



London Borough of Enfield

Report Title	Enfield Youth Justice Strategic Plan 2024-26
Decision Taken By	Cabinet
Date of Meeting (if applicable)	16 th of October 2024
Cabinet Member	Cllr Abdullahi
Executive Director / Director	Tony Theodoulou, Executive Director of People Anne Stoker, Director of Children and Families
Report Author	Ivana Price
Ward(s) affected	All wards
Key Decision Number	KD 5809
Classification	Part 1 Public

Purpose of Report

1. This report presents the Youth Justice Strategic Plan for 2024/26 that was submitted to the Youth Justice Board (YJB) in July 2023. The YJB requires for Youth Justice Plans in England only to be signed off by the full Council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'. The Plan is appended to this report.

2. Recommendations

To recommend to Full council to:

- I. Agree the vision and strategic priorities for delivery of Youth Justice Services in Enfield as set out in the Youth Justice Strategic Plan for 2024/26.
- II. Note the governance and partnership work arrangements, 'Child First' approach, resourcing of Youth Justice Service delivery, performance, and achievements of the service and partnership, risks, and improvement plan.
- III. Approve the attached Youth Justice Strategic Plan for 2024/26.

Background

3. The Plan sets out how Enfield Council and its statutory partners will deliver the Youth Justice Service (YJS).

4. The YJS is a statutory service, established under Section 37 of the Crime and Disorder Act in 1998 with the principal aim of preventing offending and re-offending by children and young people. The service is accountable for its work to the Youth Justice Board (YJB) within the Ministry of Justice. The work of the Youth Justice Service is overseen by Enfield Youth Justice Service Management Board (YJSMB), which is a statutory Board with local accountability to Enfield Safeguarding Partnership and Safer, Stronger Communities Board. The CEO of the Council appoints a Chair of the Board. The Board is responsible for the production and oversight of the Youth Justice Plan delivery. The delivery of the Youth Justice Service is subject to His Majesty's Inspectorate of Probation (HMIP).

5. Local authorities have a statutory duty to submit an annual Youth Justice Plan relating to their provision of Youth Justice Services. Section 40 of the Crime and Disorder Act 1998, sets out the Youth Justice partnership responsibilities in producing a Plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual Youth Justice Plan, setting out how Youth Justice Services in their area are to be provided and funded, how they are to be composed, how they are to operate, and what functions will be carried out.

6. The YJB permits, if it is not possible to achieve a full sign off of the Plan at the point of submission deadline, for the Plan to be submitted with the approval of the Board Chair with confirmation of full sign off submitted later. The sign off by the Chair is accepted as an indication that the wider Management Board have approved the submitted Plan.

7. The YJS Plan has been produced in line with the YJB guidance that prescribes the format and areas to be covered by the Plan hence the length of the document.

8. Enfield Youth Justice Strategic Plan has been submitted to the YJB in July 2024 with a full approval of the Chair of the Youth Justice Strategic Management Board.

9. The Plan outlines the delivery of Youth Justice Service in Enfield. The Youth Justice Service works with children aged 10-18 who have committed offences and have been either given an Out of Court Disposal by the Police, or a Post Court Disposal. The service also works with victims. The delivery of the Youth Justice Service must comply with the Youth Justice Board's National Standards of Practice.

10. The Plan sets out Enfield's vision to provide high quality responsive Youth Justice Service 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.

11. The Plan sets out the following key strategic priorities for 2024/26:

- Continue to prevent FTE (First Time Entrants), reduce re-offending and use of custody for children in Enfield and keep victims safe and their voices heard.
- Safeguard and maximise welfare and health and well-being outcomes for all children within Youth Justice System.
- Continue to embed 'Child First' approach across the system whilst ensuring robust risk management of children, enabled by effective multi-agency approach.
- Continue to drive improvements across our Youth Justice System in response to local needs and HMIP inspection recommendations.
- Relentlessly focus on the prevention of serious youth violence.
- Drive the delivery of our Disproportionality Pledge across the system with more specific focus on capturing impact.

12. The vision and strategic priorities for the Plan were agreed by the Board in May 2024. All statutory partners have been fully engaged in the co-production of this Plan, including Health, Police, Probation, and the Local Authority.

13. The HMIP inspected Enfield Youth Justice Service in November 2023. The inspection findings were positive, with an overall rating 'Good' and 'Outstanding' workforce whilst providing helpful recommendations for further improvement. There were only three recommendations made by the HMIP, one was for the Metropolitan Police to implement Outcome 22 and the other two for the Youth Justice Service to improve assessment and planning in response to risk. This is a positive achievement as benchmarking of inspected Youth Justice Services within family of relevant LAs highlights that there is only one other Youth Justice Service achieving 'Good' overall rating, see table 1.

Table 1

LA	Overall judgement
Enfield	Good
Croydon	Requires improvement
Greenwich	Good
Birmingham	Requires improvement
Haringey	Not inspected yet
Barking and Dagenham	Requires improvement
Luton	Requires improvement
Reading	Not inspected yet
Nottingham	Requires improvement
Hillingdon	Requires improvement

14. An Improvement Plan in response to the inspection findings have been submitted to and approved by the HMIP in May 2024. The Improvement Plan is embedded within the Youth Justice Strategic Plan and delivery of it is overseen by the YJSMB.

15. The Plan is child focused and sets a strong commitment to adopting a 'Child First' approach as per expectations from the Youth Justice Board. It highlights positive progress made in delivering the service and across partnership work. It also highlights its strong engagement ethos, listening to the voice of a child, involving children in service evaluation, commissioning, and co-production of services. The Plan will be produced in a child version accessible by children and this will be co-designed with children.

16. The Plan describes governance arrangements that support and oversee delivery of the Youth Justice Service in Enfield. Delivery of the Youth Justice Service is overseen by the Youth Justice Strategic Management Board (YJSMB) that has ultimate accountability to the Safer, Stronger Communities Board and a safeguarding accountability to the Enfield Safeguarding Partnership. The Board and partnership working within the delivery of the Youth Justice Service is well led by an independent Chair. The Board is well established. The HMIP inspection recognised many strengths of the Board such as links across various governance strands and strategic boards being well established and enabled by strong relationships with appropriate challenges and culture that is open, transparent and creative.

17. The Plan commits to appropriately resource the delivery of the Youth Justice Service. The overall resourcing envelope is forecasted to be £ £3,861,833 in 2024-25. This includes funding contributions from the Youth Justice Board, Council, Integrated Care Board, Police, Probation, Supporting Families Grant and MOPAC. The Plan outlines the diverse range of services and interventions that will be made available to support rehabilitation of children involved in offending, such as Public Health commissioned Substance Misuse Service for children, Health in Justice commissioned by the ICB (Nurse, Clinical Psychologist, Liaison and Diversion Clinician and Speech and Language Therapist), dedicated Police team, Education, Training and Employment Coordinator, Virtual School Teacher, Youth Guardian, access to Summer University and Mentoring, St Giles Worker, Re-settlement Worker, dedicated Out of Court team alongside of Post Court team, Dedicated Court Officer, Restorative

Justice and Victims worker, Family Coaches, Practice Consultant, Group Worker, Referral Order Panels Coordinator, Probation Worker and Intensive Youth Support Officer). Delivery of the Youth Justice Service will also further be enabled by joint working protocol with Social Care and Special Education Needs and Disabilities Services, enabling better coordination, information sharing and support for children.

18. The Plan summarises in detail performance progress against previous year's Plan and highlights many successes such as:

- First Time Entrants were reduced into Youth Justice by 11.5% (from 78 children to 69 children). This was enabled by a significant partnership effort providing diversionary and early interventions. There has been a continued focus on expanding Early Help support to children and families. Through attracting external funding from a range of sources such as DfE, VRU, MOPAC and YJB, the Council with partners have increased mentoring offer to vulnerable children, launched Turnaround Project support children at the cusp of offending, launched two Youth and Family Hubs to provide 'one stop shop' service to families with children of all ages with focus on Start for Life services, expanded parenting programmes through introducing new evidence based parenting and digital support to parents through Solihull and launched new Early Help Directory to signpost professionals and families to services and support.
- The service and wider partnership have continued to invest in public health approach to prevent violence. Some of the new partnership initiatives successfully launched last year included: Vanguard Project – providing clinical support to children at risk of exploitation and violence, CAPVA Project - providing support to families with children and adolescents who are violent to their parents/carers, Schools Robbery Project; Youth Capacity Building project and launch of 'Save Me' film and educational resource to reduce risk to exploitation.
- The service has continued to successfully defer children from Court to Out of Court Disposal scheme, preventing unnecessary criminalisation of children. The delivery of Out of Court Disposals has been recognised as a 'Good' scheme by the HMIP inspection with an 'Outstanding' feature.
- The service has continued to make a significant effort through effective work in Court to reduce number of children in custody. This has been validated by feedback from judiciaries to the HMIP inspectors, stating *"In general, the quality of YJS staff who attend the court are well informed, compassionate, and caring members of Enfield YJS, who speak eloquently giving the bench all the information we require to make a fair and just outcome when sentencing youths.* Whilst there was an increase in the number of children entering custody last year (from 3 to 10), this was due to the seriousness of offences committed by those children.
- Resettlement support for children in custody was reviewed and strengthened with clear pathways with diverse range of interventions in place and each child is supported by a dedicated Resettlement worker. The HMIP inspection rated resettlement support as 'Good'.

- In response to a high number of children on remands, the Youth Justice Service has been working closely with London Accommodation Pathfinder Project that resulted in opening of new LAP accommodation in Barnet last year as an alternative to custody.
- Strong focus has been maintained by the service and its partners on reducing re-offending through prioritising partnership efforts and resources into the YouthXtra project.
- There has been a significant effort made in strengthening partnership work with Housing and social care to ensure that children involved in offending live in a suitable accommodation. This is positive against the backdrop of housing challenges experienced in Enfield that can present significant implications for safeguarding children within youth justice system.
- The service has continued to maintain its Restorative Justice Kitemark, reflecting its commitment to work restoratively with victims and offending children. All victims have been contacted and offered restorative justice.
- The Joint Working Protocol with SEND Services has been effectively embedded within the practice and the service has been positively recognised for how it supports children with SEND needs in the Ofsted SEND inspection in 2023 and through achieving the SEND kitemark with commendation in October 2023.
- A Joint Working Protocol with social care has been reviewed and strengthened through the introduction of joint supervision to ensure a coordinated approach to risk management and care planning between social care and the Youth Justice Service.
- Expansion of the Virtual School support for children involved in offending, enabled by multi-agency work and a pilot of the dedicated Advisory Teacher, has had a positive impact on reducing number of children on a part time timetable, prevention of suspensions and improved school attendance for children under the age of 16.
- The facilities, information, and resources available to deliver Youth Justice Service have been recognised by the HMIP inspection as 'Outstanding'. The Youth Justice Service has moved from Claverings to the Thomas Hardy House in May 23, which has enabled co-location with social care teams and enhanced secure way working with high-risk children.
- There has been a significant drive to embed 'Child First' approach within service delivery and partnership work. This has resulted in a number of improvements such as diversification of reparation work made available to children that is more personalised and educational whilst repairing harm to the community, better engagement with children in co-production of services and deeper understanding of children's lived experiences, introduction of the AQA accreditation of learning through the interventions provided to children. All staff and key partner agencies have been trained

and challenged to a 'Child First' approach within their work with children. For instance, the Council has been working with the Met Detention through the Engage Project to develop 'Child First' custody in the Wood Green that will come to a fruition in the latter part of 2024.

- The Board and partnership have maintained its focus on driving its Disproportionality Pledge. There has been continued investment in ETIPS, embedding trauma informed response within schools, Youth Justice, and partners' work. For instance, all Wood Green custody staff have been proactively trained in trauma informed approach by the Virtual School that was positively received. The Safeguarding Partnership have delivered training to partners on Anti-Discrimination Practice and Adultification. The HMIP positively recognised partnership efforts stating: *The development of the pledge and subsequent action plan are excellent examples of how aspirations are translating into meaningful actions for children. The service is aspirational for children and proactively provides opportunities for Black, Asian and minority ethnic children to achieve their potential. The pledge does not sit in isolation and is underpinned by work across Enfield Council to support those who face structural disadvantage and reduce inequalities caused by discrimination and poverty.*
- An annual youth survey highlighted high levels of children's satisfaction with support provided by the service. 100% of children said they felt listened to and supported and 95% of children rated their service experience as outstanding or good. This was further validated by positive feedback given by children to the HMIP inspectors that highlighted: *"Enfield YJS has a range of systems for gathering and responding to the views of children and their parents and carers. These result in meaningful changes to service delivery."*
- The continued investment in a bespoke workforce development for Youth Justice Service workforce, enabled by a comprehensive training offer and introduction of a clinical support to reduce vicarious trauma alongside of caring management support, enables our workforce to thrive and be responsive to children's needs. The HMIP inspection rated our workforce as 'Outstanding', stating: *"Staff are skilled, knowledgeable and empowered to deliver personalised services to children."*

19. The Plan highlights key challenges and risks for delivery of the Youth Justice Service and robust mitigating measures that will be adopted to reduce adverse impact on service delivery.

20. The Plan includes a comprehensive and ambitious improvement Plan that sets out clear actions that will be taken within service delivery and at partnership level in response to each strategic priority for 2024//26. The improvement plan will be regularly reviewed by the Service and YJSMB.

21. In summary, the Plan demonstrates brilliant achievements in the previous year in the local landscape of complex children's needs that come into the Youth Justice System, high levels of violence and systemic challenges such as disproportionality and access barriers to education, employment, and training opportunities faced by many children. This has been enabled by strong

partnership work, appropriate resourcing by the Council and partners and system leadership. The Plan sets an ambitious vision and priorities for the next two years for the service and partnership. It fully commits to listening to children and embedding a 'Child First' approach. The Plan commits sufficient resources and will be supported by a mature Board, led by an independent chair, leading for excellence.

Preferred Option and Reasons For Preferred Option

22. N/A

Relevance to Council Plans and Strategies

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

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

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

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

25. The Plan contributes towards the Council's Early Help for All Strategy 2020-24 in the context of prevention and early intervention with focus on preventing crime and poor outcomes for children involved in the Youth Justice System.

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

Financial Implications

27. The delivery of the Youth Justice Service in Enfield is fully costed and appropriately resourced by all statutory partners, Police, Probation, Health, and the Local Authority. The Plan outlines the financial envelope for delivery of the service.

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

The Head of the Youth Justice Service is provided with financial information relating to the Youth Justice Service, which is reported to the Youth Justice Strategic Board on a quarterly basis.

Legal Implications

28. The Council has a duty under s40 of the Crime and Disorder Act 1998 to formulate a Youth Justice Plan.

Under section 40 (1) of the Act, each local authority shall, after consultation with relevant parties formulate and implement for each year a youth justice plan setting out —

(a) how Youth Justice Services in their area are to be provided and funded; and

(b) how the Youth Offending Team or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out. Under Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000, youth justice plans must be signed off by the full council. To ensure payment of the Youth Justice Grant is not delayed, the Youth Justice plan is to be submitted by 30th June each year. Where the sign off is outside the date, which will be in this case, the plan can be submitted with confirmation that the sign off will be at a later date.

This duty has been complied with by the formulating of the Youth Justice Strategic Plan 24-26.

This is a key decision as the cost of resourcing the plan exceeds £500,000

Equalities Implications

29. Our Equality Impact Assessment of the Plan highlights there are no adverse implications arising for the following protected characteristics – age, disability, gender re-assignment, religion, pregnancy and maternity, sex, sexual orientation, and the additional Enfield characteristic - disadvantage caused by a socio-economic deprivation. Our assessment highlights in relation to the additional Enfield characteristic of 'Care experience' further work needs to take place to build on our commitment to preventing criminalisation of looked after children and care leavers. This action will be taken forward by the Youth Justice Service and its partners and will be to the Corporate Parenting Board.

Public Health Implications

30. Public Health, alongside NHS Health colleagues, is a statutory partner within the YJSMB with representation from the Director of Public Health (DPH). Alongside ensuring the discharge of statutory requirements, the DPH also provides specialist advice to support the YJSMB in improving the health of the youth justice cohort. Additionally, Public Health commissions the Young People Substance Misuse Service (currently provided by the charity Humankind) which provides substance misuse treatment for all children, including those known to Youth Justice Service.

31. For many pre-existing reasons, children and young people who come into contact with the Youth Justice Service generally have poorer health and face health inequalities when compared to their peers – this is evidenced by the Enfield Joint Strategic Needs Assessment (JSNA) as well as a detailed cohort health needs assessment undertaken by Public Health in 2023/24. All the recommendations generated from this needs assessment have been accepted by the YJSMB and ICB; and Public Health will support their implementation. Alongside this, many elements of the Youth Justice Strategic Plan 2024-2026 (for example, implementing a child-first/trauma-informed-practice approach, and taking a public health approach to serious youth violence) are designed to improve the health and reduce the pre-existing health inequalities faced by children within Youth Justice System.

Safeguarding Implications

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

Significant proportion of children supported by the Youth Justice Service are known to Social Care. To ensure that both, Social Care and Youth Justice Service are effectively safeguarding children, a Joint Working Protocol between Social Care and Youth Justice Service has been implemented and is regularly reviewed. The protocol enables timely information sharing, coordination of care planning and risk management strategies, which is further enabled by an introduction of joint case supervision to keep children safe.

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

Crime and Disorder Implications

33. The Plan demonstrates how the Council and its statutory partners (Police, Health, and Probation) continue to discharge its duties under Section 37 of the Crime and Disorder Act 1998, establishing the delivery of Youth Justice Service with the principal aim of preventing offending and re-offending by children and young people.

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Appendices

- Youth Justice Strategic Plan 2024-26
- EQIA

Departmental Reference Number