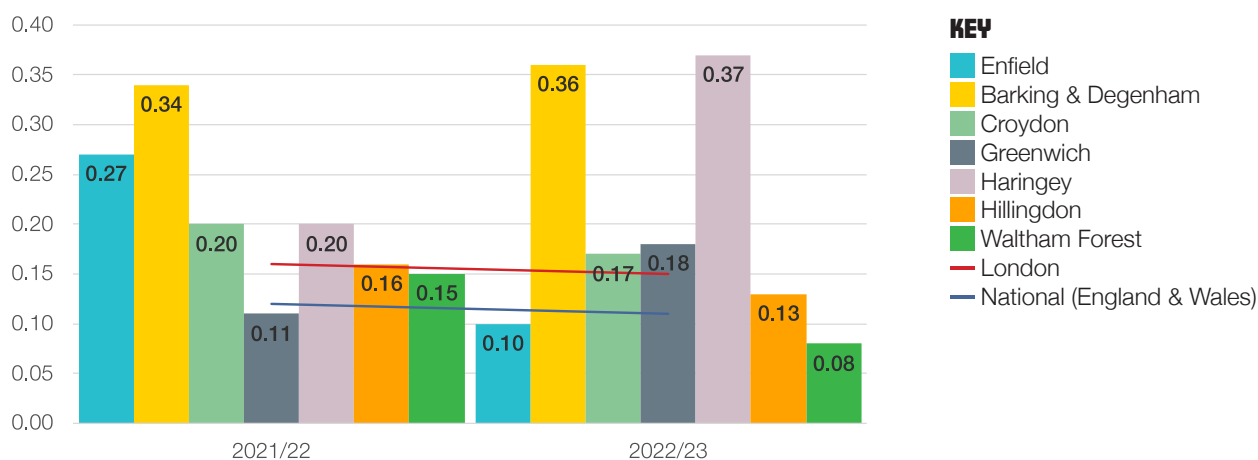
YEAR	QUARTER	VALUE	TARGET	CUSTODIAL	SENTENCED	STATUS
2021/22	Q1	3%	<5%	1	33	✓
	Q2	4%	<5%	1	25	✓
	Q3	5.9%	<5%	2	34	▲
	Q4	4.5%	<5%	1	22	✓
2022/23	Q1	2.6%	<5%	1	38	✓
	Q2	3%	<5%	1	33	✓
	Q3	4.5%	<5%	1	22	✓
	Q4	0%	<5%	0	23	✓

The latest YJB published benchmarking data for custody as a rate per population compares Enfield's custody rate to 7 boroughs, see graph 8. It highlights Enfield as having 0.10 rate per 100,000 population in quarter 3 in 2022/23. This is the 2nd lowest rate after Waltham Forest. Enfield's custody rate is lower than the London and National average.



## GRAPH 8: CUSTODY RATE PER 100,000 (YOUTH JUSTICE BOARD)

First Time Entrants (FTEs) to the criminal justice system are classified as offenders. These are children (aged 10-17), resident in England and Wales, who received their first, caution or conviction, based on data recorded from (Local) CVYJ Database or published statistics are from the Police National Computer.



We have continued to strengthen our re-settlement offer and provide constructive re-settlement support to all children in custody through investing into a dedicated re-settlement worker. We have delivered on our re-settlement improvement plan, strengthening:

- joined up working with SEND services to support re-settlement process, including timely EHCP reviews;
- provision of support with re-settlement for remand cases as well as those in custody;
- completion the Y2A transitions modules;
- throughcare health support;
- mental health screening upon release from custody to ensure mental health concerns are identified and responded to; and
- voice of victim being heard through release meetings at a high-risk panel.

The MOCK inspection in 2022 positively recognised good quality of our re-settlement practice.

We have improved our joint working with SEND services and notify the SEND service whenever a child with an EHCP enters custody to ensure their education, health and care needs continue to be met in custody. Whilst the notification has happened consistently, this has not always triggered a timely review of the EHCP.

Whilst we continue to reduce the number of children in custody, **in 2023-24, we will:**

- continue to review, as a partnership, the range of interventions and services we provide to ensure we continue to meet the needs of children and where appropriate to avoid custody outcomes;
- seek the views of children in custody about their lived experiences;
- review the sufficiency of ETE provision for each child in custody through our ETE panel; and
- ensure that timely reviews of the EHCP are triggered upon entry to custody.

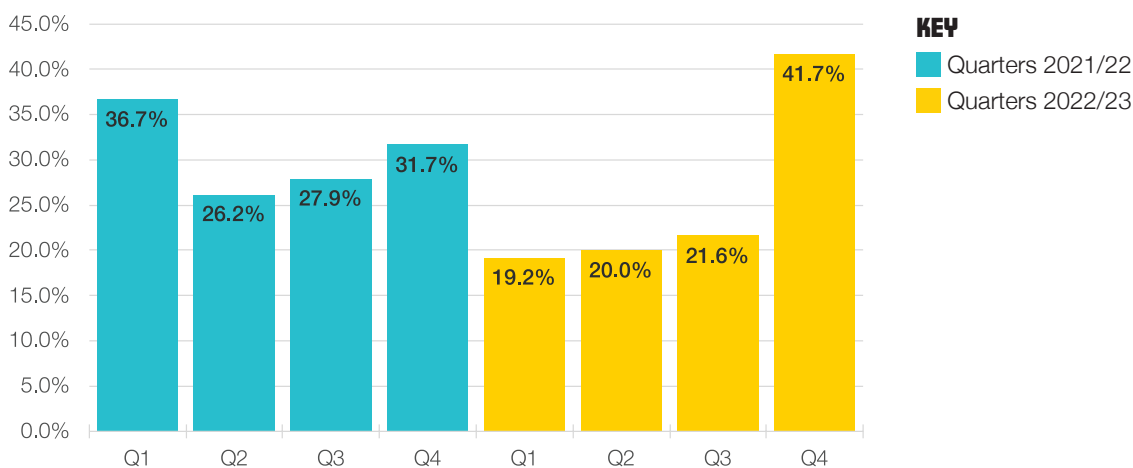
## 9.3 REDUCING RE-OFFENDING

The re-offending performance for quarter 1-3 of the tracked cohort of children in 2020/21 shows a significant reduction from the previous year's tracked cohort, see table 12. However, quarter 4 2020/21 tracked cohort of children shows 41.7% re-offending. This is due to the following factors:

- The tracked cohort of children for quarter 4 2020/21 was smaller than the cohort tracked for quarter 4 2019/20, therefore pushing up re-offending %.
- January 2021 Covid restriction were back for 3rd lockdown in January 2021 and started to lift in March (last month of the cohort).
- Courts were only processing the serious offences during the pandemic, therefore many offences would have taken longer to go through courts. This would have created a lag in reported re-offending.
- TSG were present in the borough during the quarter 4 resulting in increased enforcement.

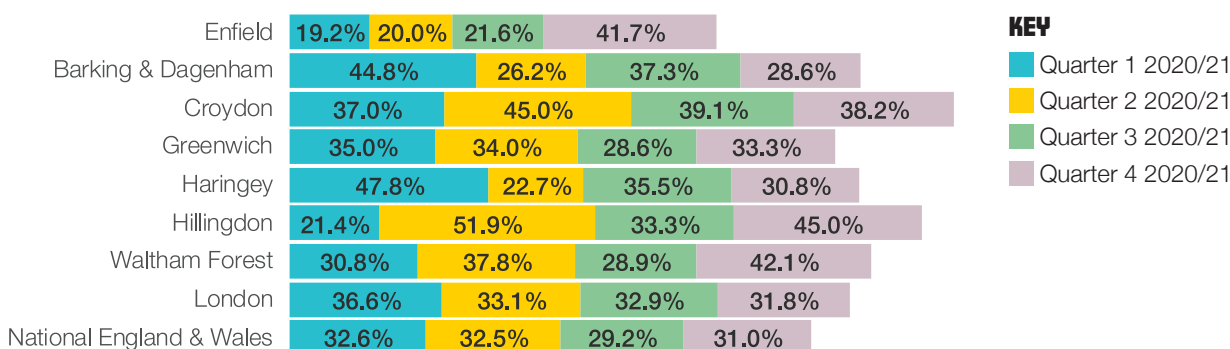
**TABLE 12: RE-OFFENDING FOR ENFIELD (YOUTH JUSTICE BOARD)**

Youth Justice Board data identifies young people convicted within a specific cohort, if these young people committed an offence within 12 months of that original conviction which results in conviction of 18 months from original conviction. Then they will be included within the Re-Offending cohort.



Benchmarking the re-offending tracked cohort of children shows that Enfield overall had a less percentage of reoffending that the other areas, London and National over the year.

**GRAPH 9: RE-OFFENDING LOCAL AUTHORITY COMPARATOR (YOUTH JUSTICE BOARD)**



**In 2023/24 we will:**

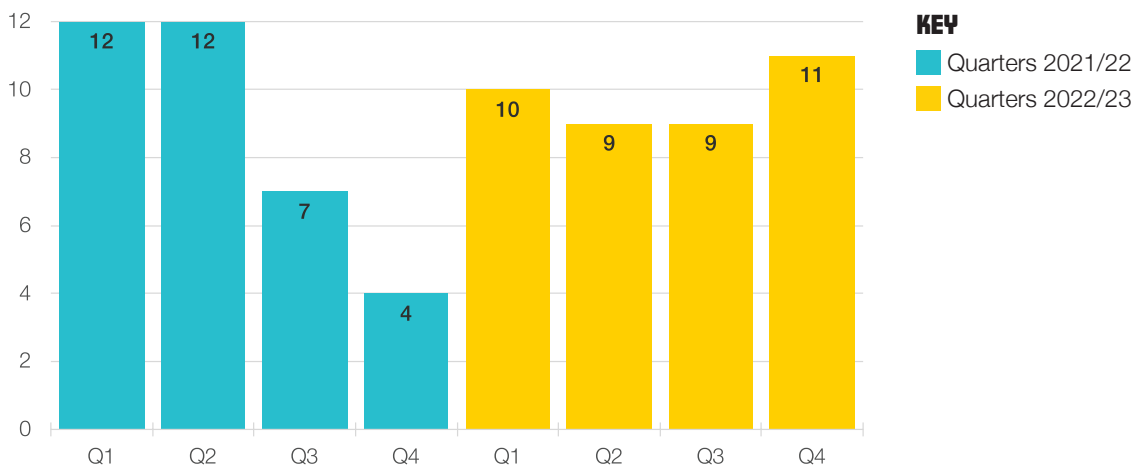
- continue to build on the work of our re-offending YouthXtra Project (previously known as the YIOM).
- review the impact of the YouthXtra;
- undertake an annual profile of children involved in offending to ensure we continue to understand the needs and characteristics of children, so we continue to provide the right interventions and commission effective services that help us to reduce re-offending.

## 9.4 REMANDS

Overall, there were 39 remand episodes in total for 2022/23, see table 13. This represents an 11% increase from the previous year (35). Management scrutinises every remand episode that does not result in a custodial outcome to identify key practice issues and learning to ensure that unnecessary remands are avoided in future.

**TABLE 13: REMANDS**

When a young person is in remand it means that they are detained in prison until a future date when a trial or sentencing hearing is due to take place. Remands are usually made against those with serious offences, those who are likely to commit further offences or those who have failed to comply with bail in the community.



CODE & SHORT NAME	2021/22				2022/23			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
YOS 018 Number of children in remand – Secure Children's Home (SCH)	0	0	0	0	2	2	0	1
YOS 019 Number of children in remand – Secure Training Centre (STC)	0	1	1	0	0	0	0	0
YOS 020 Number of children in remand – Young Offender Institution (YOI)	8	6	4	3	7	7	8	7
YOS 039 RILAA	4	5	2	1	1	0	1	3
YOS 021 Number of days spent on remand	219	297	217	127	340	302	217	266
YOS 023 Number of remand periods ended	3	3	3	1	4	3	2	4
YOS 024 Remands Ended in Custodial Sentences	0	1	1	0	0	1	1	2
YOS 025 Remands Ended in Community Sentences	0	0	1	0	1	0	0	0
YOS 026 Remands ended – Other Outcomes	3	2	1	1	3	2	1	2

### In 2023-24, we will:

- continue to scrutinise and review each remand episode and identify lessons learnt to inform the way we work;
- continue to embed our joint working protocol with social care to ensure that we support the search for suitable placements;
- be referring children to the London Accommodation Project where appropriate; and
- undertake a practice review of our remand and custody work.

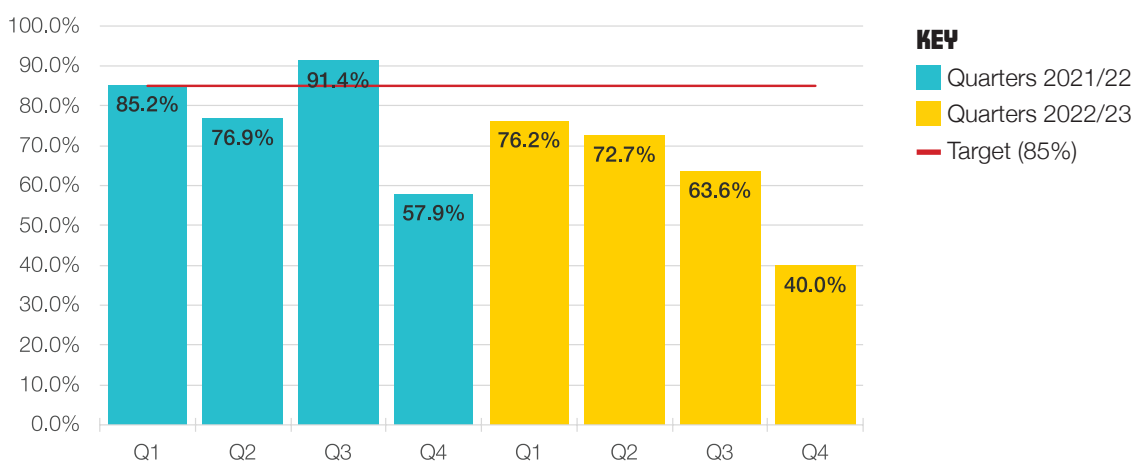
## 9.5 ETE OUTCOMES

Our local target is that 85% of children are in ETE at the end of their intervention. The ETE performance data is collected on the day an intervention ends, which is not always the end of the journey of the child with the YJS. For example, if a child initially becomes known to the YJS on a bail support package and then is subsequently sentenced, this would be classed as the end of an intervention. Therefore, the child would be classed as NEET. In addition, the small numbers involved statistically has a significant impact on percentage outcomes.

Table 14 illustrates that out of the overall cohort of 91 children that completed their interventions during 2022/23, two thirds of the cohort (60) achieved ETE outcomes. This leaves 31 children that did not achieve the required ETE requirement at the end of their intervention. Whilst Enfield ETE performance against our local target shows under performance, it does not capture the positive impact on children re-engaged in some form of ETE, which is more positive.

**TABLE 14: CHILDREN'S ENGAGEMENT IN SUITABLE EDUCATION, TRAINING AND EMPLOYMENT (PRE AND POST COURT) (AT THE END OF THE ORDER)**

When a young person is in remand it means that they are detained in prison until a future date when a trial or sentencing hearing is due to take place. Remands are usually made against those with serious offences, those who are likely to commit further offences or those who have failed to comply with bail in the community.



### QUARTERLY PROFILE

YEAR	QUARTER	VALUE	TARGET	CUSTODIAL	SENTENCED	STATUS
2021/22	Q1	85.2%	85%	23	27	✓
	Q2	76.9%	85%	20	26	▲
	Q3	91.4%	85%	32	35	✓
	Q4	57.9%	85%	11	19	●
2022/23	Q1	76.2%	85%	16	21	▲
	Q2	72.7%	85%	24	33	●
	Q3	63.6%	85%	14	22	●
	Q4	40%	85%	6	15	●

### CASE NUMBERS (MARCH 2023)

Children's engagement in suitable ETE post 16 year of age (Pre and Post Court) (At the end of the Order)	3
Children's engagement in suitable ETE under the age of 16 (Pre and Post Court) (At the end of the Order)	3

We have reviewed the ETE support for children within the Youth Justice Service in response to the HMIP thematic inspection findings. We have implemented these positive measures from July 2022:

- a dedicated multi-agency ETE panel for children under the age of 16 within Youth Justice who are not fully engaged in ETE or missing from or out on education. The panel is led by the Virtual School and focuses on removing barriers to engagement with school;
- a Welfare Call to track children’s school attendance to help us to identify early school disengagement and take positive action;
- an extension of the terms of reference for the STAAH panel for post 16-year-old children who are looked after/leaving care and not in ETE to include children known to the Youth Justice Service;
- continued focus on the provision of support for children with SEND and those with an EHCP, enabled by our joint working protocol with SEND service, which has been reviewed and tested in the recent Ofsted SEND inspection;
- self-assessment of our SEND support to children within Youth Justice, working towards the SEND kitemark; and
- regular reporting to the Board on our ETE performance including the ETE profile of children, informing the Board about the number of children who are on a part time school timetable, in an alternative provision, missing from education, permanently excluded, electively home educated, persistently absent or have SEND/EHCP needs, see table 15.

**TABLE 15**

INDICATOR	2022/23			
	Q1	Q2	Q3	Q4
YOS 074 Cohort of All Active Open Cases in the Current Quarter	93	83	81	75
YOS 075a Number of children with EHCP out of the overall cohort	21	19	20	15
YOS 075b Number of children with EHCP that entered custody	2	1	0	0
YOS 075c Number of children who entered custody had their EHCP reviewed	0	N/A	N/A	N/A
YOS 075d Number of children with identified SEND needs out of the overall cohort	27	21	25	19
YOS 075e Number of children overseen by the Virtual School panel in that quarter (This would include Pre-16 – statutory school age)	N/A	46	26	26
YOS 075f Number of children in alternative provision out of the overall cohort	10	18	11	15
YOS 075g Number of children below 16 years of age identified with persistent absence from school in that quarter	21	17	15	25
YOS 075h Number of children permanently excluded from school out of the overall cohort in the quarter	0	1	1	1
YOS 075i Number of children missing out on education	0	1	2	0
YOS 074k Elective Home Education (EHE)	1	1	1	0
YOS 074l Children Missing Education (CME)	1	1	1	0
YOS 075j Number of Children on a part time timetable	9	8	3	4

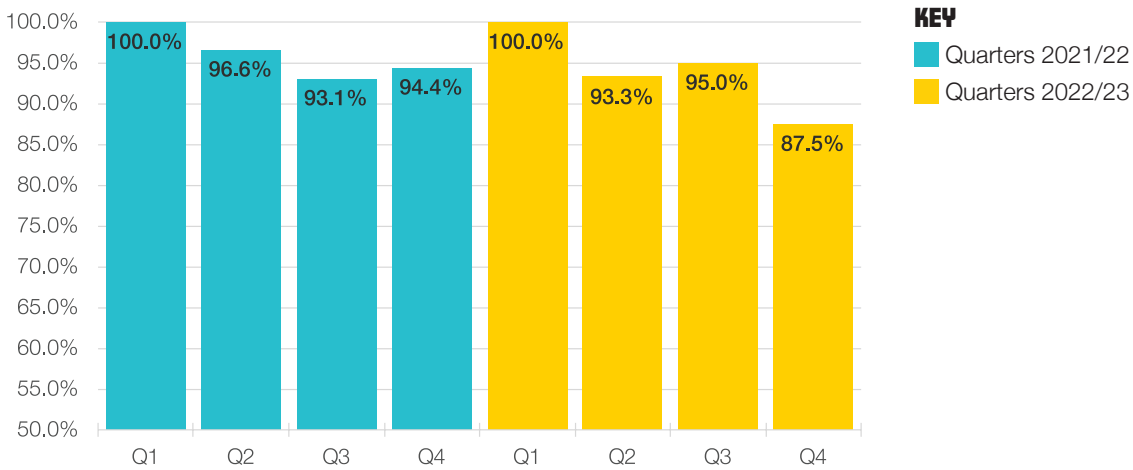
Improving ETE outcomes continues to be our key priority. **In 2023, we will:**

- review ETE and report to the Board our findings and recommendations;
- expand the ETE support through piloting the use of a dedicated Virtual School teacher supporting Youth Justice case managers to remove barriers to ETE; and
- start systematically reviewing ETE support for children in custody through our ETE panel.

## 9.6 SUITABLE ACCOMMODATION

Out of 92 children for the year 2022/23, 87 children lived in suitable accommodation, leaving 5 children living in an unsuitable accommodation, see table 16. Our analysis shows that the main reason children are living in unsuitable accommodation is through overcrowded and temporary accommodation.

**TABLE 16: YOUNG PEOPLE'S ACCESS TO SUITABLE ACCOMMODATION (EXCLUDING REMANDS AND CUSTODY)**



**Our key priorities for 2023-24 will be to:**

- strengthen joined up working arrangements with Housing
- continue to embed joint working protocol with social care; and
- support families of children within Youth Justice through our Strengthening Families approach and help families to overcome housing issues and cost of living problems.



## 9.7 TRANSFER TO PROBATION

The Board has introduced this performance measure due to previous concerns with timely and effective transfers to Probation. Despite not having the Probation secondee, the introduction of the Y2A transfer panel and joint working arrangement with Probation has ensured that all cases of children eligible for transfer were transferred in a timely and effectively manner throughout 2022/23, see table 17.

**TABLE 17**

2022												2023		
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
<b>Indicator: YOS 055a Transfers to Probation – Number of cases turning 18 within the month</b>														
1	1	2	1	3	3	2	2	0	0	5	0	3	1	2
<b>Indicator: YOS 055d Transfers to Probation – Number of Young People turning 18 eligible for transfer</b>														
1	1	0	0	0	0	0	2	0	0	3	0	0	1	1
<b>Indicator: YOS 055b Transfers to Probation – Number transferred on their 18th birthday</b>														
1	1	N/A	N/A	N/A	N/A	N/A	1	N/A	N/A	3	N/A	0	1	1
<b>Indicator: YOS 055c Transfers to Probation Timeliness – % within Timeframe (before 18th Birthday)</b>														
100%	100%	N/A	N/A	N/A	N/A	N/A	50%	N/A	N/A	100%	N/A	zero cases	100%	100%

**In 2023-24, we will:**

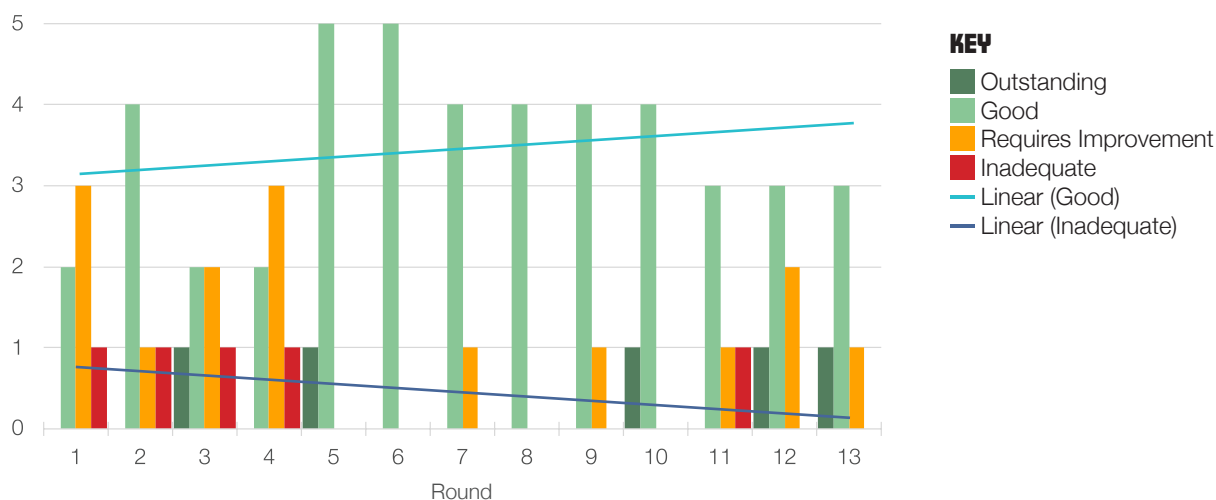
- continue to review all children subject to transfer and work with Probation;
- continue to support children in the secure estate that have been identified for a delayed transfer to adult secure estate due to the current capacity pressures; and
- offer additional youth support to children transferring to Probation, using funding from Probation to provide an additional youth support.

## 9.8 PRACTICE AGAINST NATIONAL STANDARDS

To ensure that the YJSMB is sighted on the quality of practice against the YJB National Standards, reporting on case file audits performance was introduced. The service has a comprehensive quality assurance framework enabled with an annual quality assurance programme to drive practice improvements. This includes regular departmental case file audits, externally commissioned reviews (MOCK inspection in 2022 and review of joint working practice of Youth Justice and Social Care), quality circles, and departmental practice week. The programme of quality assurance work is overseen by the YJS Strategic Quality Assurance Group that meets on a bi-monthly basis.

The departmental case file audits are moderated by the YJS Deputy Head of Service and by the Director of People and Children and Families. Graph 10 highlights an improving trajectory of our practice audits.

**GRAPH 10: CASE FILE AUDIT TREND SINCE INTRODUCTION OF THE CASE AUDITING IN 2021-22**



We have delivered on most of our commitments within our 2022-23 quality assurance programme of work. This was further enabled by creating an additional post of Practice Consultant which provided an extra capacity within our focus on practice improvements.

Our practice improvements were also enabled by a diverse range of practice training provided to our staff via the in-house practice forums, the INSET training, Enfield Council training and externally bespoke commissioned training.

**In 2023-24 we will:**

- implement an annual quality assurance programme of work, informed by our practice review findings; to drive the quality of our practice;
- undertake a self-assessment of National Standard 2 – Work in Courts; and
- implement an annual training programme to continue to develop our workforce.



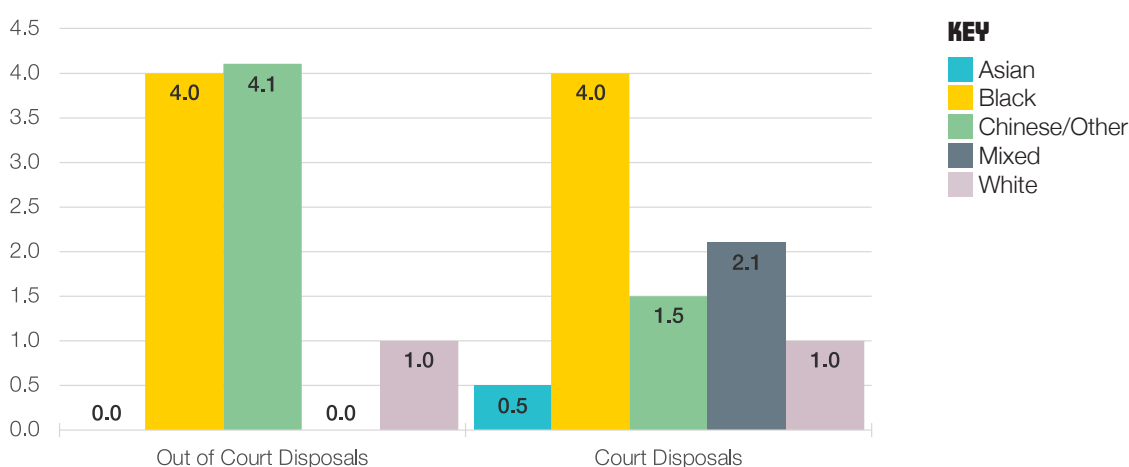
## 9.9 CHILDREN FROM GROUPS WHICH ARE OVER-REPRESENTED

Tackling over-representation of children within the Youth Justice Service has been one of our key strategic priorities in 2022-23. We have introduced the use of RRI (Relative Rate of Index) when reporting on disproportionality to the Board.

The RRI represents the proportion of each ethnic minority group, relative to the proportion of White. Each group is divided in its own ethnic population to calculate the rate. This figure is then divided by the White rate to provide an RRI score. An RRI of 2.0 indicates that this group have twice the likelihood of an outcome than the White children. An RRI of 1.0 means they have the same likelihood as White offending children, and an RRI of 0.50 means half the likelihood compared to the White population.

Overall, we continue to see those Black children are significantly over-represented (4.0 times as likely than their White counterparts) within the Youth Justice Service across both pre and post court disposals, see graph 11. Interestingly, we see that Chinese/Other children are 4.1 over-represented in Out of Court disposals, however, this reduces to 1.5 times likely in court disposals.

**GRAPH 11: QUARTER 4 2022-23**



In 2022-23, the Board reviewed a wide range of data available within and outside of the Youth Justice Service that informed our focus of work. The Board has adopted the following disproportionality pledge and started a partnership action plan alongside of the disproportionality work that the service has done.

### **OUR PLEDGE:**

Enfield Youth Justice Service Management Board recognises the existence and negative impact of disproportionality upon the lives of children and children. As a multi-agency partnership and as individual agencies, we commit to working hard to challenge disproportionality and improve outcomes for the children and children who are over-represented within the Youth Justice system in Enfield.



In 2022-23, the Board and wider partnership has achieved the following:

- improved our understanding of disproportionality through reviewing available data to inform our focus of work;
- board members participated in two spotlight sessions on disproportionality that informed our focus and action taking;
- provided training on adultification and disproportionality in assessment via the Safeguarding Enfield Partnership;
- continued to focus on preventing school exclusions through investment in the Nexus Project, delivering impactful and culturally sensitive interventions to children at risk of being excluded; and
- trained all custody teams in Wood Green Police custody in trauma informed approach;
- implemented a presumption in youth custody of legal advice for all child detainees, instead of children being given a choice. This has led to children declining legal advice, often due lack of trust in the system; and
- supported the development of new leaflets and a booklet, led by the Police, and aimed at children coming into police custody to help them understand their options, rights, and the process within police custody.

The service has invested in the following areas of work that helped us to drive our commitment to prevent disproportionality:

- embedding trauma informed practice into all the work we do;
- scrutinising over-representation within the Youth Scrutiny panel for Out of Court Disposals;
- providing interpreters where language is a barrier for children or their parents to engage with the service;

- systematic work with the court to divert children from court where appropriate and track the impact, for example, we have diverted 28 cases from court for an OCCD consideration;
- commissioning and resourcing appropriate interventions, such as No Knives and Better Lives, Youth Guardian, Youth Worker, Education Psychologist, Speech and Language Therapist, Clinical Psychologist, a dedicated Re-settlement worker and ETE Coordinator;
- improving joined up working with Gypsy and Travellers through working with Bright Futures Bright Futures;
- working closely with the Engage team in Wood Green custody to ensure that children are provided with support in the reachable and teachable moment, being supported in a culturally sensitive and trauma informed way; and
- training all our staff in anti-discriminatory practice and equality and diversity.

**In 2023-24, we will:**

- seek to understand the lived experience of children in the Youth Justice system to inform our strategic planning and operational delivery;
- use data from a range of sources across the partnership to identify where, and if possible, why, disproportionality occurs to inform our focus of interventions across our partnership work;
- look for best practice to inform our interventions; and
- develop a partnership plan of action to focus our work; and regularly review our progress against the actions.

## 9.10 RESTORATIVE APPROACHES AND VICTIMS

There were 104 victims in total from April 2022-March 2023. The Youth Justice Service was tenacious in its effort to contact every victim and commitment to restorative justice. Out of all victims, 81 victims consented to being contacted. Out of the 81 victims that consented and were contacted, 44 victims chose not to engage. Overall, the service has delivered:

- 37 Victim impact assessments, providing regular updates to victims;
- 37 of indirect reparations such as Foodbank, gardening, and maintenance; Felix Project, housing repairs,
- 12 Restorative Justice conferences and 23 letters of apology written by offending children to the victims.

Enfield YJS aims to provide direct reparation opportunities where possible. If it is not possible, the service then seeks to obtain the voice of the victim to inform the reparation activity, see examples below.

### EXAMPLE 1:

A 14-year-old child committed an offence of Actual bodily harm. The victim suffered from numerous mental and medical conditions.

A victim requested that a child completes work that requires the child to support others, especially those who have disabilities. The child was required to undertake work in the local food bank, assisting with 27 hours. The child also undertook research with the food bank on how people with disabilities access the food bank. The child has learnt about challenges that vulnerable people, including disabled people are faced with, including hardship and cost of living.

### EXAMPLE 2:

A 15-year-old child committed a robbery of a mobile phone from another child and wrote a letter of apology to the victim. Note below feedback from victim's mother to the service:

*"Thank you to the young person for writing this letter. I feel that this has given me some understanding of why this happened to my son. It has allowed me to give answers to my son if he ever wants to speak about the incident. I can tell that effort has been put into this letter and I want to thank the service and the young person on thinking about the impact this had had on my son. I am also sorry to hear that you were a victim yourself and I hope that you never have to experience that again. I hope that you also have learnt from your actions and that your future path is full of good choices. I wish you all the best."*



## **NORTH ENFIELD FOODBANK REPARATION ACTIVITY**

Enfield YJS have partnered with the North Enfield Foodbank to provide three days' nutritionally balanced emergency food and support to local people who are referred to the Foodbank in crisis. The North Enfield Foodbank is part of a nationwide network of foodbanks, supported by The Trussell Trust, working to combat poverty and hunger across the UK.

This programme affords children the opportunity to give back directly to the more disadvantaged members of the community. They can participate in the sorting of the donated food products, pack, and hand over shopping items directly to members of the community.

### **Outcomes and learning for children:**

- children receive customer service experience;
- children learn about the functions of a charity organisation;
- personal satisfaction of helping others promotes happiness and changes pro-social identity;
- learning about volunteering; and
- increased empathy towards vulnerable members of the community.

Enfield has continued to maintain its Restorative Justice Kitemark and overall high levels of victims' satisfaction.

**In 2023-24** we will continue our efforts in building on existing processes, with a key focus on

- increasing restorative conferences;
- increasing direct reparation opportunities;
- increasing the use of proxy statements from the wider community to gain the victims voices who have experienced similar incidents
- diversifying our reparation offer embedding the child first approach; and
- maintaining high levels of victim engagement and satisfaction.

## 9.11 DETENTION IN POLICE CUSTODY

All children detained in Police custody have access to an appropriate adult service. Enfield Council commissions jointly with Haringey TAAS to deliver the appropriate adult service for both children and adults. The provider continues to respond in a timely and appropriate way to call outs, during 2022-23. The provider responded to 2,192 call outs, with an average response time of 33 minutes and average call out length of 1.65 hours.

There are effective information sharing arrangements in place between the Wood Green Custody and the MASH through an operation Harbinger to ensure that custody receive the relevant information on vulnerabilities of children whilst also notifying social care where there are concerns about the welfare and safety of the detained child.

Detained children can also access support from a youth worker through the Engage Project providing screening and support to children whilst in custody in the 'reachable and teachable' moment and where appropriate a follow through support into the community. The Engage team liaise daily with the MASH/EDT where there may be concerns about the welfare or safety of detained children.

The ICB locally commissions 1 full time Liaison and Diversion Clinician from the BEH Trust. However, there have been some recruitment difficulties in mobilising this post, which has necessitated falling back on the NHS England centrally commissioned All Age Liaison and Diversion Service available in Wood Green custody.

It has not been possible to systematically review the last twelve months of data for all detained children in custody due to the challenges with the new system that the Met Police have implemented.

In recognition that the arrest can often cause trauma for children alongside the trauma they have experienced due to adverse childhood experiences, we have piloted trauma informed training for all custody teams in Wood Green.

### In 2023-24, we will:

- ensure we receive regular data to monitor at a partnership level how we safeguard children detained in police custody;
- build on our trauma informed pilot project and develop a trauma informed space in the Wood Green custody;
- continue to review and monitor the effectiveness of the appropriate adult service

## 9.12 SERIOUS VIOLENCE AND EXPLOITATION

Reducing teenage violence continues to be a key priority. Volumes of teenage violence were stable pre-pandemic, before dropping significantly during 2020. In the past 12 months, year ending in May 2023, there were 95 teenage violence victims. This represents -23% reduction, which is positive. Teenage violence across London has decreased by -1% over this time.

In the rolling twelve months ending in May 2023, Enfield ranked 6th highest in London for the volume of teenage violence. As a rate per population, Enfield are ranked 19th across the 32 London Boroughs, this is an improvement from the previous rank of 13. This is a strong testament of the hard work of all partners.

The Board and the service have worked closely with the Safer Stronger Communities Board (Enfield Community Safety Partnership) and the North Area Violence Reduction Group, led by the Police to drive the suppression and prevention of violence through a problem orientated approach.

As a partnership, we have adopted a public health approach to the prevention of serious youth violence. We have undertaken a needs analysis that has informed our Public Health Action Plan. We have continued to invest into evidence best interventions that tackle the identified high-risk factors associated with serious youth violence. These include, for example, Summer University, expansion of mentoring, trauma informed training for schools, development of Youth and Family Hubs, social prescribing, commissioning sports activities, YouthXtra project focusing on reducing re-offending. We have continued to be supported by the Violence Reduction Unit and MOPAC funding channelled through Community Safety to fund a range of prevention and early intervention projects, for instance the Engage Project in Wood Green Custody, placing Oasis Hadley Mentors in A&E North Middlesex Hospital, anti-robbery school project and youth capacity building, Gangs Group Worker and St Giles workers.

We have implemented a daily GRIP violence meeting, led by the Police that enable us to respond to any tensions, incidents, and wider ramifications of serious youth violence for the safety of children known to the Youth Justice and social care.

We have continued to work closely with the Safeguarding Enfield Partnership. The Chair of the Board requested the partnership to undertake a thematic audit of children involved in serious youth violence to identify lessons learnt. We are currently awaiting the report to be published.

Reducing all forms of child exploitation continues to be our key priority. Multi-agency working in Enfield is well embedded within the Youth Justice Service working effectively with all partners to protect children from exploitation. This is evident through good attendance at multi-agency meetings within casework and integrated panels, such as MACE and SAFE.

The Contextual Safeguarding Hub continues to develop practice around extra-familial risk. It is evident within social work casework. It is also evident through developmental activity, such as the high-risk pathway for children who go missing regularly.

Reducing risks of extra-familial abuse is one of the key strategic priorities within our new Safeguarding Vulnerable Adolescent Strategy, which has been developed in consultation with children, including those known to the Youth Justice Service.

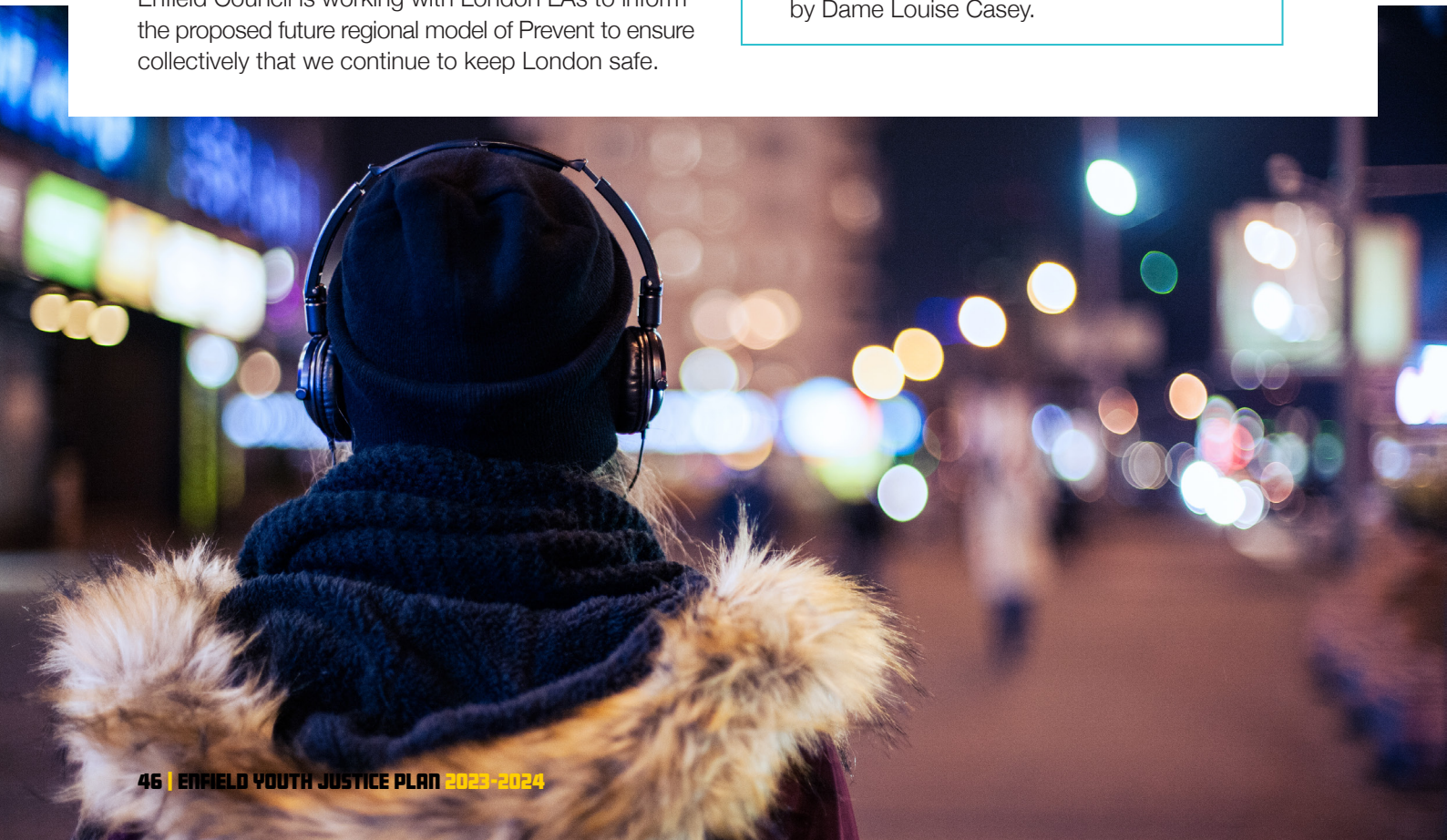
Enfield Council has been successful in securing funding to participate in the Home Office devolved pilot project for the NRM decision making locally. This will benefit children within the Youth Justice Service.

We have continued to support the Virtual Exploitation training for parents, led by Early Help and part funded via the VRU. We have trained Family Coaches within the Youth Justice Service to offer exploitation training support to parents.

Safeguarding vulnerable children from the risk of extremism and radicalisation continues to be our top priority. All staff within Youth Justice Service has received relevant Prevent training. At a strategic level, Enfield Council is working with London LAs to inform the proposed future regional model of Prevent to ensure collectively that we continue to keep London safe.

#### In 2023-24, we will:

- implement a local protocol in support of the YJB serious incident notifications to ensure there is a local coordinated response to all serious incidents' whilst ensuring that we undertake a systematic approach to reviewing our practice and learning through a partnership approach;
- support the due diligence work on the Violence Reduction duty, led by Community Safety, to ensure the needs of children are explicitly reflected within the local needs analysis and any subsequent strategic plans;
- continue to collaborate with Public Health, Community Safety, Police, and wider partners to review our public health approach to the prevention of serious youth violence and its impact;
- strengthen the Youth Justice Service links with the Contextual Safeguarding Hub;
- undertake a review of the local profile of children involved in offending, including those exploited and involved in violent offences. This will ensure we continue to provide the right interventions to reduce risk to violence and exploitation; and
- seek opportunities to work with the police in their delivery of the local delivery of recommendations from the review of policing by Dame Louise Casey.



# 10. SERVICE AND WORKFORCE DEVELOPMENT

## 10.1 SERVICE DEVELOPMENT

We have continued to transform delivery of the Youth Justice Service in Enfield. In 2021, the service was redesigned to increase leadership capacity, the focus on quality of practice, introduced mixed caseloads for the post court team to improve the journey of the child and created the Strengthening Families team, a dedicated re-offending project and the role of the Youth Guardian.

Our evaluation of the service redesign highlighted that it delivered positive outcomes. The management team identified further service modifications to strengthen service delivery. These changes were reflected within the “Destination 2022” service redesign, which further delivered the following service improvements:

- strengthened business support;
- extended the practice development work through creating a new Practice and Consultant role; and
- improved the effectiveness and efficiency and freed up resources to focus on driving service improvement.

We have delivered on our long-term ambition to re-locate the service from Claverings to a new modern facility at Thomas Hardy House in May 2023. This has enabled a range of benefits for children accessing the service from a more accessible and child friendly location alongside of co-location of the service with wider children services, improving joined up working.

We have continued to develop our service in response to the HMIP published thematic inspection findings and learning. The service development around improving ETE outcomes and reducing over representation of black boys in the Youth Justice system is covered within this document under the sections 9.5 and 9.9.

### In 2022-23, we will continue to:

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

## 10.2 WORKFORCE DEVELOPMENT

In 2022-23, we have published our Workforce Development Plan setting an ambition to:

- review our service design to ensure that it continues to meet the local needs, which resulted in the Destination 2022 redesign being successfully implemented;
- attract and retain a highly skilled, diverse, and stable workforce through providing relevant training, effective recruitment, and positive employee engagement. Our turnover of staff for last year was 17%. However, if we take out of the equation rationalisation of staff in the service redesign resulting in redundancy, the turnover rate would be 14.1%, which is reasonable.

Our workforce benefited from the following range of training investment:

- Council’s mandatory training (Council Induction, Cyber Security, GDPR, FOIs, DSE, Fire Safety, Risk Assessment, Equality in the Workplace and Safeguarding)
- the YJB INSET training; and
- the YJS bespoke commissioned training, which has been extensive with details fully published in our Workforce Development Plan.

We have launched our first staff survey and received constructive feedback from staff on training, induction, working culture and level of support. Management has implemented an action plan in response to the survey’s feedback. We have invested into improving quality of the induction through developing a local induction guidance for managers. This has been positively received, improving quality of the induction experience for our new starters. We have also re-launched our departmental supervision policy guidance to ensure all staff receive high quality supervision. Our in-house clinicians continue to provide case consultations and support to staff with focus on trauma informed practice. Our workforce is diverse, reflecting the local diversity profile, see information in the appendix 1.

Volunteers represent an important part of our workforce. The service has always benefited from having committed volunteers. Following the pandemic, there has been a high attrition of volunteers and the service experienced challenges to recruit suitable volunteers.

We have reviewed our volunteering framework and continued to undertake a diverse range of recruitment campaigns. Our existing volunteers are fully supported through a dedicated post of Referral Orders, Restorative Justice and Victims Practice Lead. Volunteers regularly meet the Head of Service and the Chair of the Board. We have also invested in having a dedicated volunteers representative attending the Board to promote positive engagement and dialogue.

**In 2023-24, we will:**

- drive a wider recruitment campaign with partners to increase the pool of volunteers;
- publish our annual workforce development plan;
- review our training needs in response to audits and reviews of our practice that will inform our training offer;
- undertake a staff survey and benchmark ourselves against the previous survey to identify improvements and gaps;
- invest into piloting an additional clinical supervision for staff in recognition of vicarious trauma that some staff may experience throughout the line of their work; and
- pilot an advanced practitioner role to provide development opportunities for our staff.





# 11. EVIDENCE-BASED PRACTICE AND INNOVATION

We have continued to innovate our practice and service delivery in response to evidence-based practice.

The following areas of service delivery reflect our innovative ambition:

- Implementing **joint working protocol with Special Education Needs Service** to ensure there are clear information sharing arrangements in place and coordination of care planning and support for children with SEND/EHCP in line with the SEND code of practice. We are currently working towards the SEND kitemark.
- Embedding a **joint working protocol with children social care** to improve information sharing, joining our assessments and care planning process to safeguard vulnerable children, including the use of joint supervision. The impact has been positively recognised by the externally commissioned review of joint working practice.
- Recruiting **Youth Consultants** to help us to integrate lived in experience of children within planning and delivery of the Youth Justice Services. For instance, our Youth Consultants have produced a 'child first' video and a child's friendly version of the Youth Justice Plan.
- **YouthXtra** – previously known as the Youth IOM, mirroring the integrated offender management model of adults, identifying children at risk of re-offending, and providing them with an additional support, supervision and surveillance where required. Our data suggest that the approach has continued to mature with referrals of 30 children at risk of re-offending benefiting from the oversight of the Youth Extra. Our local tracking of the Youth Extra Cohort shows low level of recidivism.
- **Youth Guardian** – providing positive mentoring and risk management support for children involved in violence.
- **Strengthening Families approach** – providing family coaches to work with families of children involved in Youth Justice, adopting a whole family approach, helping them to overcome challenges through improving their resilience through a provision of diverse range of practical support. 45 families of children involved in offending benefited from the additional support.
- Adopting the blueprint of the **Virtual School support** for children involved in Youth Justice, mirroring the arrangements for children in care and those on the CIN and CP. This is currently gathering a positive momentum.
- Adopting a **public health approach to the reduction of serious youth violence** as a partnership, strengthening our focus on prevention of serious youth violence, through commissioning and delivering highly effective interventions that tackle the root causes of the problem. The investment has contributed towards the reduction of the victims of serious youth violence in Enfield within the last 18 months.
- Piloting **trauma informed detention custody** at the Wood Green Police Station as part of the Engage Project. We are yet to evaluate the initial training and take forward our ambition to redesign the physical custody space.
- Commissioning **Everybody Loves Music (ELM)**, a therapeutic group work programmes delivered to children through music to address knife crime and Robbery offences.
- YJS workers supports children in custody to write and send Mother's Day cards to their mothers. The children were very appreciative of being able to have the opportunity to send the cards and were received well by their mothers.

In 2023-24, we will continue to innovate our practice and we will:

- achieve the SEND kite mark;
- build on our trauma informed approach;
- consider the cost-of-living crisis within the work of our Strengthening Families team;
- bid to the VRU for the child to parent violence project funding;
- develop joint working arrangements with Housing to improve support for families living in emergency and/or temporary accommodation;
- jointly co-produce a 'child first' video with the Swindon Youth Justice Service to capture lived in experiences of children and create a helpful tool for the sector
- implement a step-down process from the Youth Justice into Early Help to provide ongoing support for those children and their families post closure to the YJS;
- pilot the use of the AQAs to recognise and certify children's learning within Youth Justice; and
- involve the YJSMB partners within multi-agency practice reviews to help us to drive practice development.



# 12. CHALLENGES, RISKS, AND ISSUES

## 12.1 KEY CHALLENGES

Key challenges within the delivery of Youth Justice Services within 2023-24 are:

- ensuring that delivery of our Youth Justice Service continues to be appropriately resourced in the context of fiscal challenges faced by the Council and partners;
- maintaining a strong focus on workforce development in the context of recruitment challenges;
- maintaining focus on service improvement;
- expanding the use of community venues for the delivery of interventions for children in the context of some of the youth centres being re-purposed into Youth and Family Hubs;
- continuing to strengthen our governance and partnership work in the context of challenges of Board membership turnover; and
- maintaining inspection readiness and resilience whilst focusing on business as usual.

## 12.2 RISKS AND ISSUES

The Youth Justice Service continues to maintain a risk register in line with the Council's risk management policy, which is regularly reviewed and updated. The service has a business continuity plan that is regularly reviewed.

From April 2022, the YJSMB Board has adopted consistent oversight of key risks that present strategic/partnership implications for the delivery of Youth Justice Services. The rationale for this is that:

- risk management cannot be confined only within either Council or its Youth Justice Service;
- risk management cannot be performed on an ad hoc basis inside operational silos of an individual partner agency or at the point of the production of the Youth Justice Plan; and
- ownership of risk needs to be shared across the partnership.

The Chair of the Board is the owner of the risk management log, ensuring there is an effective risk management strategy in place, co-produced and co-owned by the YJSMB partnership.

Key risks for the Youth Justice Service are profiled within the risk register, see table 18.

**TABLE 18**

<b>RISK AREA</b>	<b>DESCRIPTION OF RISK</b>	<b>CURRENT ASSESSMENT</b>	<b>PLANNED ACTIONS</b>	<b>RESPONSIBLE OFFICER</b>	<b>RISK OWNER</b>
<b>Inadequate resourcing impacting on service provision</b>	YJB and partners funding being reduced impacting on Council and partnership ability to deliver the service and not meeting the statutory requirements.	Likelihood 1 Impact 1	<ul style="list-style-type: none"> <li>Implement SLA with partners and ensure there is annual review in place to enable good resource planning and take mitigating actions.</li> <li>Budget monitoring.</li> <li>YJSMB having a regular oversight of the resourcing of the Youth Justice Service.</li> <li>Escalation to the YJSMB to intervene.</li> </ul>	Head of YJS	Head of Early Help, Youth and Community Safety
	Reduction of Council funding impacting on ability to deliver high quality service.	Likelihood 2 Impact 2	<ul style="list-style-type: none"> <li>Continue to review our resources and service design to ensure it is fit for purpose.</li> </ul>	Head of YJS	Head of Early Help, Youth and Community Safety
	Staffing issues (sickness and turnover) affecting stability of workforce thus quality of service.	Likelihood 3 Impact 4	<ul style="list-style-type: none"> <li>Review attrition rate and implement workforce development programme.</li> <li>Timely and agile recruitment.</li> </ul>	Head of YJS/Head of EH, Youth and CS	Director of Children and Families
	Inability to permanently recruit experienced case workers due to shortage of labour supply.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> <li>Use of agency staff.</li> <li>Use of Matrix to head hunt for permanent role at a cost.</li> <li>Management oversight of recruitment process applied in close collaboration with HR.</li> </ul>	Head of YJS	Head of EH, Youth and CS
	Loss of external funding impacting on the level of service provision.	Likelihood 1 Impact 2	<ul style="list-style-type: none"> <li>Continue to seek funding and work with existing funders to sustain level of funding.</li> </ul>	Head of YJS	Head of EH, Youth and CS
	Disruption of supply of seconded in or commissioned posts into the service with home agencies not able to provide timely replacement impacting on continuity of service delivery. (i.e., Probation secondees from NPS impacting on quality and timeliness of transfers, Police impacting on OOCs, health in justice)	Likelihood 3 Impact 4	<ul style="list-style-type: none"> <li>Clear SLA in place that are regularly reviewed.</li> <li>Risks escalated and managed through alternative arrangements.</li> <li>Escalation to the YJSMB to intervene.</li> <li>Health in Justice partnership review meetings.</li> </ul>	Head of YJS	Head of EH, Youth and CS
	Inability to recruit and retain enough volunteers to delivery Referral Order Panels.	Likelihood 5 Impact 5	<ul style="list-style-type: none"> <li>Revision of recruitment leaflet</li> <li>New recruitment campaign</li> <li>Escalation to the Board and involvement of partners to expand recruitment campaigns.</li> <li>Contingency plan to maintain continuity.</li> </ul>	Head of YJS	Head of EH, Youth and CS

RISK AREA	DESCRIPTION OF RISK	CURRENT ASSESSMENT	PLANNED ACTIONS	RESPONSIBLE OFFICER	RISK OWNER
Demand led pressure	Demand led pressure impacting on devolved remand cost budget.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> <li>Regular monitoring of the effectiveness of work in court and quality of practice and accountability to the YJSMB. Robust bail support packages to be implemented to avoid unnecessary remand.</li> <li>Re-balancing of resources if required.</li> </ul>	Head of YJS	Head of EH, Youth and CS
	Increased caseloads.	Likelihood 1 Impact 2	<ul style="list-style-type: none"> <li>Regular caseload monitoring.</li> <li>Resource re-balancing.</li> </ul>	Head of YJS	Head of EH, Youth and CS
Overspending on budget	Risk of not delivering balanced budget (excluding performance against remand budget).	Likelihood 2 Impact 3	<ul style="list-style-type: none"> <li>Quarterly budget monitoring in place. Reducing agency spend.</li> <li>YJSMB having a regular oversight of the budget reports.</li> </ul>	Head of YJS	Head of EH, Youth and CS
Not delivering required service improvements and not sustaining the impact of the improvements	Quality assurance not being embedded consistently to enable effective practice.	Likelihood 1 Impact 1	<ul style="list-style-type: none"> <li>Regular strategic QA meetings in place.</li> <li>QA framework underpinned by a clear QA programme with focus in improving NS practice, including regular case file auditing programme, quality circles and practice observations.</li> <li>Workforce development plan in place and performance tracked.</li> </ul>	Head of YJS Deputy Head of YJS	Head of EH, Youth and CS
	Not having the required performance data and intelligence capacity whilst the current intelligence team is going through transformation.	Likelihood 2 Impact 5	<ul style="list-style-type: none"> <li>Public Health will refocus the current existing resources within data and intelligence team to provide the required data and intelligence support.</li> <li>YJS Business and Intelligence Analyst role to be re-focused to create additional capacity.</li> <li>Monitor the arrangements and escalate concerns to the YJSMB.</li> </ul>	Head of EH, Youth and CS	Director of Children and Families
	High levels of attrition impacting on the traction of service improvements and its sustainability.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> <li>Recruitment campaign overseen by Head of Service.</li> <li>Improved induction.</li> <li>Workforce development plan to improve employee engagement and satisfaction.</li> <li>Cultural survey/Listening event.</li> <li>Staff survey.</li> </ul>	Head of YJS	Head of EH, Youth and CS
	Ineffective recruitment.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> <li>Regular liaison with HR Business Partner and escalation of issues.</li> </ul>	Head of YJS	Head of EH, Youth and CS

RISK AREA	DESCRIPTION OF RISK	CURRENT ASSESSMENT	PLANNED ACTIONS	RESPONSIBLE OFFICER	RISK OWNER
YJS accommodation not available or not safe	Forces of nature or damage by a third party to the building impacting on the designated facility for delivery of Youth Offending Service disabling this from use.	Likelihood 1 Impact 5	<ul style="list-style-type: none"> <li>Agile working arrangements in place.</li> <li>Dispersal of the service delivery to the Youth Centres and other Council buildings would be implemented.</li> <li>Home working.</li> </ul>	Head of YJS	Head of EH, Youth and CS
	Risk of serious violence to staff and other young people from high-risk young offenders coming to the building.	Likelihood 1 Impact 5	<ul style="list-style-type: none"> <li>Risk management plan in place.</li> <li>Weapons screening.</li> <li>Security in place.</li> <li>Intercom and controlled access to the building.</li> <li>Individual risk assessment completed to manage contact with children.</li> <li>Keep apart list.</li> <li>Duty system in place.</li> <li>Staff exit door being implemented.</li> <li>Joint working protocol with social care.</li> </ul>	Head of YJS	Head of EH, Youth and CS

# 13. IMPROVEMENT PLAN/LOOKING FORWARD

Note: this plan captures new activities that will help us to drive improvement, it does not capture existing business as usual activities. It will be treated as a working document and be updated as and when new emergent improvement areas are identified to ensure we track improvement work through one overarching plan.

## YJS PARTNERSHIP AND SERVICE IMPROVEMENT PLAN 2022/23. OUR VISION:

We will 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.

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
<b>Strategic Priority 1: Continue to invest into 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.</b>					
<b>PARTNERSHIP WORK</b>					
1.1.	Increase number of children engaged with Summer University and Holiday and Food programme from previous year and ensure that programme is delivered in hot spot areas for crime and violence and is inclusive of children with SEND.	Head of Youth Service	By September 2023		
1.2	Increase capacity of the Turnaround project through recruiting an additional member of staff and implementing effective pathways to identify eligible children thus maximising number of children positively engaged.	Head of YJS and Change and Challenge Manager	April 2023-March 2024		
1.3	Expand mentoring offer with dedicated pathways for children known to social care and youth justice.	Head of Youth Service	By July 2023		
1.4	Implement and drive Public Health action plan in tandem with the NAVRAG VRU violence reduction plan with focus on reducing teen violence.	Director of Public Health BCU Superintendent	April 2023-March 2024		
1.5	Community Safety will be actively participating in the monthly BCU tasking meetings – ensuring Police assets deployment is informed by Council's Community Safety/YJS intelligence alongside of the Police intelligence to prevent and tackle crime hot spots.	Head of Community Safety BCU Superintendent	April 2023-March 2024		
1.6	BCU Safer Schools' Officers will continue to support schools affected by youth violence with specific focus on reducing robbery and knife enabled crime across both victims and suspected children through increasing patrolling and awareness raising amongst children within schools.	BCU Superintendent	April 2023-March 2024		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
1.7	Undertake needs analysis in preparation for the Violence Reduction Duty, ensuring that needs of children are strongly reflected within analysis, informing our Violence Reduction Strategy.	Head of Community Safety	By January 2024		
1.8	Strengthen focus on prevention of substance misuse through our Combating Drug and Alcohol Plan.	Director of Public Health	April 2023-March 2024		
1.9	Launch Enfield Safer Schools Partnership Offensive Weapons protocol.	Director of Education	May 2023		
1.10	Strengthen joint working with schools through embedding school link approach for social care and early help to identify safeguarding concerns early.	Head of Early Help, Youth and Community Safety	April 2023-March 2024		
1.11	Strengthen our focus within social care on ensuring that social workers know how to access prevention and early support for children at risk of offending and implement prioritised referral pathways to specific prevention activities.	Director for Children and Families	By September 2023		
1.12	Launch Ponders End Youth and Family Hub, providing holistic start for life support and youth and family support services to children aged 0-18 and up to 25 with SEND.	Director for Children and Families	By September 2023		
1.13	Develop and submit CAPVA funding bid to the VRU for additional support to tackle child to adult violence that can often lead to children being criminalised.	Head of Community Safety	By May 2023		
1.14	Continue to build on the success of the Engage Project in Wood Green custody suite and increase number of children positively engaged from previous year.	Head of Early Help and Central Met Detention	April 2023-March 2024		
1.15	Increase engagement of children at risk of offending through the VRU funded schools' anti-robbery project in identified hot spot schools and a transport hub.	Head of Youth Service + Head of Community Safety	April 2023-March 2024		
1.16	Increase number of children identified at risk of serious violence and positively engage them through the social prescribing project Dove.	Head of Early Help	April 2023-March 2024		
<b>YOUTH JUSTICE SERVICE</b>					
1.17	Review the impact of Out of Court Disposals with specific focus on Triage and Community Resolutions.	Deputy Head of YJS	October 2023		
1.18	Review the impact of Turnaround and joined up working between YJS and Early Help.	Deputy Head of YJS	December 2023		
1.19	Review the profile of children involved in offending with specific focus on First Time Entrants to identify key drivers/trends to inform our local response.	Head of YJS	May 2023		
1.20	Using the DfE dashboard on Education, Social Care and Offending analysing the current trends to inform our prevention work.	Head of YJS/Head of Public Health Data and Intelligence team	By March 2024		



NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
1.21	Review the impact of the current YJS resources/intervention with focus on reducing teen violence and identify key strengths and gaps to inform future resourcing.	Deputy Head of YJS	January 2023		
<b>Strategic Priority 2: Effectively safeguard and promote the welfare of all children within 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 re-offending.</b>					
<b>PARTNERSHIP WORK</b>					
2.1	Review the effectiveness of safeguarding of detained children detained in Police custody.	Chair of the Board + Safeguarding Enfield Partnership	By December 2023		
2.2	Build on trauma informed project in the Wood Green custody.	Head of Early Help, Head of Virtual School and Met Detention	By March 2024		
2.3	Review the current use and effectiveness of the appropriate adults in custody.	Chair and the YJSMB members	By December 2023		
2.4	Review the effectiveness of information sharing between the custody suite and the MASH/EDT.	Head of Early Help with social care and Met Detention	By October 2023		
2.5	Secure funding of £15K to support the work of the Youth Extra re-offending project and continue to review its impact via the ECRIT.	Head of Community Safety	April 2023-March 2024		
2.6	Review the arrangements for L&D post in the custody suite in the context of the wider health in justice needs and the currently commissioned All Age L&D service by the NHS England.	ICB Commissioner in consultation with the BEH CAMHS and Youth Justice	By October 2023		
2.7	YJSMB to assure itself of the effectiveness of the national standards practice in custody, resettlement and preventing remands.	Chair of the YJSMB Head of YJS	By March 2023		
<b>YOUTH JUSTICE SERVICE</b>					
2.8	Utilise the London Pathway accommodation placement where appropriate to prevent custody outcomes.	Head of YJS	From May 2023		
2.9	Undertake a practice review of our work in custody, resettlement, and prevention of remands.	Deputy Head of YJS	August 2023		
2.10	Continue to deliver Youth Extra Project to reduce risk of re-offending with specific focus on those involved in robberies and knife offences and evaluate impact of our work.	Deputy Head of YJS	April 2023-March 2024		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
2.11	Undertake an annual profile of children involved in offending to identify trends and needs of children within re-offending cohort and ensure we continue to provide and commission the right resources and support.	Head of YJS	By end of September 2023		
2.12	Strengthen our risk management through embedding a new risk and contingency template.	Head/Deputy of YJS	August 2023		
2.13	Continue to embed joint working protocol with social care with focus on joint supervision use to have a coordinated approach to care planning and keeping children safe.	Deputy Head of YJS	April 2023-March 2024		

### Strategic Priority 3: Continue to promote and embed a child first approach across the Youth Justice system.

#### PARTNERSHIP WORK

3.1	Commission training to be delivered via workshop for the Board on Child First.	Chair of the Board + Head of Early Help, Youth and Community Safety	June 2023		
3.2	Provide Child First training to social care and partners.	Director of Children and Families	By end of June 2023		
3.3	Deliver Child First BCU SLT briefing to inform consideration of embedding child first approach within the BCU.	BCU Superintendent Head of Early Help, Youth and Community Safety	By November 2023		
3.4	Provide adultification training via Enfield Safeguarding Partnership		April 2023-March 2024		
3.5	Develop AQA accreditation to celebrate and accredit children's learning through the work they do with the Youth Justice Service.	Head of Youth Service + Deputy Head of YJS	By September 2023		
3.6	Implement a programme of work for Board members to meet with children to understand their lived-in experiences and consider what they could do as Board members to improve outcomes for children within delivery of services.	Head of YJS Chair of the Board	By December 2023		
3.7	Embed within the Youth Scrutiny Panel the Child First lens.	Chair of the Board	By September 2023		

#### YOUTH JUSTICE SERVICE

3.8	Fund 0.5 the Youth Participation post to improve engagement of children.	Head of YJS	April-December 2023		
3.9	Deliver Child First training to the whole service.	Deputy Head of YJS	By September 2023		
3.10	Embed 'Child First' sensitive language within service and champion this across professional settings.	Head of YJS	April 2023-March 2024		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
3.11	Voice be heard through: <ul style="list-style-type: none"> <li>Self-assessments – review of the self-assessment findings will be undertaken</li> <li>Annual Youth Survey</li> <li>Regular focus groups with YJS management</li> <li>Parent's feedback through parent survey</li> </ul>	Deputy Head of YJS/ Head of YJS	By March 2024		
3.12	Co-produce child first video with Swindon Youth Justice Service to be used as a tool to educate others.	Head of YJS	By September 2023		
3.13	Diversify reparation activities with focus on shifting pro-social identity and child first.	Head of YJS	By October 2023		
3.14	Embed a 'child first' approach within delivery of Out of Court Disposals.	Head of YJS	April 2023-March 2024		
3.15	Host an open day for Courts/judiciary at Thomas Hardy House and deliver briefing on Child First and Trauma Informed work.	Head of YJS	September 2023		
3.16	Strengthening Families team will provide additional support to help families to overcome challenges.	Deputy Head of YJS	April 2023-March 2024		

**Strategic Priority 4: Continue to drive disproportionality action plan across the Youth Justice system informed by an understanding of local needs and our pledge.**

**PARTNERSHIP WORK**

4.1	Deliver an externally facilitated workshop to help Board to build on its disproportionality work	Chair of the YJSMB	By end of June 2023		
4.2	Deliver adultification training to partners and disproportionality within assessment.	Enfield Safeguarding Partnership Lead	April 2023-March 2024		
4.3	Continue to embed trauma informed practice across partnership	All Board members	April 2023-March 2024		
4.4	Continue to review the current health in justice and its sufficiency to meet the needs of children in recognition that black children involve in Youth Justice often experience health inequalities.	ICB Commissioner and YJSMB	April 2023-March 2024		
4.5	Adopt further scrutiny of the disproportionality through the Youth Scrutiny process, considering the diversity of needs and trends.	Chair of the YJSMB	From September 2023		
4.6	Undertake a multi-agency audit of the YJS work with focus on diversity and involve board members.	Deputy Head of YJS + Safeguarding Enfield Partnership Lead	By December 2023		
4.7	Commission anti-racist training for the Board.	Chair of the YJSMB + Deputy Head of YJS	By October 2023		
4.8	Develop a youth board to review stop and search in the context of disproportionality.	Head of YJS, BCU Superintendent	By November 2023		

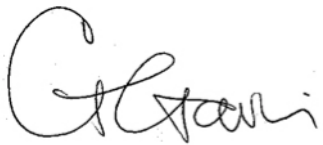
NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
4.9	Develop pathways for ASD/ADHD.	Virtual Headteacher/ICB Commissioner/Deputy Head of YJS	By December 2023		
<b>YOUTH JUSTICE SERVICE</b>					
4.10	Defer children from court to receiving OCCD where appropriate.	Head of YJS	April 2023-March 2024		
4.11	Refer children to the London Pathway accommodation placement to prevent custody outcomes.	Head of YJS	April 2023-March 2024		
4.12	Expand the current offer of intervention to meet the diversity of needs of children.	Head/Deputy of YJS	By March 2024		
4.13	Continue to embed trauma informed practice.	Deputy Head of YJS	April 2023-March 2024		
4.14	Review the over representation of CLA/Leaving care children to the YJSM and Corporate parent panel.	Deputy Head of YJS	By June 2023		
4.15	Achieve SEND Kitemark.	Deputy Head of YJS	By August 2023		
4.16	Develop a business case for increasing speech and language and emotional health support and present to the ICB and the Board.	Deputy Head of YJS	By October 2023		
4.17	Embed consistent use of dyslexia screening.	Deputy Head of YJS	By September 2023		
<b>Strategic Priority 5: 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.</b>					
<b>PARTNERSHIP WORK</b>					
5.1	Review YJSMB TOR to maximise the impact of the Board.	Chair of the Board and Head of EH, Youth and Community Safety	By June 2023		
5.2	Agree an annual board work programme and drive delivery against the agreed areas of work.	Head of EH, Youth and Community Safety + Chair of the Board	By June 2023		
5.4	Evaluate the effectiveness of the work and impact of the Board.	Chair of the Board	By November 2023		
5.5	Review the needs of children involved in offending and ensure the partnership continues to meet the needs of all children.	YJSMB /Head of YJS	September 2023		
5.6	Review and modify the current YJSMB performance report dataset to ensure it provides the intelligence the Board needs to satisfy itself of the quality and impact of service delivery.	Head of YJS, Head of EH, Youth and Community Safety + Chair of the Board	By September 2023		
5.7	Implement joint working protocol with Housing to reduce adverse impact on children's welfare and safety.	Head of YJS/Head of Housing	By October 2023		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
<b>YOUTH JUSTICE SERVICE</b>					
5.8	Develop and publish workforce development plan informed by local training needs analysis and deliver on all aspects of training needs.	Deputy Head of YJS	By end of June 2023		
5.9	Improve volunteers' recruitment and training and increase number of volunteers to 30.	Head of YJS/ Operations Manager	By December 2023		
5.10	Implement an annual staff survey and take positive action in response to feedback.	Head of YJS	By June 2023		
5.11	Pilot an additional clinical supervision for staff in recognition of vicarious trauma that some staff may experience throughout the line of their work.	Head of YJS	From July 2023		
5.12	Pilot an advance practitioner role to provide development opportunities for staff.	Head of YJS	From December 2023		
5.13	Develop and drive delivery of the annual quality assurance programme of work.	Deputy Head of YJS	April 2023-March 2024		
5.14	Through working with Public Health, implement a task and finish group to drive improvement within data/intelligence reporting and strengthen the governance and accountability whilst ensuring the service is ready to report against the new YJB indicators.	Head of YJS, Head of EH, Youth and Community Safety	April 2023-December 2024		
5.15	Align the YJS business support with the wider departmental business support to improve resilience and consistency of business support and free up capacity on increasing focus on data and intelligence support for the service.	Head of EH, Youth and Community Safety	By end of June 2023		
5.16	Undertake an annual review of the service and ensure resources are in the right place to meet the needs.	Head of EH, Youth and Community Safety and Head of YJS	By November 2023		
5.17	Review ETE provision and identify areas for improvement and present the report to the Board, driving improvement recommendations forward.	Deputy Head of YJS	June 2023		
<b>Strategic Priority 6: Continue to drive effective practice and providing effective support for children within Youth Justice with specific focus on improving safety, health and education outcomes, our trauma informed practice, restorative justice, and victim support.</b>					
<b>PARTNERSHIP WORK</b>					
6.1	Implement a local protocol in support of the YJB serious incident notifications to ensure there is a local coordinated response to all serious incidents whilst ensuring that we undertake a systematic approach to reviewing our practice and learning through a partnership approach.	Director of Children and Families/ Head/Deputy of YJS	By June 2023		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
6.2	Implement new Safeguarding Vulnerable Adolescent Strategy to keep all children safe from extra familial abuse, including those within Youth Justice.	Enfield Safeguarding Partnership Lead	June 2023 onwards		
6.3	Implement and embed step down protocol from the Youth Justice to Early Help.	Head of YJS and Head of Early Help	By July 2023		
6.4	Refresh the local JSNA to reflect health needs of children within Youth Justice.	Director of Public Health	September-December 2023		
6.5	Review the newly commissioned arrangements for Substance Misuse Service, ensuring they continue to meet the needs of children within Youth Justice.	YJSMB + Deputy Head of YJS	By September 2023		
6.6	Review the impact and effectiveness of the commissioned health in justice in response to needs and our JSNA and drive the health action plan.	ICB Commissioner with health providers and YJS.	April 2023-March 2024		
6.7	Review the impact of ETE work and satisfy itself that there are effective assurance mechanisms to ensure there is effective ETE support for children within Youth Justice.	Deputy Head of YJS and Virtual School Headteacher	June 2023		
6.8	Extend the blueprint of the Virtual School model through recruiting a designated teacher to support the ETE work within Youth Justice and evaluate its impact and develop business case for change.	Virtual Headteacher and Deputy Head of YJS	August-December 2023		
6.9	Ensure that service continues to respond to diversity needs of children and provides a space for children to pray within Thomas Hardy House.	Head of YJS	By September 2023		
<b>YOUTH JUSTICE SERVICE</b>					
6.10	Undertake self-assessment of the National Standard 2.	Head of YJS	End of October 2023		
6.11	Strengthen the Youth Justice Service links with the Contextual Safeguarding Hub.	Deputy Head of YJS	April 2023-March 2024		
6.12	Develop reflective spaces for staff to reflect on cases using trauma informed approaches	Deputy Head of YJS	By June 2023		
6.13	Increase the use of restorative justice conferences and increase the use of proxy statements.	Head of YJS	April 2023-March 2024		
6.14	Continue to tenaciously engage all victims and maintain high level of their satisfaction.	Head of YJS	April 2023-March 2024		
6.15	Embed the use of the Welfare to monitor ETE attendance of the post 16 cohort.	Deputy Head of YJS	By September 2023		
6.16	Ensure that all post 16 children who are identified as NEET are overseen by the STAAH panel.	Deputy Head of YJS	From May 2023		

# 14. SIGN OFF, SUBMISSION AND APPROVAL

This plan was approved by:

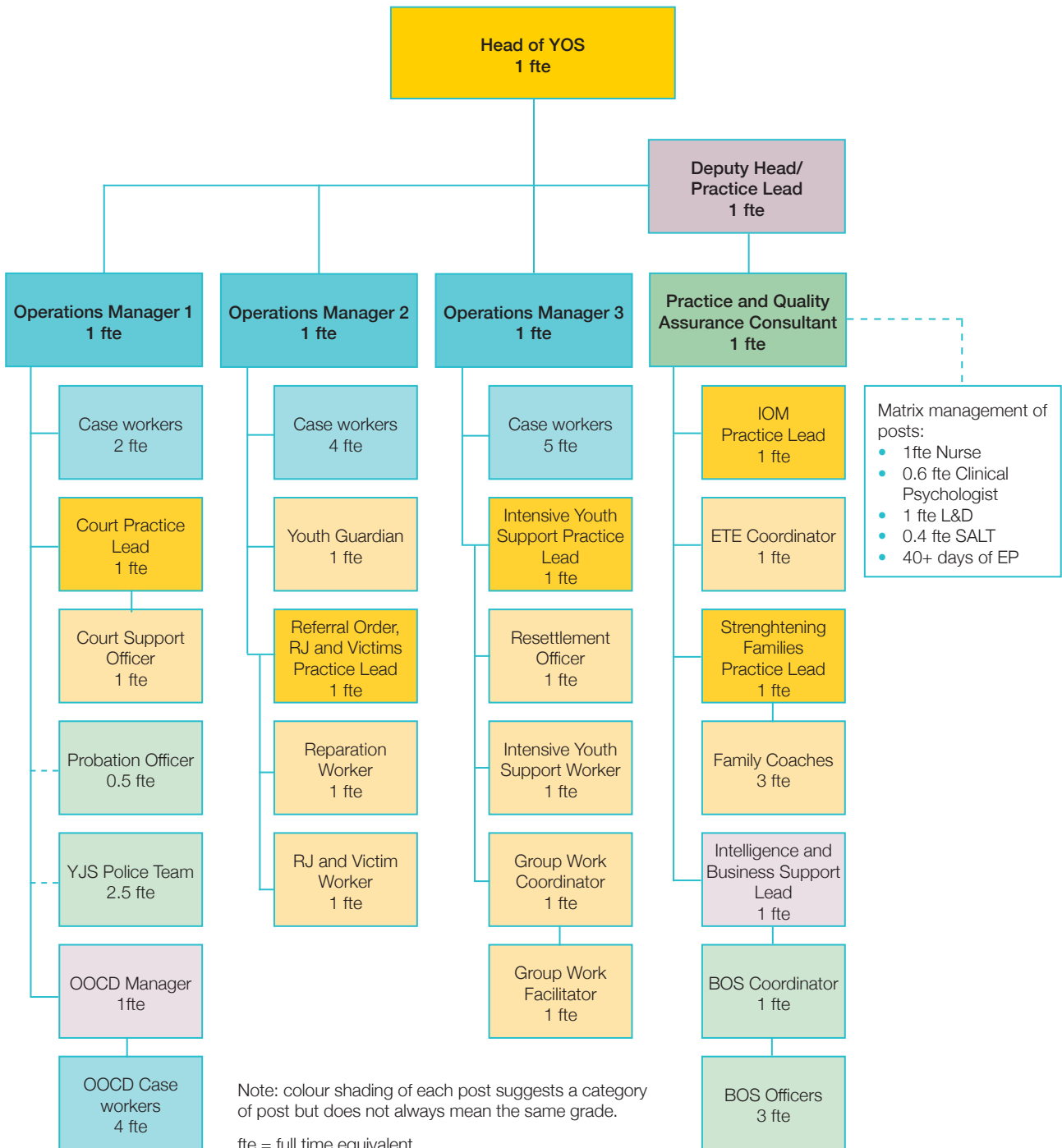


**Geraldine Gavin**  
Chair of the YJSMB

The plan is subject to approval by the full Council and is scheduled for Council meeting on 27th of September 2023.



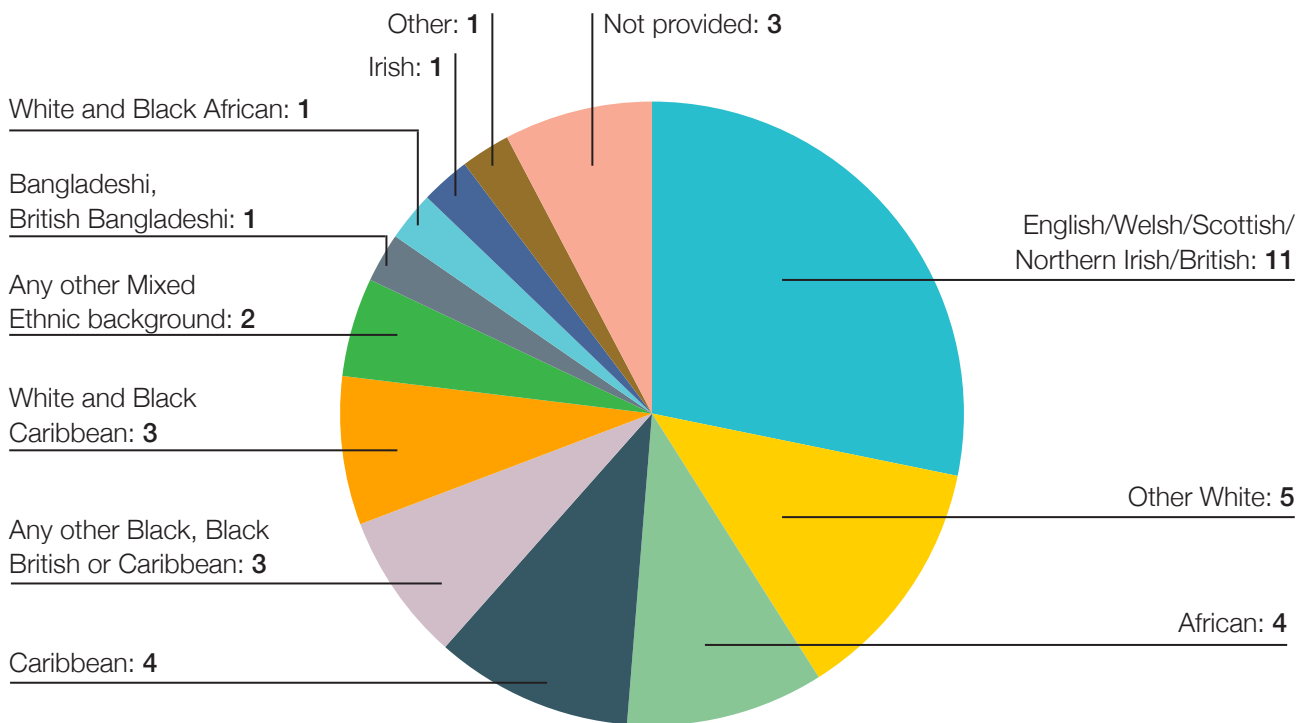
# APPENDIX 1: SERVICE STRUCTURE





# STAFF ETHNICITY PROFILE

Data cut from June 2023



# ENFIELD YOUTH JUSTICE PLAN

**2023-2024**

Early Help, Youth and Community Safety Services  
Children and Family Services  
People Department  
Enfield Council

July 2023

