

YOUTH JUSTICE STRATEGIC PLAN

2024-2026



CONTENTS

1. INTRODUCTION, VISION, AND STRATEGIC PRIORITIES	3
2. LOCAL CONTEXT	5
3. GOVERNANCE, LEADERSHIP, AND PARTNERSHIP ARRANGEMENTS.....	7
4. UPDATE ON THE PREVIOUS YEAR ..	11
5. RISKS AND ISSUES	20
6. CHILD FIRST AND LISTENING TO CHILDREN	24
7. RESOURCES AND SERVICES.....	27
8. BOARD DEVELOPMENT	31
9. WORKFORCE DEVELOPMENT.....	32
10. EVIDENCE BASED PRACTICE INNOVATION	34
11. PRACTICE STANDARDS AND SERVICE DEVELOPMENT IN RESPONSE TO HMIP INSPECTION.....	38
12. OUR RESPONSE TO NATIONAL PRIORITY AREAS.....	40
13. IMPROVEMENT PLAN/LOOKING FORWARD.....	56
14. SIGN OFF, SUBMISSION AND APPROVAL.....	65
APPENDIX 1: SERVICE STRUCTURE.....	66
APPENDIX 2: RAG RATED 2023/24 YOUTH JUSTICE STRATEGIC DELIVERY PLAN	67
APPENDIX 3: HMIP INSPECTION IMPROVEMENT PLAN.....	79

1. INTRODUCTION, VISION, AND STRATEGIC PRIORITIES

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

I am delighted to publish the Youth Justice Plan 2024-26 for the London Borough of Enfield. This is my third year Chairing the YJSMB.

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. This has been reflected in a reduction of first-time entrants. Whilst we have seen a positive impact on the reduction of re-offending of the YouthXtra scheme, this area continues to be a main focus and continued priority. Whilst there was a small increase of children that entered custody, this was due to the seriousness of offences they committed. The work of the YJS with children in the secure estate and our resettlement support has been strong and positively recognised by the HMIP inspection.

We have continued to ensure that we commission the right services to support all children whilst preventing re-offending and custodial outcomes. This was positively recognised by the HMIP inspection. Whilst it is important to ensure we have the right resources to support our most vulnerable children, it is also critical in the current climate of fiscal challenges that the public sector face that we collectively ensure that we deliver value for money.

We have continued to strengthen our out of court disposal work, increased the use of community resolutions by the Police, embedded Trauma Informed Child First approach within the service and continued to scrutinise the quality and effectiveness of our work. This has been validated by the HMIP inspection, rating our Out of Court Disposal scheme as 'Good' with an outstanding feature.

As a wider partnership, we have continued to champion the public health approach to the prevention of serious youth violence. This led to the 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 area of work continues to be our top priority and we will relentlessly focus on tackling the underlying causes of the problem as a partnership.

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. We recognise that as a system there are many challenges that we need to tackle, and we will focus on capturing the impact of our work in the coming year.

In 2024-26, 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.



Geraldine Gavin
Chair of the YJSMB

1.2 VISION AND STRATEGIC PRIORITIES FOR 2024-26

Our vision is aligned with the Youth Justice Board vision.

Our vision is for a Child First youth justice system: a youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.

1.3 OUR STRATEGIC PRIORITIES

Our vision is for a Child First youth justice system: a youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.

1.

Continue to prevent FTE, reduce re-offending and use of custody for children in Enfield and keep victims safe and their voices heard.

2.

Safeguard and maximise welfare and health and well-being outcomes for all children within youth justice system.

3.

Continue to embed Child First approach across the system whilst ensuring robust risk management of children, enabled by effective multi-agency approach.

4.

Continue to drive improvements across our youth justice system in response to local needs and HMIP inspection recommendations.

5.

Relentlessly focus on the prevention of serious youth violence.

6.

Drive delivery of our Disproportionality Pledge across the system with more specific focus on capturing impact.

2. LOCAL CONTEXT

2.1 POPULATION SIZE

Enfield has an estimated 327,224 residents. It is the eight largest London Borough by population. The most populous wards in Enfield are Haselbury, Enfield Lock and Edmonton Green which are among the wards with the highest levels of deprivation. Enfield has a population of 88,813 children and young people aged 0-19, representing 27% of the overall population. Enfield has the fifth largest youth population in London. 51% of children and young people aged 0-19 are male and 49% are female.

2.2 DIVERSITY

Enfield's population of children aged 10-17 is highly diverse, see table 1.

TABLE 1: CHILDREN AND YOUNG PEOPLE AGED 10-17

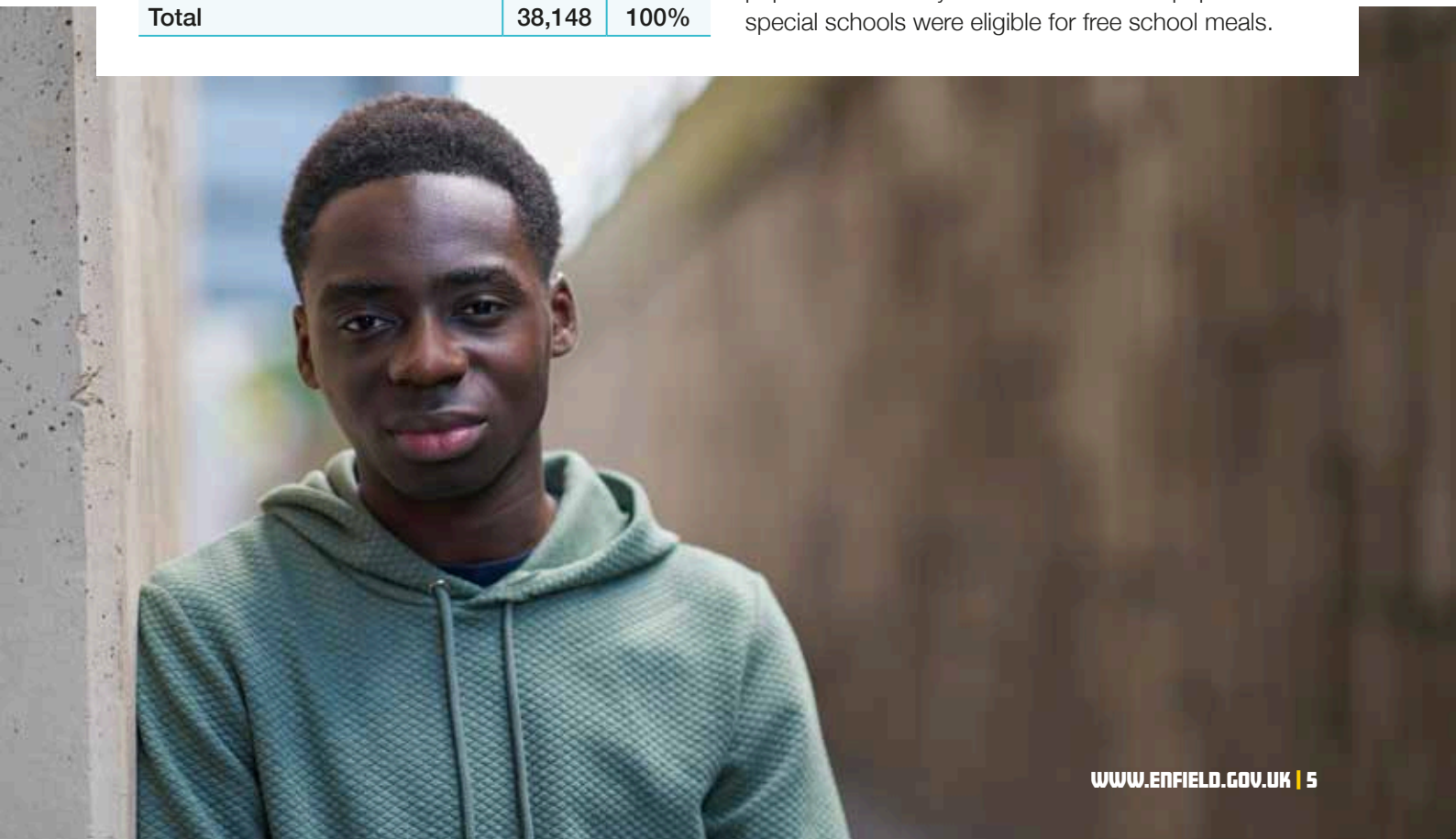
ETHNIC GROUP	NUMBER	%
Asian or Asian British	4,074	10.7%
Black, Black British, Caribbean, or African	9,986	26.2%
Mixed or Multiple ethnic groups	4,029	10.6%
White	15,108	39.6%
Other ethnic group	4,951	13%
Total	38,148	100%

According to the 2021 Census, over 90 languages are spoken as a main or only language by Enfield residents aged three years and over. The Autumn 2023 School Census recorded 92 languages or dialects spoken by at least 10 pupils at Enfield schools. Just over half of pupils in Enfield's state schools have English as a first language. The top five (non-English) languages spoken by Enfield school pupils in 2023 were Turkish, Somali, Albanian/Shqip, Bulgarian and Polish.

Christianity (all denominations) was the most common religion in the borough (46.4%) at the time of the 2021 Census, followed by 'no religion' (19.8%) and Muslim (18.6%). Enfield has the largest percentage of Alevi of any local authority area.

2.3 DEPRIVATION

Enfield is the 9th most deprived London boroughs, sitting in the lowest 25%, with a stark east to west divide. 10% of households in Enfield have an annual gross household income of less than £15,000 (2023), and 32.3% have an income lower than £30,000. 15% 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 (15.8%) average. In Enfield's maintained schools in 2022/23, 31% of pupils in primary schools, 32% pupils in secondary schools and 56% of pupils in special schools were eligible for free school meals.



2.4 SOCIAL CARE

Many children supported by the Youth Justice Service are also known to children's social care. Table 2 illustrates a proportion of children known to social care in each respective quarter.

TABLE 2

CHILDREN KNOWN TO SOCIAL CARE	2023/24			
	Q1	Q2	Q3	Q4
YOS 074a Children in Need	21	9	12	10
YOS 074b Child Protection	8	2	4	5
YOS 074c Looked After Child	9	17	17	20

2.5 PROFILE OF CHILDREN INVOLVED IN OFFENDING

Enfield YJS and partnership review the profile of children involved in offending on an annual basis to ensure there are appropriate services commissioned and support provided to meet the needs of children. The profile of children involved in offending during April 2022 to March 2023 highlights similar trends and themes from the previous year. There were overall 166 children involved with Youth Justice Service, which represents 12% decrease from the previous year 2021/22. Out of Court disposals continue to be more prevalent (57%) than post Court, which is positive, diverting children away from the youth justice system. The most represented age group within Out of Court disposal is 15-16-year-old children. The most prevalent offences within Out of Court cohort were drugs, violence, and theft. The most prevalent Out of Court Disposals continue to be Triage and Community Resolutions, which are delivered outside of the Youth Justice Service via the Turnaround Project in Early Help.

There was a 13% increase in violent offences for children within the post Court cohort. The most prevalent age group of children within the post Court cohort was 15-16 age category. The most typical offences committed by these children were violence, robbery, drugs, and theft in that order. The most typical post Court disposal continues to be a Referral Order.

Only a small number of children re-offended. There were 32 children who went on to re-offend, committing 126 re-offences, averaging 3.9 re-offences per child. Re-offending children are typically black boys, committing violence offences, experiencing multiple vulnerabilities (such as having mental health issues, special education needs, speech and language difficulties, substance misuse and not engaged in employment, education, or training) and are known to social care. More than half of the children re-offended within the first three months. The latest published re-offending benchmarking data is showing Enfield as the second lowest re-offending in the family and lower than the national and London rate, which is very positive. This coincides with introduction of the YouthXtra (previously known as Youth IOM).

The profile highlights an over representation of minority ethnic groups of children. Black children are:

- 1.8 times as likely to become a first-time entrant than white children;
- 1.5 times as likely to receive a diversionary intervention than white children; and
- 2.4 times as likely to receive a court disposal than white children.

Whilst the data highlights that black children receive harsher outcomes than their white counterparts, the disproportionality needs to be understood much wider than being solely within the youth justice system as these children often face disadvantage and discrimination long before they enter the criminal justice system.

3. GOVERNANCE, LEADERSHIP, AND PARTNERSHIP ARRANGEMENTS

The HMIP inspection report of Enfield Youth Justice Service, published in 2024, highlights: “The governance and leadership of the YJS supports and promotes the delivery of a high-quality, personalised, and responsive service for all children.”

3.1 GOVERNANCE

The Enfield Youth Justice Service Management 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 driving the Youth Justice Strategic Plan.

The YJSMB has clear terms of reference that reflect the YJB guidance on Youth Justice governance and leadership. 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.

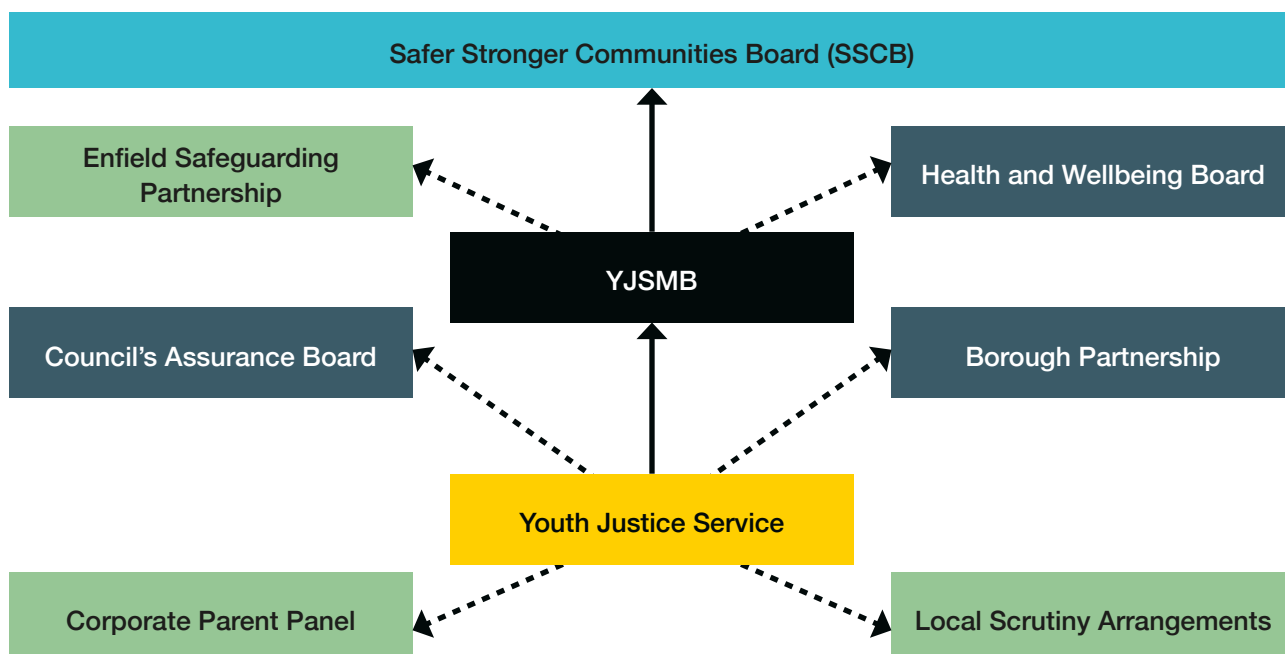
Diagram 1 illustrates the governance arrangements for the service and the YJSMB. The YJSMB is accountable to the Safer and Stronger Communities Board (This is Enfield’s statutory Community Safety Partnership).

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.
- 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.

DIAGRAM 1



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 2022-2025** – focusing on keeping children safe and reducing their risk from crime is one of the key priorities.
- **Early Help for All Strategy 2021-2025** – 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** – currently being refreshed.
- **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 & Integrated Care Strategy** – 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** – 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 2023-2026**, led by the Safeguarding Enfield Partnership, sets a strong commitment to strengthening our approach to tackling extra familial abuse.
- **Enfield Serious Violence Duty Strategy 2024-25**, sets out the ambition to prevent and tackle serious violence in Enfield, creating a safer borough for all.

3.2 LEADERSHIP

Structurally, the Youth Justice Service, is part of the Children and Family division, located within the People's department, which includes Education, Adult Social Care, Public Health, and Community Safety services. The structure enables strong alignment and collaboration with social care and public health. The Head of Early Help, Youth and Community Safety provides strategic leadership and support for the Head of Youth Justice Service and their management team. The structural location of Youth Justice Services alongside of Community Safety further enables strategic and operational synergies, maximizing the use of resources and intelligence to prevent first time entrants, drive the re-offending strategy and a robust response to serious youth violence.

The service benefits from a strong and committed leadership of the Head of Youth Justice, who is supported by a Deputy Head function and three Operational Managers. There is a strong social work spine reflected within the Head and Deputy Head functions to ensure robust safeguarding of children and public. Appendix 1 contains Youth Justice Service structure.

The HMIP inspection report quoted: "The head of service is highly regarded across the partnership and seen as a strong advocate for the service. She has used her influence to help partners understand how their work contributes to youth justice outcomes. She uses her authority well to challenge assumptions and decisions when necessary. Relationships between the staff, team managers and senior leaders are strong. This has led to staff being confident that leaders can support their work and to provide the services that children need."

Political leadership champions, supports and scrutinizes the delivery of service. The Cabinet member for Children Services is a coopted member of the Youth Justice Strategic Management Board. The service presents every year information to the Crime Scrutiny Committee and the Children and Young Peoples Education Service Scrutiny Committee.

3.3 PARTNERSHIP ARRANGEMENTS AND RESOURCES

The Youth Justice Service and its partnership has a strong strategic alliance and collaboration with key strategic partnerships whilst being accountable to the local Community Safety Partnership (SSCB – Safer Stronger Communities Board), see table 3.

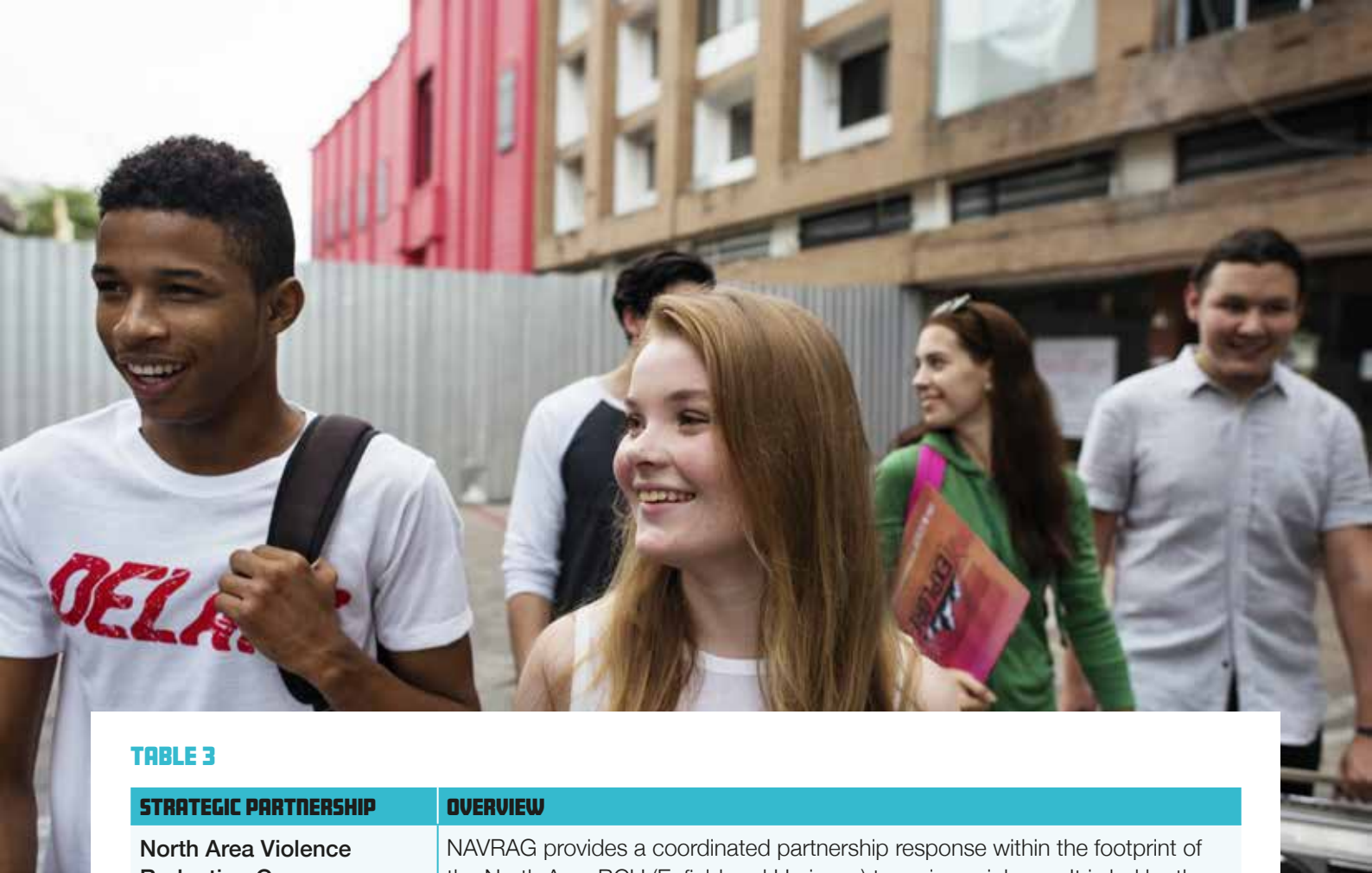


TABLE 3

STRATEGIC PARTNERSHIP	OVERVIEW
<p>North Area Violence Reduction Group (NAVRAG)</p>	<p>NAVRAG provides a coordinated partnership response within the footprint of the North Area BCU (Enfield and Haringey) to serious violence. It is led by the BCU and uses a problem orientated partnership approach to tackle serious violence, using enforcement, prevention, and early intervention approaches.</p> <p>This group oversee the Violence and Vulnerability Action Plan mandated by our Serious Violence Duty Strategy.</p>
<p>Joined Health and Social Care Commissioning Board (JHSCB)</p>	<p>The JHCSB brings together children and adult services with ICB to ensure there are agreed joint commissioning priorities and work. This incorporates commissioned services within Youth Justice.</p>
<p>Vulnerable Children’s subgroup within Enfield Safeguarding Partnership</p>	<p>This is a subgroup under the Safeguarding Enfield Partnership, focusing on bringing partners together to drive delivery of Enfield’s Safeguarding Adolescents Strategy 2023/26.</p>
<p>SEND Partnership Board</p>	<p>This partnership enables effective joined up working between all services, including Youth Justice Services and SEND in line with the SEND code of practice in the context of the local deliver plan.</p>
<p>Violence against Women and Girls strategy group (VAWG)</p>	<p>VAWG is responsible for driving delivery of the strategy through a partnership approach, ensuring there is a coordinated approach to commissioning and delivery of DA services. It also oversees Night-time Safety Charter work.</p>
<p>Multi-Agency Children Exploitation (MACE)</p>	<p>MACE provides a strategic oversight for the work of children who are sexually and criminally exploited, regularly missing, and involved in violence.</p>
<p>Early Help Strategy for All Board</p>	<p>This Board is responsible for prevention and early intervention work, including development of Family Hubs and Start for Life services, Community Hubs, public health approach to prevention of serious youth violence.</p>
<p>Combating Drug and Alcohol Partnership</p>	<p>This partnership is accountable for agreeing the strategic analysis, action and direction required to address drug and alcohol related health and crime improvements for the Enfield community. It is responsible for setting annual strategic priorities in accordance with local need and the requirements of the National Drug Strategy, ‘From Harm to Hope’, (December 2021).</p>

The Youth Justice Service attends and collaborates with a range of multi-agency partnership meetings that provide support for the delivery of Youth Justice Services, see table 4.

TABLE 4

MULTI-AGENCY PARTNERSHIP MEETINGS	OVERVIEW
Peer Performance Challenge Group (PPCG)	The PPCG provides regular co-ordination of partnership activity on behalf of the Safer and Stronger Communities Board (SSCB). The group will adopt a performance focus for the delivery of the Integrated Offender Management (IOM) for both adults and young people, commissioned and grant funded programmes, spotlight on emerging challenges and Community Safety Partnership projects, as directed by the SSCB.
GRIP	Daily intelligence meetings with Police with a focus on information sharing and reducing serious youth violence and safeguarding children.
SAFE	Daily intelligence meetings with Police with a focus on information sharing and reducing serious youth violence and safeguarding children.
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.
Multi Agency Public Protection Arrangements Group (MAPPA)	This group is responsible for managing children that commit violent and sexual offences.
Youth Scrutiny	Partnership meeting with a focus on scrutinising the decision making and delivery of Out of Court Disposals. It is chaired by the YJSMB Chair.
Health in Justice	Partnership meeting between the ICB, health providers and Youth Justice, overseeing delivery of health provision within youth justice.
National Referral Mechanisms (NRM) panel	Enfield has a delegated authority to make local decisions, which enables swift decisions making, positively impacting on children within Youth Justice Service.
Court User Group	7 borough network meeting with Youth Court judiciaries.

4. UPDATE ON THE PREVIOUS YEAR

(PROGRESS ON PRIORITIES OF PREVIOUS PLAN AND PERFORMANCE OVER THE PREVIOUS YEAR)

4.1 PROGRESS AGAINST PREVIOUS YEAR'S STRATEGIC PRIORITIES

Last year has seen a tremendous amount of work and achievements at both partnership and service delivery. Last year's Plan set out clear deliverables against each strategic priority for partnership and service to drive improvements to our youth justice system. A detailed rag rated Plan, capturing progress against all deliverables can be found in appendix 2.

Table 5 provides highlights key achievements against each priority area of the Plan.

TABLE 5

KEY SUCCESS - ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p>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 violence reduction duty.</p> <p>The partnership has continued to invest into providing a strong prevention and early intervention offer to prevent children getting involved in risky behaviour that may lead to offending. This has included:</p> <ul style="list-style-type: none">• Summer University, engaging 1,173 young people in constructive learning activities diverting them from boredom and risky behaviour during school holidays, which represents 43% increase from previous year.• Holiday and Food Activities programme for children eligible to free school meals in areas of high deprivation and crime engaging 7,077 children, which is 2% increase on previous year.• Turnaround Project successfully identifying and supporting 72 children at the cusp of offending.• Engage Project in Wood Green custody supported 618 children in custody and provided further support to 275 children within the community.• Inspiring Young Enfield Mentoring offer has been expanded through accessing additional funding from the GLA of £704,484. Over 500 young people have benefited from Inspiring Young Enfield mentoring scheme. <p>Our prevention services work jointly to identify children involved in risky behaviour and at risk of exploitation. For for instance our NHS funded Vanguard Project works closely with schools, youth services, social care, and youth justice to provide clinical support to children in community settings, provided by a team of clinicians and youth workers. Our Oasis mentors, funded by Community Safety are placed in the North Middlesex Hospital and work closely with NHS staff to identify vulnerable children who have been victims of violence and connect these children with an appropriate support within community upon their discharge form hospital.</p> <p>There has been a continued strong partnership focus on reducing risks of serious youth violence through investing into a diverse range of initiatives reflecting our public health approach to prevention of youth violence, for example:</p> <ul style="list-style-type: none">• Taskforce in Orchardside school supporting children, involved in offending and risky behaviour.• E-TIPS led by Education Psychology, supporting schools to embed trauma informed approach.• Targeted schools' anti-robbery project led by Community Safety and Youth Service.• Preventative programme of work delivered by Safer Schools officers.• Nexus programme, delivered by Secondary Behaviour Support Service, supporting schools to prevent permanent exclusions.• Introduction of the new weapons protocol for schools.• Project Dove working with children at risk of violence identified by schools and primary care settings.• Mentoring provided in A&E by Oasis Hadley and funded by Community Safety.• Capacity building project within Youth Services supported by Community Safety to train children as Young Leaders.

KEY SUCCESS - ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY

- CAPVA Project, enabled by Community Safety attracting additional VRU funding to identify and support parents/carers that experience child adolescent to parent violence and abuse.
- Opening two new Youth and Family Hubs in areas of deprivation and high levels of violence to provide youth and family support with focus on increase access to Start for Life Services.

Enfield Serious Youth Violence Duty Strategy has been published and is underpinned by a Strategic Needs Analysis with Crest (commissioned by Home Office to review all London Strategic Needs Assessment) positively commenting on comprehensive needs analysis of children involved in offending in Enfield, which was produced by the Youth Justice Service. As key priority of the Strategy is addressing the underlying drivers of serious violence through prevention and early help and there is significant progress with community safety and Public Health needs to identify the reachable moments where interventions can be most effective.

Delivery of Out of Court disposals have been reviewed and strengthened and this has been positively recognised by the HMIP inspection as a strong scheme. The service has reviewed the needs of children involved in offending and has worked extensively with partners and Board to ensure that the right interventions/services are provided and commissioned to meet the needs of the children. This has been positively recognised by HMIP inspection, rating facilities, information, and resources as outstanding.

Overall, there has been a reduction in first time entrants from previous year, which is a positive testament of the wider partnership effort on investment in prevention work. Enfield has the highest number of victims of serious youth violence in London and therefore tackling serious youth violence is our top priority for the coming year.

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.

As a partnership, we have continued to invest into developing support in teachable and reachable moments for children in Wood Green custody. We have redesigned the L&D post with CAMHS and Haringey Council to ensure we provide early screening and support for mental health concerns for detained children, and it is aligned to the Engage scheme. We have increased the capacity of our Clinical Psychologist from 0.6 to 1 ft to support children within Youth Justice Service. We have continued to commission and deliver effective Appropriate Adults Support scheme, supporting 256 detained children. The Virtual school has trained all Police custody teams in Trauma Informed Practice.

Children within the Youth Justice Service benefit from a comprehensive health screening and support further enabled by a dedicated Nurse, Education Psychologist, Speech and Language Therapist and Substance Misuse worker.

Trauma Informed Practice is strongly embedded within work of the Service and Partnership.

Resettlement support was reviewed and strengthened with clear pathways with diverse range of interventions in place.

The number of children remanded continues to be high. There has been a regular scrutiny of each remand within the performance reports presented to the YJSMB to provide assurance that the service is doing the maximum to avoid unnecessary remands.

Whilst there has been an increase in children receiving custody last year, this was due to the seriousness of offences committed and therefore each custody outcome was appropriate.

London Pathways accommodation project was successfully launched and is operational in Barnet as an alternative to custody.

The work with children in custody and our resettlement support has been rated as 'good' by the HMIP inspection. YouthXtra project has continued to reduce re-offending of the cohort of children identified at risk of re-offending through providing additional support and supervision to identified children. 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 Youth Justice Service. This was positively recognised by the HMIP inspection.

KEY SUCCESS - ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY

STRATEGIC PRIORITY 3:

Continue to promote and embed a child first approach across the youth justice system.

At partnership level, we have continued to learn and consider 'Child First' approach within the work of our local youth justice system. The Board has benefited from training on 'Child First,' delivered by an external consultancy. Further training was also provided to a wider safeguarding partnership and Out of Court Disposal Youth Scrutiny panel which was positively received. Enfield Safeguarding Partnership has commissioned and provided a number of Adulthood training events. Our Board members have met children from the Youth Justice Service to learn about their lived experiences. Our Safeguarding Ambassadors have produced Stop and Search video of children's lived experience that was shared with the Board and Scotland Yard. This has resulted in the development of local Stop and Search Group with Police. All staff within Youth Justice Service have received training on 'Child First' practice and the service has continued to champion and embed 'Child First' sensitive language. The service has launched the use of AQA to accredit learning of children supported by the Youth Justice. 80 children had their learning from interventions provided by Youth Justice Service accredited. Our reparation offer of work continues to be diversified. We have developed for example following new reparation projects – horticultural work in Myddelton House Gardens, supporting Felix project rescuing surplus food and giving this to community organisations, and volunteering work in London Food Bank. All of our reparation work now reflects 'Child First' principles and ensuring these projects provide learning opportunities as well as helping children to give back to the community with children being matched to projects that interest them. The service has embedded 'Child First' within delivery of Out of Court Disposals with the decisions making panel being trained in 'Child First.' This has resulted in a number of positive escalations in decision making to the Police in the instances where decision making did not uphold a "Child First" principle. The service has hosted an open day for Magistrates to present the work the service is doing whilst also briefing Magistrates on 'Child First.' This included children presenting to Magistrates, sharing their lived experience and positive achievements.

STRATEGIC PRIORITY 4:

Continue to drive disproportionality action plan across the youth justice system informed by an understanding of local needs and our pledge.

The Board have engaged in a number of learning and challenge events on disproportionality, reviewing local data that resulted in the Board adopting the Disproportionality Pledge underpinned by a plan of actions for partners and service to take.

The partnership continued to embed Trauma Informed Practice with 22 E-TIPS champions trained across 9 services and 96 partners have accessed E-TIP training. 70 schools across Enfield have accessed the programme to date and 579 school staff accessed training and 3,975 pupils were reached through the E-TIPS implementation in schools.

At service level, there is a strong offer of bespoke programmes that include:

- Black Male Identity rolling programme, delivered by YJS practitioners who are from black ethnic background,
- an arrangement with 7 London Boroughs that share a Youth Court to monitor sentencing outcomes by ethnicity,
- bespoke group work programmes focusing on knife crime / teen violence and training addressing issues of disproportionality and Adulthood.

There have been positive improvements made to ensure there is a strong and consistent health justice offer in recognition of health inequalities that children in youth justice face. The service audits scrutinises and reviews the response to the diversity of needs of children coming to Youth Justice Service to inform practice improvement work. The Joint Working Protocol with SEND service has been strongly embedded within the practice and the service has been positively recognised for how it supports children with SEND needs in the recent Ofsted SEND inspection and through achieving the SEND kitemark with commendation in October 2023.

The Joint Working Protocol with Social Care has ensured that every effort is made to prevent unnecessary criminalisation of children in care.

The service has continued to successfully defer children from Court to Out of Court disposal scheme, preventing unnecessary criminalisation of children.

KEY SUCCESS - ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY

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.

The Board has continued to mature and strengthen its focus and impact through reviewing its terms of reference and implementing an annual Board plan of work. The Board has established a strong connectivity with the Youth Justice Service workforce with the Chair of the Board regularly attending staff meetings and meets on a monthly basis with the Head of Service. There are also two staff representatives that attend the Board. Board members have actively championed the needs of children within Youth Justice in their own organisations. For instance, the ICB Commissioner has increased the funding for the Clinical Psychologist from 0.6 to 1 fte in response to local needs. Partners have continued to provide many resources (in cash and in kind) to support delivery of Youth Justice Services. Community Safety has continued to fund the delivery of group work projects to support children at risk of re-offending through the YouthXtra scheme. Public Health has provided a Public Health Consultant to work with the service and partners to undertake a needs analysis of children to inform future service provision. The Virtual School has provided a dedicated leadership and support for children who are not in employment, education, or training. A new Advisory Teacher post has been piloted to support Case Managers to remove barriers to education, employment, and training for children.

The service has continued to invest in development of its workforce, enabled by the workforce development plan and a comprehensive training offer. The Staff survey highlighted an increase in staff reporting higher level of satisfaction and improvement of supervision and induction process. There has been an increase in volunteers through a targeted recruitment campaign with support from the Board that resulted in increasing volunteers from 4 to 24. In response to staff experiencing vicarious trauma, an additional clinical support was commissioned to support staff. There are monthly action learning sets helping staff to learn and reflect on their practice. All staff have benefited from Motivational Interviewing training.

Youth Justice Service business support was aligned with wider Business Support Service to provide more resilience in day-to-day support.

A comprehensive quality assurance framework is in place to continuously review and drive service improvements. There has been an investment in developing a dedicated practice lead post that was successfully recruited to maintain practice standards and continuous improvement.

Overall, the quality of Youth Justice Service delivery was rated as 'Good' by the HMIP inspection, which validates many strengths of partnership support for delivery of Youth Justice Service and the actual work of the service.

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.

A new Safeguarding Adolescent Strategy has been implemented. Additional funding has been secured through the Violence Reduction Duty funding to commission a system review of contextual safeguarding. The local authority successfully applied for a devolved National Referral Mechanism that resulted in 27 referrals with outcomes confirmed swiftly, due to local decision making. The partnership has reviewed arrangements for joint working with Humankind, a newly commissioned substance misuser service, implementing a co-location of substance misuser workers with the Youth Justice Service. Public Health has undertaken a review of needs of children within Youth Justice to inform future commissioning and service provision.

The service has implemented a local protocol to report serious incidents to ensure there is a systematic approach to reviewing practice and identify learning through a partnership approach. The Virtual School model of support for children with ETE within Youth Justice Service has been successfully implemented, ensuring every child has a clear ETE plan in place. The Service has undertaken a National Standards assessment of its work in court, which identified court practice as overall strong whilst also noting minor areas of practice to improve. The service has continued to embed Trauma Informed Practice through action learning set and support of clinicians, this has been positively recognised by the HMIP inspection.

The service has continued to invest into a dedicated victim and restorative justice support and holds a Restorative Justice kitemark. There is a dedicated Victims worker that contacts every victim to offer victim support through restorative justice.

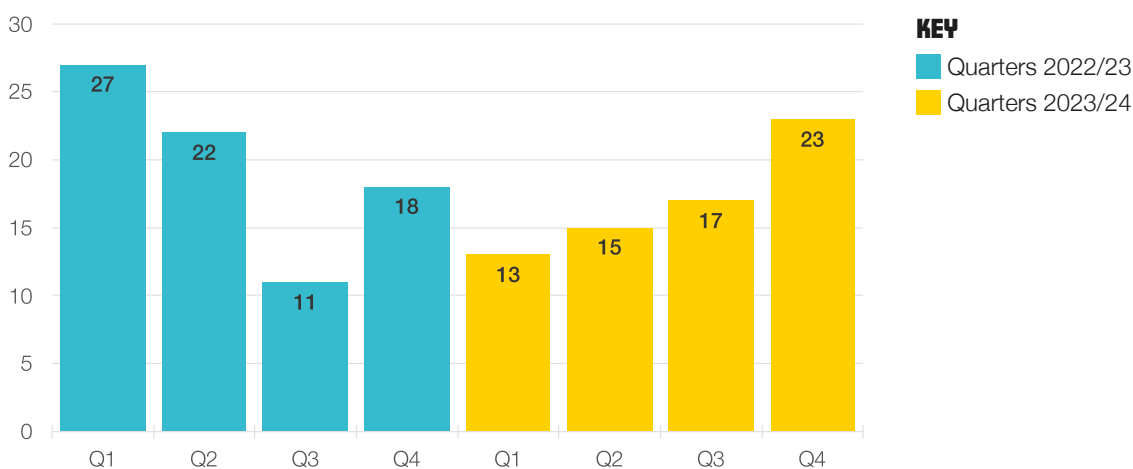
4.2 PERFORMANCE HIGHLIGHTS DURING 2023-2024

4.2.1 PREVENTING FIRST TIME ENTRANTS

There were 69 children in total as first time-entrants in 2023-24, see table 6. This represents an 11.5% reduction from 78 children in the previous year, which is positive and a reflection of partnership effort to invest into prevention and Early Help work. Of the FTE total, 15 children received pre court disposals and 53 received a post court disposal. Whilst Enfield continues to use a wide range of diversionary interventions to prevent children coming into the youth justice system, the frequent use of Community Resolutions has also impacted on this decrease.

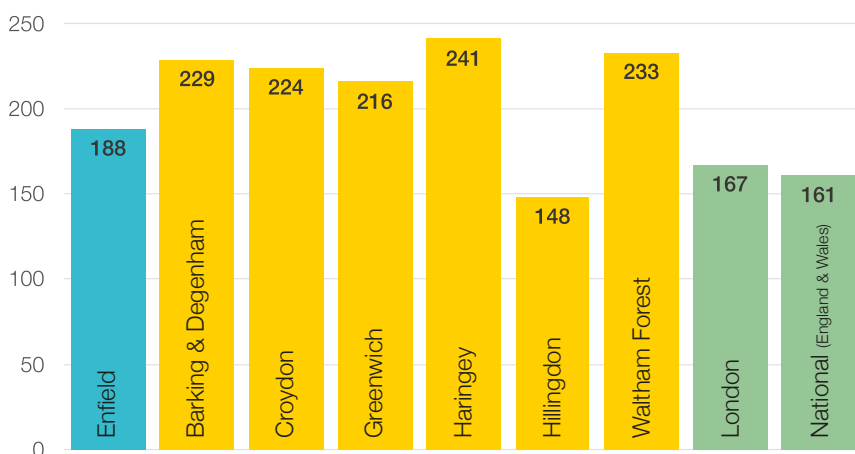
TABLE 6: TOTAL FIRST-TIME ENTRANTS TO THE YOUTH JUSTICE SYSTEM (LOCAL DATA)

First Time Entrants (FTEs) to the criminal justice system are classified as offenders. These are young people (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.



The table 7 positively highlights that Enfield had the 2nd lowest First Time Entrants in the benchmarking family of YOTs. However, Enfield continues to have higher FTE than both the London and National level.

TABLE 7



4.2.2 CUSTODY

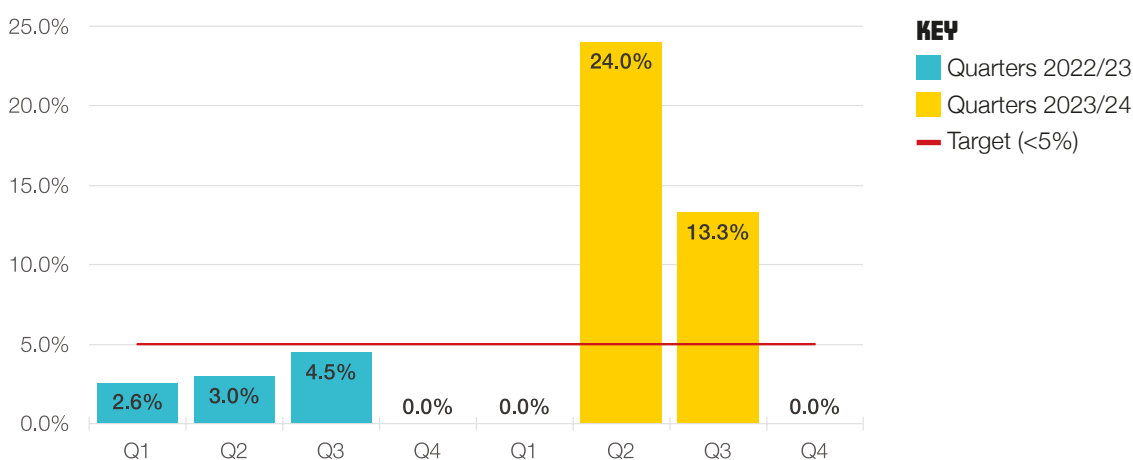
There were 10 children that received custodial sentences during 2023/24, see table 8. Whilst this is a threefold increase than the previous year, the attributing reasons for this are:

- two children sentenced to custody during the year received a further custodial sentence whilst serving their sentence in custody; and
- children committing violence offences that warranted custodial outcomes.

A deep dive into the children sentenced to custody has highlighted many complexities within these children's lives.

TABLE 8: PERCENTAGE OF YOUNG PEOPLE SENTENCED AT COURT WHO 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.

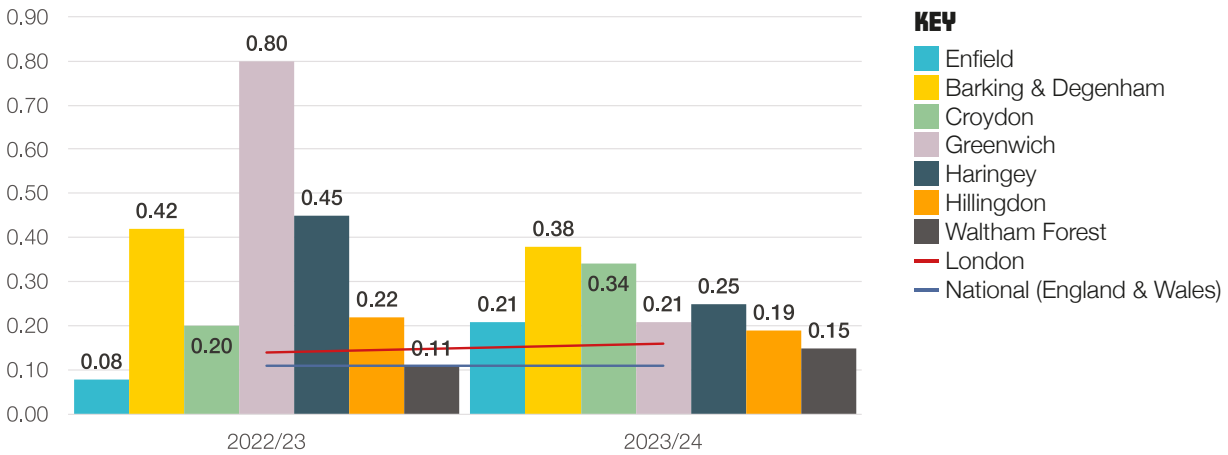


QUARTERLY PROFILE

YEAR	QUARTER	VALUE	TARGET	CUSTODIAL	SENTENCED	STATUS
2022/23	Q1	2.6%	<5%	1	38	✓
	Q2	3%	<5%	1	33	✓
	Q3	4.5%	<5%	1	22	✓
	Q4	0%	<5%	0	23	✓
2023/24	Q1	0%	<5%	0	21	✓
	Q2	24%	<5%	6	25	●
	Q3	13.3%	<5%	4	30	●
	Q4	0%	<5%	0	26	✓

The YJB benchmarking data for quarter 4 2023/24, see graph 1 shows that Enfield and Greenwich jointly had the fourth highest custody rates in the benchmarking family of Youth Justice Service. Enfield was slightly above both the London and National rates. It is worth noting that Enfield has the fourth highest youth population and the highest volume of victims of serious youth violence in London.

GRAPH 1

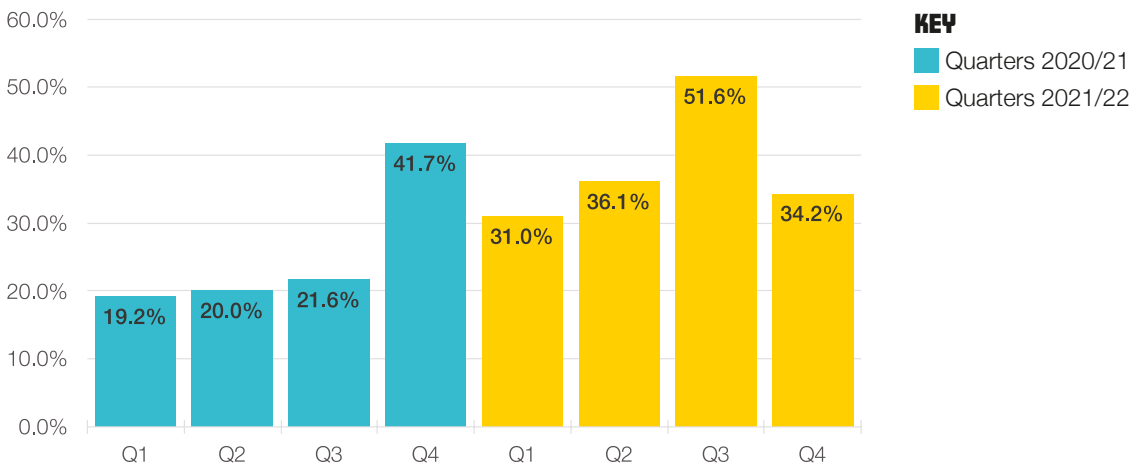


4.2.3 RE-OFFENDING

The re-offending of the tracked cohort of children known to the Youth Justice Service in 2021/22 shows a range of 31%-51.6% re-offending. As this period covers the pandemic period, a caution needs to be exercised when making a judgement on the Youth Justice Service capacity to manage re-offending business as usual. It is also important to note that Court’s functioning during this period had limitations too.

TABLE 9: RE-OFFENDING FOR ENFIELD (YOUTH JUSTICE BOARD)

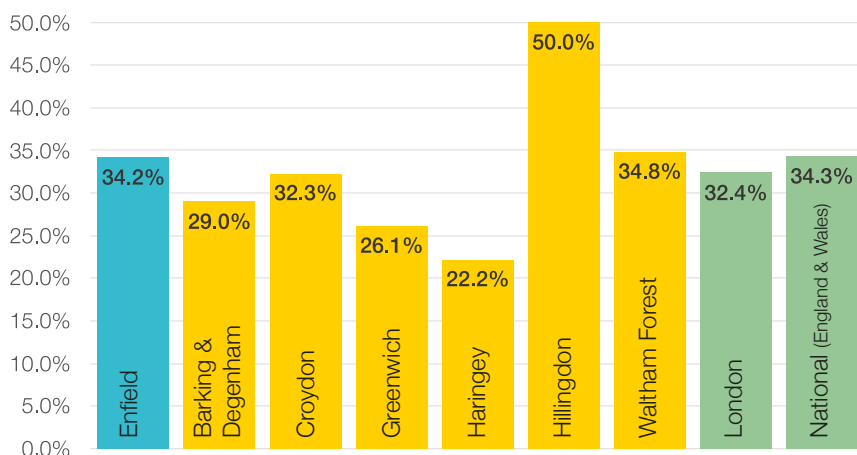
Youth Justice Board data identifies young people convicted within a specific cohort, if these young people committed an offence within 12 months of that original conviction which results in conviction of 18 months from original conviction. Then they will be included within the Re-Offending cohort



RE-OFFENDING LOCAL AUTHORITY COMPARATOR FOR Q4 2021/22 COHORT

The latest published benchmarking data for re-offending for quarter 2 of the 2021/22 tracked cohort of children, see table 10, places Enfield as the fourth highest in the benchmarking family of the Youth Justice Service and slightly above the London rate and below the National average rate.

TABLE 10



The introduction of the YouthXtra re-offending project in 2022 has strengthened our approach to reducing re-offending. Children assessed at high risk of re-offending are supported through the YouthXtra scheme that provides enhanced support, surveillance and supervision through a multi-disciplinary approach and close working with Police and wider partners. Table 11 highlights the number of children that benefited from the scheme and positive impact in terms of reducing risk to re-offending.

TABLE 11

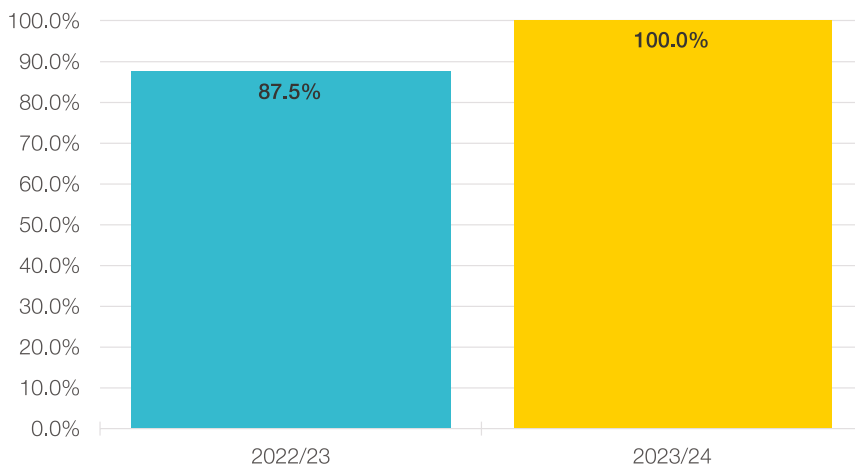
INDICATOR	2022/23				2023/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
YOS 073a YouthXtra Current Caseload	16	18	25	25	20	16	19	22
YOS 073b Number of new YouthXtra cases: referrals received in month	7	11	6	6	3	5	15	8
YOS 073c Number of YouthXtra cases discussed at Panel	7	11	6	17	0	0	15	8
YOS 073d Number of closed YouthXtra cases	1	2	1	6	9	7	1	5
YOS 073e Number of re-offences whilst subject to YouthXtra management	11	8	20	26	12	4	3	14
YOS 073f Number of YouthXtra proven re-offences	4	13	8	16	8	0	2	3
YOS 073g YouthXtra cases closed within past 12 months where proven re-offending	12	2	7	2	5	2	3	6
YOS 073h Number of YouthXtra cases closed within past 12 months	0	17	25	2	11	6	6	6



4.2.4 SUITABLE ACCOMMODATION

The majority of children supported by the Youth Justice Service live in suitable accommodation. Enfield Housing continues to experience challenges around the demand vs supply of affordable and suitable accommodation for families. This has resulted in many families living in temporary accommodation or being placed outside of the Borough. This presents implications for effective support for children known to the Youth Justice Service. There has been a continued focus on information sharing and collaborative working within Housing between Youth Justice Service and Social Care to ensure there is a coordinated approach to the provision of housing for vulnerable children and their families.

TABLE 12: PERCENTAGE OF YOUNG PEOPLE WHO HAVE ACCESS TO SUITABLE ACCOMMODATION (EXCLUDING REMANDS AND CUSTODY)



5. 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.

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 the 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 13.



TABLE 13

RISK AREA	DESCRIPTION OF RISK	CURRENT ASSESSMENT	PLANNED ACTIONS	RESPONSIBLE OFFICER	RISK OWNER
Inadequate resourcing impacting on service provision	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"> Seeking early clarification from the YJB on any funding changes. Regular meetings with YJB. Implement SLA with partners and ensure there is an annual review in place to enable good resource planning and take mitigating actions. YJSMB having a regular oversight of the resourcing/budget of the Youth Justice Service. Escalation to the YJSMB to intervene if partner/s are not discharging their statutory duties. 	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"> Continue to review our resources and service design to ensure it is fit for purpose. Undertake benchmarking of YJS service resourcing to ensure value for money within service delivery. 	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"> Review attrition rate and implement workforce development programme. Timely and agile recruitment. 	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"> Use of agency staff. Use of Matrix to head hunt for permanent role at a cost. Management oversight of recruitment process applied in close collaboration with HR. Recruitment Strategy in place. 	Head of YJS	Head of EH, Youth and CS
	YJB Turnaround funding ending by March 25, resulting in loss of prevention work.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> Sustainability planning at partnership level to integrate the principles and concept of Turnaround into existing prevention work. 	Head of YJS Head of Early Help	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 3	<ul style="list-style-type: none"> Clear SLA in place that are regularly reviewed. Risks escalated and managed through alternative arrangements. Escalation to the YJSMB to intervene. Health in Justice partnership review meetings. Bank staff backfill arrangements or alternative pathways agreed for a limited period. 	Head of YJS	Head of EH, Youth and CS
	Inability to recruit and retain enough volunteers to delivery Referral Order Panels.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> Strong ongoing recruitment campaign in place. Escalation to the Board and involvement of partners to expand recruitment campaigns. Contingency plan to maintain continuity. 	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"> 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. Re-balancing of resources if required. 	Head of YJS	Head of EH, Youth and CS
	Increased caseloads.	Likelihood 1 Impact 2	<ul style="list-style-type: none"> Regular caseload monitoring and information share with the YJSMB on a regular basis. Resource re-balancing. 	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"> Quarterly budget monitoring in place. Reducing agency spend. YJSMB having a regular oversight of the budget reports. Review of service design vs demand. 	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"> Regular strategic QA meetings in place. 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. Workforce development plan in place and performance tracked. Dedicated practice consultant in place. Assurance mechanisms for the Board – reporting on quality of practice for each national practice standards. Board having an oversight of HMIP inspection improvement plan and intervene if not satisfied with progress. 	Head of YJS Deputy Head of YJS	Head of EH, Youth and CS
	Not having the required performance data and intelligence capacity to drive improvement and discharge required performance duties.	Likelihood 2 Impact 5	<ul style="list-style-type: none"> Public Health will provide CS data analyst to be trained and support intelligence needs of the Board and YJS whilst providing resilience. Monitor the arrangements and escalate concerns to the YJSMB. 	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"> Recruitment campaign overseen by Head of Service. Improved induction. Workforce development plan to improve employee engagement and satisfaction. Cultural survey/Listening event. Staff survey. Comprehensive training programme overseen by the Board 	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 Justice Service, disabling this from use.	Likelihood 1 Impact 5	<ul style="list-style-type: none"> Agile working arrangements in place. Dispersal of the service delivery to the Youth Centres and other Council buildings would be implemented. Home working. 	Head of YJS	Head of EH, Youth and CS
	Risk of serious violence to staff and other children from high-risk children coming to the building.	Likelihood 1 Impact 5	<ul style="list-style-type: none"> Risk management plan in place. Weapons screening. Security in place. Intercom and controlled access to the building. Individual risk assessment completed to manage contact with children. Keep apart list. Duty system in place. Staff exit door being implemented. Joint working protocol with social care. 	Head of YJS	Head of EH, Youth and CS
	Reduction of current available building assets within community, used for delivery of appointments for those children that cannot come to Thomas Hardy House.	Likelihood 1 Impact 5	<ul style="list-style-type: none"> Mapping of all available and suitable community assets alongside of Youth Centres that can be used as a meeting space with children, such as libraries, Community Hubs. More home visits and meeting children in schools where appropriate. 	Head of YJS	Head of EH, Youth and CS

PLAN FOR THE FORTHCOMING YEAR

The partnership and Youth Justice Service actions are reflected in the enclosed Delivery Plan, see section 13. The Plan will be overseen and monitored by the Board and Youth Justice Service leadership team.

6. CHILD FIRST AND LISTENING TO CHILDREN

6.1 CHILD FIRST

We continue as a Board and Partnership to champion Child First principles and build on our learning and commitments made last year. Enfield Safeguarding Partnership delivered a range of training on Adultification for variety of professionals. We have continued to embed Trauma Informed Practice in schools, early help, social care, and youth justice system. This has been positively recognised by the HMIP inspection as a bedrock in everything we do.

We will tenaciously at partnership and service level ensure the tenants of child first practice inform everything the service and partnership does to support children at risk of offending.

In 2024-25, we will:

- Continue to innovate our practice and develop approaches to desistance that have a relentless focus on identifying development for children.
- Engage and collaborate with the Met Police to help shape new Met's Children Strategy.
- Work in partnership with the Central Met Detention team to re-design custody in Wood Green Police Station and launch the Child First custody suite in London.
- Collaborate with Haringey Council and Met Detention and seek funding for further Child First/Trauma Informed Practice training to ensure children receive child specialist support from police custody staff and child specialist legal representation from the point of their arrival at the police station in order to reduce the routine use of Police detention of children and increase the use of diversion, reduce the over-representation of black children, and increase the identification of children who are victims of criminal exploitation.
- Work with Commissioners of Appropriate Adult Service to ensure that all Appropriate Adults are trained in Child First approach.
- Work with the wider partnership to promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimum intervention, building on the success of Turnaround and continue to advocate for the Met Police to introduce the use of Outcome 22 diversion scheme.

6.2 LISTENING TO CHILDREN

The Council has an Engagement Framework underpinned by a strong commitment to listening to and engaging children in the planning, co-production, and evaluation of services.

We are proud of our positive engagement with children and their active participation in co-production and shaping of services for children. Last year, our partnership with Early Help launched '[Save me](#)' film that has been co-produced with children and Aviard to create a video and resource handbook to educate children about risks of criminal exploitation. The video has had 54,000 views in the first year and is part of our resources to use to educate children.



As a partnership we have continued to listen to and learn from children’s lived experience. Our Safeguarding Ambassadors have produced a [video](#) on ‘stop and search’ children’s experiences. The video was shared with the Youth Justice Strategic Management Board and Scotland Yard.

The HMIP inspection positively recognised that Enfield Youth Justice Service has a range of effective systems for gathering and responding to the views of children and their parents. These result in meaningful changes to service delivery. Table 14 illustrates couple of examples.

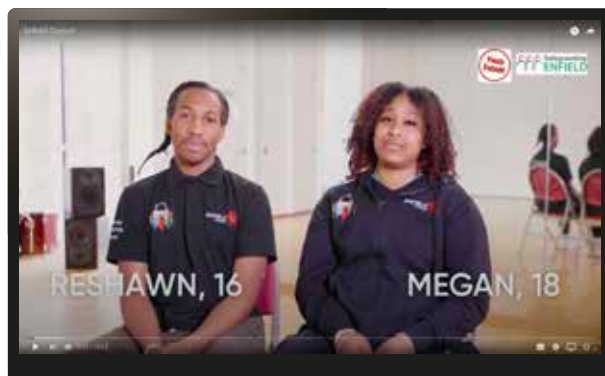


TABLE 14

CHILDREN SAID TO THE HMIP INSPECTORS...	WE DID...
One child was worried about his mum, he told inspectors that his case worker had listened to his concerns.	Case worker visited his mum regularly to make sure she was ok whilst child was in custody. Child found this reassuring and was grateful that his mum was being helped and supported.
Another child spoke about his experience of intensive support. He said that the intensive support gave structure to his life and kept him busy and gave him a reason to get up in the morning.	This was as a result of the case worker providing timetable which was put on child’s phone to help him keep track of where he needed to be.

In 2023, the Youth Justice Service undertook an annual service user satisfaction survey and received positive feedback from 27 children that completed the survey, highlighting high levels of satisfaction with service. See table 15.

TABLE 15: WHAT DID OUR CHILDREN SAY...

QUESTIONS	RESPONSES
Feeling listened to	▲ 100%
Overall experience of YJS	▲ 95% 5%
Feeling supported to achieve	▲ 91% 9%
Support in court	▲ 59% 30% 7% 4%
Support with ETE	▲ 63% 19% 7% 11%
With support from YJS, how will this impact you to stay out of trouble	▲ 81% 19%
	Make it easier to stay out of trouble Don't think it will make a difference

KEY ■ Excellent/Good ■ Neutral ■ Not Good ■ N/A

In 2024-25, we will:

- Continue to focus on encouraging children's active participation, engagement, and wider social inclusion.
- Strengthen our links and collaboration with Youth Services to reach more children at risk to access Summer University, mentoring and Young Leaders schemes and connect children with resources in their local community.
- Work with partners at Pan London level to track and audit children that have been stopped and searched multiple times to identify further learning for youth justice system and wider partnership.
- Work with the Police to develop youth scrutiny of stop, search, and facilitate an ongoing engagement and dialogue with children and Police.
- Will pilot listening events for parents and parental survey.
- Undertake an annual youth survey to evaluate service satisfaction and continue to have a regular dialogue with children over the next coming year to help us to deepen our understanding of children's and parents' lived experiences to help us to improve services.
- Ensure that the Board and partnership continue to learn from children's lived experiences and respond to children's feedback.
- Involve children in co-production and co-design of Public Health services for children.



7. RESOURCES AND SERVICES

7.1 RESOURCES

Delivery of Youth Justice Services in Enfield will continue to be appropriately resourced. The overall resourcing forecast envelope of Youth Justice Services is **£3,861,833** for 2024-25, see table 17. 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 16

	BUDGET ALLOCATION 2023/24	BUDGET ALLOCATION 2024/25
Direct contribution		
Enfield Council	£2,261,810	£2,247,664
YJB Core Grant	£406,862	£407,941
Turnaround Grant	£97,148	£97,095
YJB Remand Grant	£460,107	£374,614
Additional income		
Troubled Families	£91,612	£102,245
MOPAC	£65,000	£65,000
Total including Remand budget	£3,382,539	£3,294,559
In kind contribution (estimated costs)		
Police (3.5 fte posts)	£263,490	£263,490
Probation (1 fte post)	£25,000	£33,272
Probation Contribution	£5,000	£5,000
Health (Nurse)+ (Speech and Language)	£79,088	£59,316
Health (Clinical Psychologist)	£47,517	£88,304
Health (Liaison and Diversion Worker)	£67,893	£44,152
Health (Speech and Language Communication Therapist)	£0	£0
Substance Misuse commissioned service by Public Health reflecting resource allocation for the YJS	£0	£78,000
Grand Total	£3,870,527	£3,861,833

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 whilst ensuring we continue to provide the services that meet the needs of children.

There has been a small increase from the YJB core grant by 0,3% from 2023/24. There has been a small reduction in the Enfield Council's contribution to the Youth Justice Service from the previous year due to adjustment of the budget through sharing a pool car.

The funding will enable us to focus on driving service improvements reflected within this Youth Justice Strategic Plan. The YJB grant 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.

Key financial risk for the partnership is the insufficient funding from the YJB for remand costs.

7.2 PARTNERSHIP RESOURCES AND SERVICES AVAILABLE FOR CHILDREN INVOLVED IN OFFENDING

The partnership continues to support and resource delivery of high-quality Youth Justice Services in response to local needs. Enfield Youth Justice Service will continue to benefit from access to a wide range of specialist resources to deliver effective youth justice work. Table 17 provides a summary of specialist resources and partnership arrangements that will help us to deliver high quality Youth Justice Service in 2024-25.

In 2024/25, we will:

- Undertake a benchmarking exercise of resourcing of Youth Justice Services and continue to review our use of resources to ensure that service delivery is appropriately resourced and provides a value for money.
- Work as a collaborative system with the ICB, NHS and Public Health to continuously review demand and capacity to agree resources and financial implications within delivery of health in justice in the context of NHS planning guidance and NCL arrangements and block contracts.
- Continue to ensure that we prevent unnecessary remands and continue to manage demand led pressure within Council resources.
- Review with the ICB and CAMSH the L&D post arrangements and consolidate this function into a shared post with Haringey and increase the Clinical Psychologist from 0.6 fte to 1 fte permanently.

TABLE 17

AREA OF NEED	SPECIALIST RESOURCE/SERVICE
Substance Misuse	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 provides a dedicated SM worker for Youth Justice that is co-located with the service.
General health	ICB commissions 1 fte Nurse for Youth Justice from the BEH-MHT (Enfield Community Services).
Speech and Language needs	ICB commissions 0.4 fte Speech and Language Therapist from the BEH-MHT (Enfield Community Services).
Mental Health	ICB commissions 1fte Clinical Psychologist and 0.5 fte Liaison and Diversion worker from the BEH-MHT (CAMHS). Externally funded project Vanguard is in place in Enfield to provide a place based clinical support for children exposed to criminal exploitation and violence. This includes: 2 youth workers and a clinical function.
Delivery of OOCs, managing re-offending and intelligence sharing	North area BCU provides 2.5 fte Police officers to support YJS.
Delivery of effective transitions to Probation	National Probation Service is committed to provide £5,000 in funding and 0.5 Probation Officer or if not in post, YJS will receive funding instead to use flexibly to support transitions.
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.
Employment, education, and training support	Enfield Council provides 1 fte dedicated ETE Coordinator + in kind support from Virtual School. In addition to this, the Council funds 1 fte advisory teacher as a pilot to support ETE.
Social work support	There is a social work spine within Head of Service and their Deputy Head of Service.
Preventing re-offending	Enfield Council provides a dedicated 1 fte YouthXtra (previously known as YIOM) Coordinator alongside the BCU providing dedicated 1 fte YIOM Police officer to deliver the YouthXtra project. Community Safety provides additional support and funding for YouthXtra project activities for children.
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.
Provision of support for children involved in gangs and serious youth violence	Enfield Council funds 1 fte Youth Guardian. Community Safety assigns an element of the London Crime Prevention Fund to commission St Giles to provide 1 fte gang's worker and mentoring for children, and additional mentoring support via the Youth Development Service.

AREA OF NEED	SPECIALIST RESOURCE/SERVICE
Constructive resettlement support	Enfield Council funds a dedicated 1 fte Re-settlement worker to support resettlement of children from custody into community.
Listening to child's voice	Enfield Council will fund as a pilot 0.5-1fte Youth Participation worker provided by the Youth Development Service to deliver Participation Project.
Support for families of children involved in youth justice	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.
Early Help support for children subject to Community Resolutions	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. Early Help also provides access to evidence-based parenting programmes including virtual parenting support app 'Between us.'
Access to Youth Offer	Youth Development Service provide and prioritise referral pathways for children within Youth Justice to access Summer University, Holiday and Food Activities and mentoring.

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, enables a coordinated approach to information sharing, assessment, care planning and joint working, including joint supervision. This ensures children known to both services are robustly safeguarded, and their welfare needs are met.
- Joint working protocol between Special Education Needs Service and Youth Justice Service, enables 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.
- Joint working arrangement with Housing with a dedicated SPOC for challenging homelessness/re-housing cases and access for YJS to Housing case management system.

In 2024-25, we will:

- Undertake an annual profile of children involved in offending to help our partnership to commission and provide effective services and interventions to meet the diversity of needs of children.
- Review specifically health needs of children to inform future commissioning and service provision.
- Continue to build on our multi-disciplinary working with NHS and ICB/Public Health commissioned health services to provide an integrated care to children with health needs within Youth Justice and continue to upskill Youth Justice Service Case Managers to offer a person-centred support.

8. BOARD DEVELOPMENT

Enfield YJSMB has continued to mature and evolve, under the leadership of the current Chair. All new Board members receive a personal induction from the Chair of the Board and Head of Service and receive 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.

HMIP inspection positively recognised and highlighted many strengths:

- “Many board members are actively involved in the YJS at both strategic and operational levels. This gives them a good insight into the challenges staff face when working with children. Staff have found this helpful.
- Links across various governance strands and strategic board are well established and relationships are strong and appropriately challenging.
- Board’s culture is open and transparent.
- Members hold each other to account and have developed a positive culture that supports innovation and creativity.
- Opportunities to learn and develop are well established and the board is keen to learn from a wide range of sources.
- Staff survey showed that 85% of staff were aware of the activity of the board, the chair of the board has attended every staff meeting and has been accessible to staff.”

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.

HMIP inspection identified a number of areas for improvement and the Board will be taking the following forward:

- Ensuring the Board has effective strategic oversight of the YJS practice and management of risk and assures itself that risk classification and understanding does not become underrated or moderated to the detriment in the protection of the public, particularly other children.
- Ensuring the Board consistently translates its vision into supervision of children by the Service.

In 2024-25, we will:

- Review and update the Board’s induction tool.
- Implement a clear work plan for the Board, lined to the Youth Justice Strategic Plan priorities whilst ensuring that the board has a strategic oversight of the YJS practice and management of risk.
- Undertake a survey of Board members to evaluate the current format of the Board and identify further improvements for Board development.

9. WORKFORCE DEVELOPMENT

The YJS has a comprehensive workforce development plan, recruiting, developing, and retaining high quality staff, including volunteers. Our staff turnover rate for 2023/24 was 7.7%, which is a positive reduction on previous year 2022/23 when it was 17.1%. We will work together with HR, social care, and Workforce Development Board to make further improvements to our recruitment process to attract the best talent.

100% of workforce eligible for PDR (Personal Development Review – Enfield’s appraisal framework) had their PDR in the last year. We have invested in improving quality of supervision. High quality supervision and consistent PDR remains a key priority for this year.

The service has completed an annual analysis of training in October 2023. The staff in the Enfield Youth Justice Service Team holds a number of diverse qualifications, see diagram 2.

DIAGRAM 2

QUALIFICATION
<ul style="list-style-type: none">• BA, BSc and MA in Social Work• BA in Child & Adolescent Studies• BA Education• BSc Psychology• BA Youth Justice• BA & BSc Youth Justice• BSC Criminal Justice• LLB in Law• Level 6 Diploma in Career Advice and Development• MSc in Forensic Psychology• BTEC National Diploma in Sports and Fitness• BTEC Restorative Justice• NVQ Business Administration Level 4
RELEVANT EXPERIENCE
<ul style="list-style-type: none">• Probation Officer• Restorative Justice Facilitator• PGCE – Education• Substance Misuse and Dual Diagnosis Psychodynamic Counselling• Referral Order Panel Member

Strengthening the social work spine and ensuring all staff gain or work towards YJB recognised professional training is a priority for us. Enfield Council runs an apprenticeship scheme for social workers. Social work apprentices interested in Youth Justice work are also offered a placement within Youth Justice Service. We hope this will attract qualified social workers interested in Youth Justice once they complete their apprenticeship.

Analysis highlighted there is a diverse range of professional disciplines within the workforce. Whilst some of the staff with a long-term service history have a substantive professional experience and on job training, there are newly recruited members of staff that would benefit from investment in Youth Justice recognised professional qualification, which will be a priority for our training in 2024-26.

Graph 2 shows workforce training analysis of mandatory training required by Enfield Council, undertaken in October 2023. Our priority will be to ensure that all staff have completed their mandatory training.

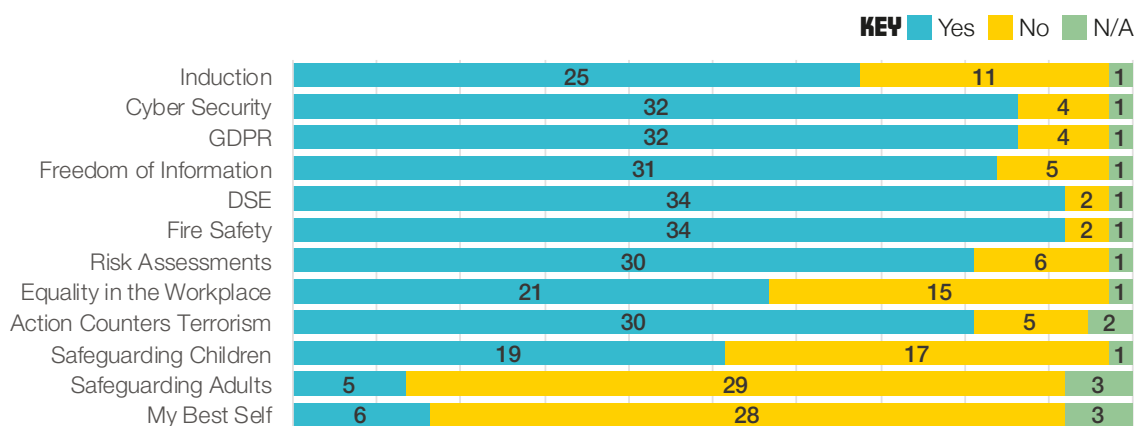
Note that Safeguarding Children and Safeguarding Adults training is only for staff members that are working with vulnerable children or adults. Additionally, staff who are social workers or have completed this training in previous employment are not required to complete this.

We will continue to provide and commission bespoke Youth Justice training for our workforce to maintain high practice standards.

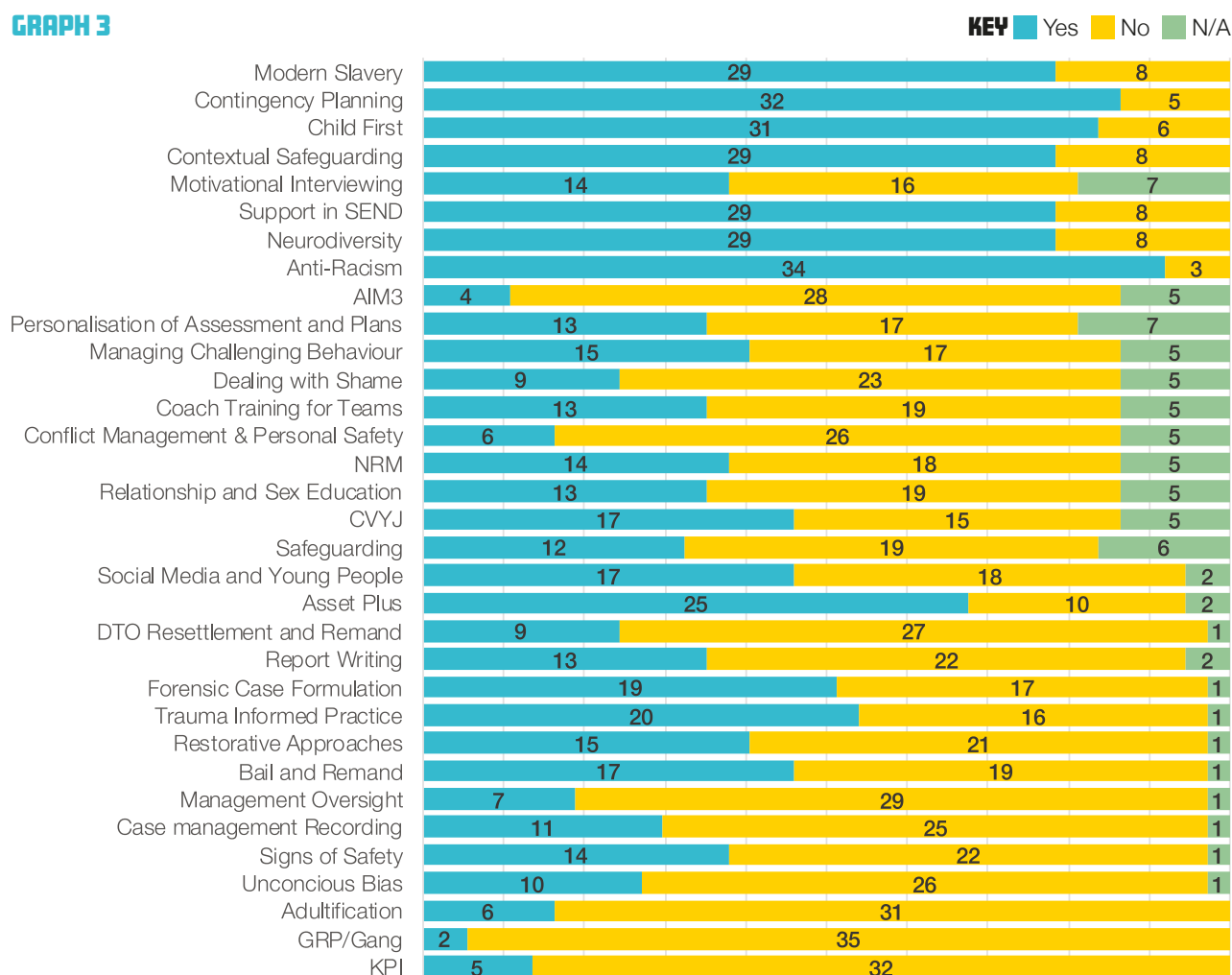
Graph 3 illustrates a diverse range of YJS specific training provided last year, including number of staff that completed the training. Note that not all staff would be expected to complete all training reflected in the graph 3.

We will be undertaking our annual workforce training profile in October 2024 to ensure we continue to provide the required training for our workforce.

GRAPH 2



GRAPH 3






In 2024-25, we will:





- Undertake annual training needs analysis to inform our workforce development.
- Continue to recruit, retain, and support volunteers, ensuring there is a sufficient volunteering capacity in place to conduct Referral Order panels.
- Ensure that all staff have completed Council's mandatory training and received PDR.
- Investigate options to strengthen social work spine within Youth Justice Service.
- Support all Case Managers to complete the required YJB professional training.
- Ensure that practice leads with supervisory responsibility complete an accredited YJ training in management and coaching.
- Continue to deliver and commission bespoke training to improve effective practice.
- Publish an annual YJS Workforce Development Plan.

10. EVIDENCE BASED PRACTICE INNOVATION

We have continued to invest in evidence-based practice. See table 19 highlighting examples of evidence-based practice.

TABLE 19

TITLE OF INNOVATIVE PRACTICE	DESCRIPTION
<p data-bbox="300 533 363 562">AQA</p> 	<p data-bbox="523 533 1434 875">In recognition that many children involved in offending have no formal qualification or a formal recognition of their learning, we have invested in developing AQA for our group work programme interventions. We have the following learning activities accredited: No Knives Better Lives, robbery group work, knife crime prevention programme, Street Doctors, substance misuse workshop, Empower Her (girls group work), virtual reality group work, creative writing, ACE, and trauma awareness learning, driving awareness course, grooming and county lines course and Youth Consultants programme. 80 children have achieved AQA since its introduction in February 2023, during the period of April 2023 – March 2024.</p> 
<p data-bbox="199 1507 467 1570">Virtual School within Youth Justice Service</p> 	<p data-bbox="523 1507 1414 1675">In response to the HMIP thematic inspection on ETE, we have continued to strengthen and innovate our ETE support to children within youth justice system. We have built on the statutory duties for Virtual School for children in care and the extended duties for children on a child protection plan or a child in need plan. Our Virtual School model within Youth Justice Service includes:</p> <ul data-bbox="523 1697 1414 2078" style="list-style-type: none"> • Pilot of a dedicated Advisory teacher. • Welfarecall, tracking attendance of all children in ETE. • YJS ETE multi-disciplinary panel for children under the age of 16 who are not meeting the ETE requirement, chaired by Virtual Headteacher. Key purpose of the panel is to provide education oversight and support Case Managers to remove barriers to education engagement and attainment for children in community and those in custody. • STAAH multi-disciplinary panel children aged 16 + who are NEET and involved in Youth Justice and those leaving care. • ETE child level data provided in a monthly Virtual School report and to the Board as part of performance reporting.

TITLE OF INNOVATIVE PRACTICE	DESCRIPTION
<p data-bbox="268 206 397 235">Mentoring</p> 	<p data-bbox="523 206 1428 443">Building on the existing youth mentoring offer provided by Youth Service, commissioned service from St Giles and work of the Youth Guardian in Youth Justice Service, we have expanded this programme and have a dedicated referral pathway for all children in Youth Justice. Mentoring is recognised as an evidence-based intervention and impactful on reducing risk of serious youth violence by YEF (Youth Endowment Foundation) toolkit on what works to prevent serious youth violence.</p>
<p data-bbox="167 499 497 595">Preventing robbery around schools' project, adopting public health approach</p> 	<p data-bbox="523 499 1428 701">In response to high levels of robbery offences which take place at the end of the school day in Enfield, our partnership has successfully secured funding from the VRU to adopt a three-tiered approach. Based on the intelligence, partnership has selected four secondary schools, which are affected by robbery offences at the end of the school day and has commenced deploying the following structured programme of work:</p> <ul data-bbox="523 725 1428 1205" style="list-style-type: none"> <li data-bbox="523 725 1428 860">• Universal offer of constructive activities and projects to support children involved in risky behaviour. In addition, the programme provides funding for additional Policing assets in those four localities alongside of deployment of detached youth workers, supported by a mobile youth bus. <li data-bbox="523 869 1428 1137">• Targeted Team around the school – attaching a multi-disciplinary team of professionals to support each school, including link social worker, early help worker, education welfare support worker, behaviour support worker, youth worker. The team around the school will be meeting up on a fortnightly basis with school and coordinate support for children identified by school as on the offending trajectory but not known to Youth Justice Service yet. These children and their families will be offered a tailored support from a multi-disciplinary team, drawing on local resources of support. <li data-bbox="523 1146 1428 1205">• Specialist – strengthening data intelligence within the YJS to focus on those involved in robbery offences and who are known to the YJS. <p data-bbox="523 1234 1428 1330">The programme is led by Community Safety and will be supported by business analyst to capture the impact. Our intention is to have a robust evaluation of the project to develop a strong business case for future resourcing.</p>
<p data-bbox="236 1352 429 1382">SEND kitemark</p> 	<p data-bbox="523 1352 1390 1523">As a partnership we have invested in developing a joint working protocol to ensure that all children with SEND needs are fully supported within youth justice system whilst striving to reduce over-representation of children with SEND. Using the quality mark helped us to self-assess ourselves as a partnership and identify further areas of improvement.</p> <p data-bbox="523 1552 1377 1648">In October 2023, Enfield Youth Justice has been awarded with the Quality Mark, receiving the highest rating for delivering high quality services for children with SEND.</p>
<p data-bbox="177 1666 489 1733">Motivational Interviewing (MI) training</p> 	<p data-bbox="523 1666 1428 1874">We have invested in MI training all professionals. MI is an evidenced based approach to behaviour change. This strengthens our Child First approach as it is a collaborative, goal-orientated style of communication with particular attention to the language of change. It is designed to strengthen personal motivation for and commitment to a specific goal by eliciting and exploring the person's own reasons for change within an atmosphere of acceptance and compassion.</p> <p data-bbox="523 1899 1382 1928">We have trained to this date 299 professionals, including Youth Justice staff.</p>

TITLE OF INNOVATIVE PRACTICE	DESCRIPTION
------------------------------	-------------

Child First



We continue to design interventions for children within Youth Justice in a bespoke way, personalising the interventions to their strengths and interests, upholding Child First ethos. For example: For example: DJ was a black British boy who committed two offences of robbery and possession of a weapon. DJ was passionate about cooking and aspired to be a chef in the future. DJ attended YJS outreach knife crime programme as part of his Referral Order. Collaborating with partners, his case manager arranged work experience at a high-quality London restaurant. DJ shadowed the Head Chef and his team learning new skills. DJ rated the experience as '8/10', thus bolstering his future aspiration to become a chef.



Use of virtual reality



The service has invested in use of modern technology to create immersive learning experiences for children who may find it challenging to engage in learning through traditional teaching methods.

Children are given the opportunity to write and recreate real life scenarios that they face on a daily basis, using virtual reality headsets to live through the child's experience. Children have achieved an AQA in 118339 in introduction to using a virtual reality headset.



TITLE OF INNOVATIVE PRACTICE	DESCRIPTION
<p data-bbox="177 208 491 271">Youth Court engagement event</p> 	<p data-bbox="523 208 1430 304">Enfield Youth Justice Service has recently held an Open Day for Magistrates at Thomas Hardy House on 21st of September 2023. Key objective was to help judiciaries to develop an understanding of:</p> <ul data-bbox="523 331 1430 674" style="list-style-type: none"> • our 'Child First' approach within our work, encouraging judiciaries to understand and consider principles of Child First in the Court arena; • our service, resources, and interventions to support desistance of children in Enfield and our performance; • children lived in experience of Court, with children speaking to judiciaries on the day; • Out of Court Disposals work and its impact; • Restorative Justice and victims support we offer; • London Accommodation Pathfinder as an alternative to custody use; and • our work tackling serious youth violence. <p data-bbox="523 701 1382 797">The event was supported by our Chair of the YJSMB (YOT Board) and our Board member (Deputy Chair for North London Panel). Our volunteers were also invited to attend the event. Magistrates positively received the event.</p> 

In 2024-25, we will:

- Continue to evaluate all key initiatives to ensure they are impactful and add value to the interventions provided to children by youth justice system and wider partnership.
- Innovate our existing programme of interventions in line with published evidence-based practice.

11. PRACTICE STANDARDS AND SERVICE DEVELOPMENT IN RESPONSE TO HMIP INSPECTION

The Youth Justice Service continues to review its quality of practice against the YJB National Standards.

The service undertakes a regular case file auditing activity with a thematic focus on work within custody, post court disposals, Out of Court Disposals, and resettlement. All case audit work is moderated by Head of Service and also by Directors. In addition to audit work, the service participates in multi-agency audits as required and mandated by Safeguarding Enfield Partnership. Once a year, the service also commissions an external health check of practice that informs ongoing practice improvement work. Audit and external practice findings are shared with the Youth Justice Strategic Management Board on a regular basis.

At the end of 2023, the Youth Justice Service completed a YJB required practice self-assessment of the work in Court. The findings highlighted the work in court overall as strong. The strategic element of the self-assessment was rated as outstanding overall.

A case file audit of twenty has shown many elements of effective practice and helped us to identify the following areas for improvement:

- court reports need to capture consistently the child's voice and engagement of parents;
- court reports need to consistently take account of victim impact;
- further improve the understanding and communication of court processes for the children and parents; and
- expand the offer of support to Parents with children who are sentenced to custody especially those parents whose child has received a life sentence.

Key practice improvement recommendations from the National Standards self-assessment will be reflected within this year's Plan.

The HMIP inspection positively recognized the impact of having a joint supervision process between social care and Youth Justice. Our priority for the forthcoming year will be to build on our practice, revising the current guidance to help us to use the joint supervision systematically and track our compliance and testing quality of practice.

Overall, our practice standards within the delivery of Out of Court work, resettlement, transition, and work in custody are strong, which was recognised within the recent HMIP inspection in 2023, giving positive ratings to these practice areas. Whilst there was good work taking place with children supported in the community, in a small sample of cases the HMIP reviewed assessment of risk (within assessment and planning) as not meeting the required standard. The HMIP inspection identified the following areas of practice for improvement for Enfield Youth Justice Service:

- Accurately assess and analyse the risk of harm that children on court orders present to others, to ensure that all risks are included in assessments and are not underestimated.
- Improve the quality of planning activities to keep children safe and provide a clear and consistent approach to managing risks to others and meeting the needs of victims.

In response to these findings and recommendations from the inspection, a comprehensive improvement

action plan has been developed and endorsed by the Youth Justice Strategic Management Board. The plan has been accepted by the HMIP in May 2024 and shared by the Youth Justice Strategic Board. The HMIP inspection improvement plan is a separate standalone document; however, it dovetails our Youth Justice Strategic Plan. See appendix 3.

In 2024-25, we will:

- Drive delivery against the HMIP Inspection Improvement Plan.
- Continue to build on an effective practice in Court through implementing practice improvements identified in the National Standards Self-Assessment.
- Revise the YJS auditing tool and moderation process to reflect the HMIP inspection rating methodology and continue to regularly audit practice through internal audits and an annual health check practice review.
- Ensure that the Board has a clear oversight of practice on a regular basis.
- Review our service design in response to the HMIP inspection findings and local needs to ensure we continue to have the right resources in the right places whilst delivering Youth Justice Service in the most cost-effective way.



12. OUR RESPONSE TO NATIONAL PRIORITY AREAS

12.1 OVER-REPRESENTED CHILDREN

Enfield Council has adopted a Fairer Enfield policy that focuses on reducing inequalities for all residents in Enfield. The policy and work specifically reflect the Council’s commitment to tackling disproportionality within the Youth Justice Service.

Enfield Youth Justice Service continues to see an over-representation of young black boys. See graph 4 illustrating that black and black British boys tend to be over-represented within local youth justice system.

As a partnership and Service, we have adopted the Disproportionality Pledge and have a clear roadmap to take local action to reduce inequalities that black children face within the Youth Justice System. However, we recognise that children and families from black and other ethnic minorities background face inequalities in life well before children enter the criminal justice system.

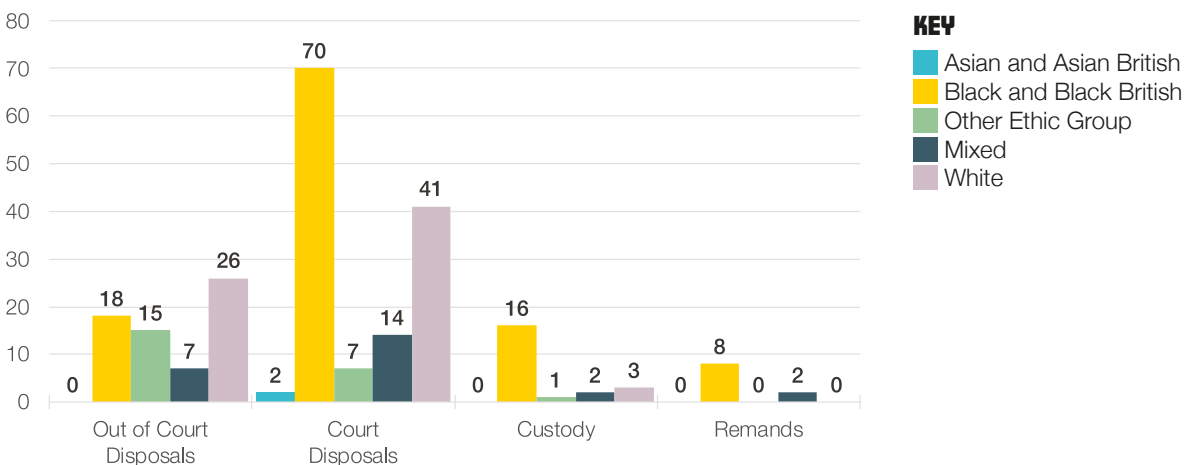
We also recognise that children known to social care, including those on Child in Need Plan, Child Protection Plan, and those in care as well as children with SEND continue to be over-represented in youth justice system.

Our priority is to build on the existing disproportionality road map of work.

In 2024-25, we will:

- Build on our commitment to support and prevent criminalisation of children with SEND and those in care who are often over-represented in the youth justice system.
- Evaluate and capture the impact.
- Work with the Met Police and other London Boroughs to develop mechanisms to review and scrutinise stop and search to inform our learning and affect the Met Police practice.

GRAPH 4: ETHNIC COMPOSITION OF DISPOSALS 2023/24



12.2 POLICING

We have a strong relationship with the North Area Basic Command Unit (BCU) that is enabled by the statutory governance for Community Safety Partnership, Enfield Safeguarding Partnership and Youth Justice Strategic Management Board. Relationships with the BCU senior leadership team and senior leaders within the Council is mature and impactful. We have engaged in providing feedback for the proposed Children Strategy and stocktake on local authority asks and offers to the Met Police following Casey Review recommendations.

At BCU level, we have a strong coordinated approach to tasking of resources and partnership problem orientated approach to serious violence, enabled by the North Area Violence Reduction Partnership under the leadership of the BCU. The partnership receives high quality intelligence product, which enables further deep dives into trends and changes of patterns of violence. The BCU provides sufficient Police resource for our MASH and Youth Justice Service. Joint delivery of Out of Court Disposal is highly effective, enabled by our dedicated Police Officers within the Youth Justice Service.

We have been working closely with the Met Detention team to continue embedding delivery of the Engage Project in Wood Green Custody, which has gone from strength to strength. This has been enabled by the local Engage partnership steering group. The Partnership delivered local Trauma Informed Training for all custody teams. Building on this work, we have been working on a blueprint to develop 'Child First' custody suite. We have attracted £40,000 funding from the VRU that is being used to physically transform the Wood Green custody to have dedicated children's cells.

In 2024-25, we will:

- Complete physical adaptations to the Wood Green Custody as per agreed specification with anticipated launch of the Child First custody in autumn 2024; and.
- Deliver further training for custody staff and legal representatives on Child First and alternative pathways.
- Support the BCU in the Operation Pisces Clear Hold Build that will be implemented in response to an increase in violence between gangs within a specified geographical footprint.

- Tackle school robberies through securing an additional VRU funding, targeting four schools with high levels of robberies.
- Support the BCU and wider partnership's efforts to tackle the Violence Against Women and Girls.
- Support implementation of the Met Children's Strategy locally.

12.3 PREVENTION AND DIVERSION

As a partnership, we have continued to invest into significant prevention and diversion support for children to prevent and divert them from the youth justice system.

Our prevention offer is strong and includes a plethora of prevention programmes, for example:

- **Engage Project in the Wood Green Custody** – is funded by the VRU and delivered by Early Help, provides support to detained children presented in custody in the reachable and teachable moment. Engage Workers provide a follow through for those children that are not known to social care or the Youth Justice Service to ensure they can access support in their local community to prevent them getting involved in offending and be re-arrested. In the last year, 686 children were seen by Engage Workers in Wood Green custody suite. 58% of those arrested, have positively engaged with the project, and received support, including being provided with information, advice, access to diversionary activities and mentoring.
- **Project Dove** – is delivered by Early Help and funded through the NCL Health Inequalities Fund. It provides support to children identified at risk of serious violence through schools and health settings and through social prescribing support these children to thrive and reduce their risk to serious violence. The Project has worked with 37 children in the last year, with 29 children engaging fully throughout the intervention; and no re-referrals following closure, into Early Help or statutory services, for the children who had fully engaged in their interventions.
- **Turnaround Project** – is funded by the YJB and delivered by Early Help. It has successfully supported 42 children meeting the YJB defined eligibility criteria.

- **Summer University** – is funded by the Council and delivered by the Youth Service and its partners. Last year, Summer University provided five weeks of diverse activities during school holiday. This included 77 learning courses and 7 holiday camps that were accessed by 1,173 children. This represents 43% increase from Summer University in 2022.
- **Holidays and Food Activities programme** – is funded by the DfE and delivered through a mix model of commissioned services and in house delivery provided by Youth Service. Last year, 7,077 children accessed the programme, which presents an increase of 2% from previous year (6,957 children).
- **Mentoring** – is funded by GLA and delivered by Youth Service and its partners. We have secured in 2023 £704,448 funding to expand our mentoring offer. 462 children have accessed mentoring support in the last year.
- **Nexus in schools** – is delivered by the Secondary Behaviour Service in collaboration with partners, providing support to children identified by schools at risk of suspension and permanent exclusion. Positively, our permanent exclusions in Enfield remain low. In the academic year 2022/23, there were 17 permanent exclusions, which is significantly lower than prior to the introduction of the Nexus when it was at one point 70.
- **Detached and mobile youth work** – deployment of our detached and outreach Youth Workers and a mobile youth bus is coordinated in partnership with Police, Community Safety, and our Contextual Safeguarding Hub. The team has positively engaged with 2,561 children between December 2023 and May 2024. Out of these, 829 children were signposted to activities and further support, 1,200 children were provided with activities cards and 474 children ‘just checked in’ with the team and access information and advice.
- **Young Leaders programme** – is delivered by the Youth Service, recruiting and training children as young leaders to co-deliver Youth Services. The programme recruited and trained 40 children who then supported Summer University delivery and Safeguarding Ambassadors and work in Youth Centres.
- **CAPVA Project** – is led by Community Safety and delivered jointly with Haringey Council and Rise Mutual and is funded from the VRU. This Project was developed in response to child adolescent to parent violence in recognition this is an under reported issue and can lead to children being criminalised. 27 referrals have been received to this date for parents experiencing violence from their children into the project.

- **Early Help Directory** – we have developed a new directory to help professionals and parents to navigate within the local offer of support service.



<https://enfelddirectory4all.co.uk/>

Our diversion work is enabled by our Out of Court Disposal scheme that has been rated as ‘Good’ by the recent HMIP inspection. Our Court team continues to advocate for diversion with Youth Court to Out of Court Disposal where appropriate. Last year, we diverted 14 children from Court to an Out of Court Disposal. In our self-assessment we have identified Outcome 22 and diversion work as an area for improvement to reduce criminalisation of children.

We will continue to focus on supporting and evaluating our existing programmes.

In 2024-25, we will:

- Build on our existing strong partnership prevention offer.
- Attract additional funding from the VRU to build on our prevention work with schools and Police to prevent and the crimes that affect children and young people the most.
- Evaluate the Turnaround Project and developing a sustainability plan to build on the legacy of the Turnaround Project as the funding will cease in March 2025.
- Secure additional funding from the VRU to enhance capacity within Youth Services and local community to offer youth support work to prevent children and young people getting involved in risky behaviour and offending.
- Work with the Met Police to develop Outcome 22 Diversion scheme as and when the Met Police is ready to do so.

12.4 EDUCATION

The service supported by partnership has continued to strengthen our support for children in the Youth Justice Service to ensure they are engaged with employment, education, and training. We have continued to have a dedicated 1 fte ETE Coordinator to provide ETE support, information, and guidance. We have adopted the model of Virtual School that oversees ETE support for children within the Youth Justice Service. There is also an up-to-date clear pathways document to all post 16 ETE provision available and is regularly updated and reviewed. There has been a continued investment to commission the Welfare call to track attendance of children in ETE to identify disengagement at the earliest opportunity to enable us to put support in place timely.

As a partnership, we have implemented the following two education multi-agency panels, chaired by the Virtual School Headteacher that ensures that no stone

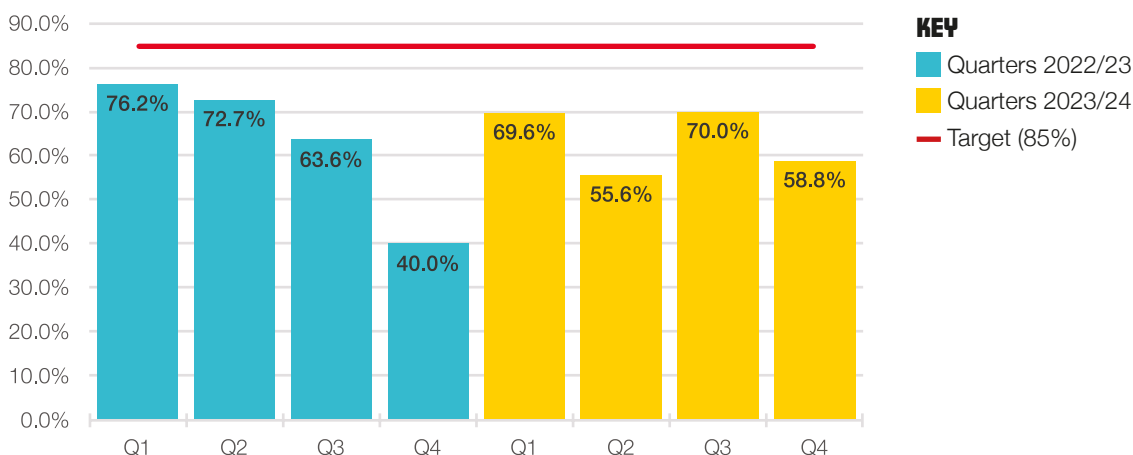
is left unturned to remove barriers to ETE for these children:

- ETE panel for children within the Youth Justice Service under the age of 16; and
- STAAH panel for children who are leaving care and those in the Youth Justice Service aged 16+.

The service has piloted a new function in partnership with the Virtual school of an Advisory Teacher to provide consultation and support for the YJS Case Managers with ETE challenges for children of school age.

Whilst we continue to use the ETE key performance indicator that measures if the child receives sufficient ETE at the end of their order, the performance continues to be a challenge against this indicator, see table 20.

TABLE 20: PERCENTAGE OF YOUNG PEOPLE ENGAGED IN SUITABLE EDUCATION, TRAINING, AND EMPLOYMENT AT THE END OF THE ORDER (PRE AND POST COURT)



CASE NUMBERS (MARCH 2024)	
Young people's engagement in suitable ETE Above School Age (Pre and Post Court) (At the end of the Order)	57.1%
Young people's engagement in suitable ETE Of School Age (Pre and Post Court) (At the end of the Order)	60.0%

This is not due to lack of resources or lack of robust oversight of ETE provided to children within the youth justice system. Our deep dive into the cohort of children that do not receive the required ETE at the end of their order, highlights that there has been a continued oversight of the ETE panels and support put in place for these children to remove ETE barriers. However, there were several systemic barriers that prevented these children to access the required ETE swiftly whilst on their order within the Youth Justice Service:

- Children being placed outside of the Borough at the end of the order, negatively impacting on their ETE status at the point of the closure of their order
- Children living in a temporary accommodation
- Children wanting to progress to the College, particularly those released from custody, often had to wait for the start of the term to commence their course

- Criminal record adversely impacting on the admission to the College for some children that have committed serious offences
- Children with the EHCP
- Children on a reduced timetable living out of borough due to risks at the point of their order.

Our deep dive provides a re-assurance that all these children have received comprehensive ETE support whilst in the Youth Justice with a clear ETE plan of support post discharge from the Youth Justice Service to help them get into ETE destination.

We continued to receive regular ETE data at child level at the Board level. This enables scrutiny and monitoring barriers for children that are reported as not in employment, education, or training at the end of their order. There is also a clear oversight of children's ETE profile, see table 21.

TABLE 21

INDICATOR	2022/23				2023/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
YOS 075a Number of young people with EHCP out of the overall cohort	21	19	20	15	17	20	17	17
YOS 075b Number of young people with EHCP that entered custody	2	1	0	0	0	1	0	0
YOS 075c Number of young people who entered custody had their EHCP reviewed	0	N/A	N/A	N/A	N/A	1	N/A	N/A
YOS 075d Number of young people with identified SEND needs out of the overall cohort	27	21	25	19	17	15	16	18
YOS 075e Number of young people overseen by the Virtual School panel in that quarter (This would include Pre 16 – statutory school age)	N/A	46	26	26	44	18	22	21
YOS 075f Number of young people in alternative provision out of the overall cohort	10	18	11	15	14	17	4	10
YOS 075g Number of young people below 16 years of age identified with persistent absence from school in that quarter	21	17	15	25	17	10	6	11
YOS 075h Number of children from school out of the overall cohort in the quarter	0	1	1	1	0	0	0	0
YOS 075i Number of children missing out on education	0	1	2	0	2	1	2	0
YOS 075j Number of Children on a part time timetable	9	8	3	4	4	3	3	3

YJS ADVISORY TEACHER CASE STUDY: ETE

Child: OF

Educational Health Care Plan (EHCP): Yes

Pen Picture of Child:

OF is a Year 10 student, who has an EHCP and complex needs, regarding Social and Emotional Regulation. OF is open to Social Care on a Child Protection Plan, for Physical Abuse. OF has experienced much trauma in his childhood, including domestic violence, neglect, living in poverty, whilst also being involved in offending. OF has been out of full-time education for over two years. Since 2023 OF has been subject to a Bail Support Programme, Triage Programme and most recently, an 8-month Referral Order, which he successfully completed this month (June 2024).

OF had been excluded from a number of mainstream schools and also pupil referral units. With support of Enfield SEN, he had been assigned 2 hours of tuition per day, 4 days a week at a local library, with which he was not engaging.

Support offered:

YJS Advisory Teacher and Enfield SEN worked collaboratively with OF, his mother, his YJS Case Manager and Social Care to find other suitable provisions, which could meet his needs and support his educational pathway. Enfield SEN were able to identify a new provision (ArtXchange College), which is a specialist setting, supporting students with educational and vocational pathways.

Due to being out of full-time education for over two years OF struggled with his first week in ArtXchange. He was subsequently suspended for disruptive behaviour, failure to follow instructions and also damage to the school property. As a result of this, OF was not allowed back to school and ArtXchange had requested a change of placement. They had also stated they would only offer OF online tuition, in the interim period, whilst a new provision was sought.

Understanding the complexities of OF's past and current lifestyle, YJS Advisory Teacher challenged the school, expressing the importance of his past, current trauma, and the expectation that more support would be needed for him to re-integrate successfully. YJS Advisory Teacher facilitated multiple meetings with ArtXchange college, to devise a more robust support plan, encompassing more financial support from Enfield SEN, to address and support his complexities. We did not support the notion of online learning, as this would set him back further and open him up to more safeguarding concerns.

After 5+ meetings, we were able to persuade the school to agree to take OF back in to school on a part-time basis, with a plan of further increasing the hours once he was displaying better behaviour. 2 weeks after this part-time timetable and enhanced support plan was devised, we are now getting daily reports of great engagement and attendance from OF, and the school are very happy with his progress and report that they are happy to keep him on roll and not terminate his educational placement. He is now on full-time timetable and exceeding expectations (June 2024).

In 2024-25, we will:

- Review the Advisory Teacher pilot to further refine and consolidate ETE support model.
- Provide consistent oversight of ETE provision within custody and present custody cases to the ETE panel and ensure where this is not appropriate this is challenged.
- Develop functional skills training pilot.
- Empower ETE panel with a devolved budget to commission bespoke support packages for children not in EET.
- Continue to improve attendance and reduction in use of part-time timetable.

12.5 RESTORATIVE APPROACHES AND VICTIMS

Enfield Youth Justice Service (YJS) remains committed to providing victims of crime with a quality service. The service has the following resources and arrangements in place to deliver highly effective restorative justice and support to victims:

- a dedicated Practice Lead post for delivery of Restorative Justice, reparation work and victim's support; and
- a full-time Victim's and RJ worker.

The Youth Justice Service victims work upholds the Code of Practice for Victims of Crime. The code requires the victim's needs to be taken into account in general, but also gives statutory backing to the [national standards for youth justice services](#) on:

- Ensuring that staff working with victims have the appropriate training.
- Contacting victims and allowing them to make informed choices about involvement in restorative processes.
- Keeping victims who participate in restorative justice informed about case progress.
- Storing victims' information.

The service is tenacious in its attempts to contact all victims. However, some victims are uncontactable or do not want to engage with the victim's team or restorative approaches. It is important to note that this process is always voluntary.

In the period December 2023 to May 2024, there were 69 victims of crime committed by Enfield children. Of the 69 victims, 35 agreed to be contacted and give a Victim Impact Assessment (VIA) statement. The service continues to receive high levels of satisfaction from support provided to participating victims.

I wanted to know the reasons why people commit crime. The victim worker Helen was very respectful, empathetic, and felt listened to me and my son.

I felt an understanding about the perpetrator and why he committed the crime and what lead him to do what he did. I hope the young person can reflect on the crime he committed and turn his life around. The young person is now receiving support and help towards himself and family to make the positive changes.

Restorative Justice Council (RJC)



In 2024-25, we will:

- Maintain our Restorative Organisation status, undertaking RJ Kitemark validation process.
- Increase the number of victims contacted and engaging in Restorative Approaches.
- Continue to attempt to engage corporate victims.
- Maintain RJ effective practice within the service through training and action learning sets.
- Develop more direct and victim focused reparation.
- Evaluate victims' level of satisfaction on a regular basis.

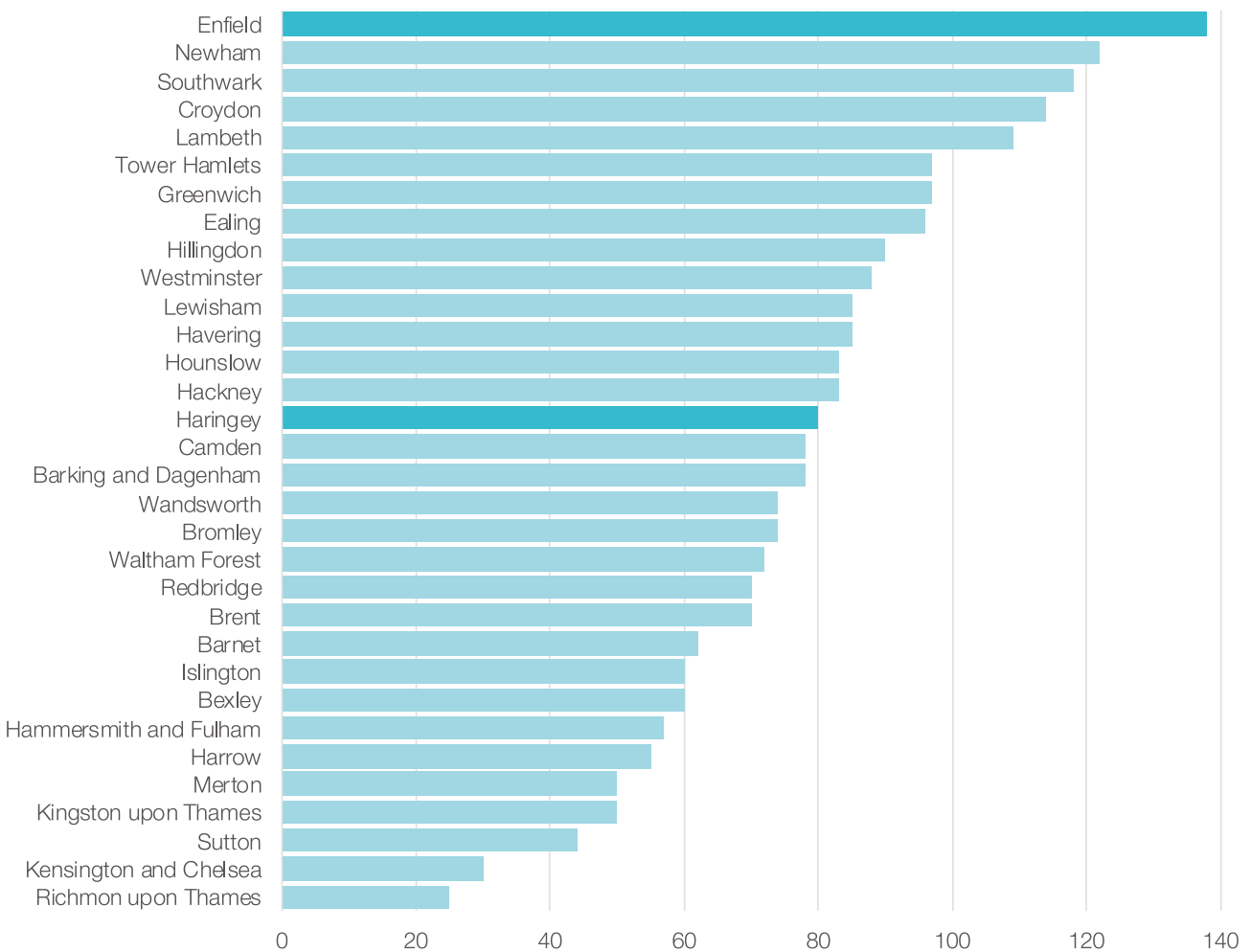
12.6 TEEN VIOLENCE, EXPLOITATION, AND CONTEXTUAL SAFEGUARDING

Our Safer and Stronger Communities Board (Enfield Community Safety Partnership) has undertaken a Strategic Needs Assessment of violence. [SNA Summary for Crime Scrutiny Panel \(enfield.gov.uk\)](#). The Home Office commissioned Crest that evaluated the Strategic Needs Assessments for all London Boroughs and have positively recognised that Enfield’s Strategic Assessment contains a comprehensive child offending profile.

The Strategic Assessment has informed the development of the Violence Reduction Duty Strategy, which was published in January 2024. [Enfield Serious Violence Duty Strategy 2024-25](#) Enfield Community Safety Partnership has submitted a Violence Reduction Action Plan to the Violence Reduction Unit in March 2024.

Enfield continues to have the highest level of victims of teen violence in London, see graph 5. In May 2024, sadly there were 668 victims of teen violence aged 10-24 recorded in Enfield in the last twelve rolling months.

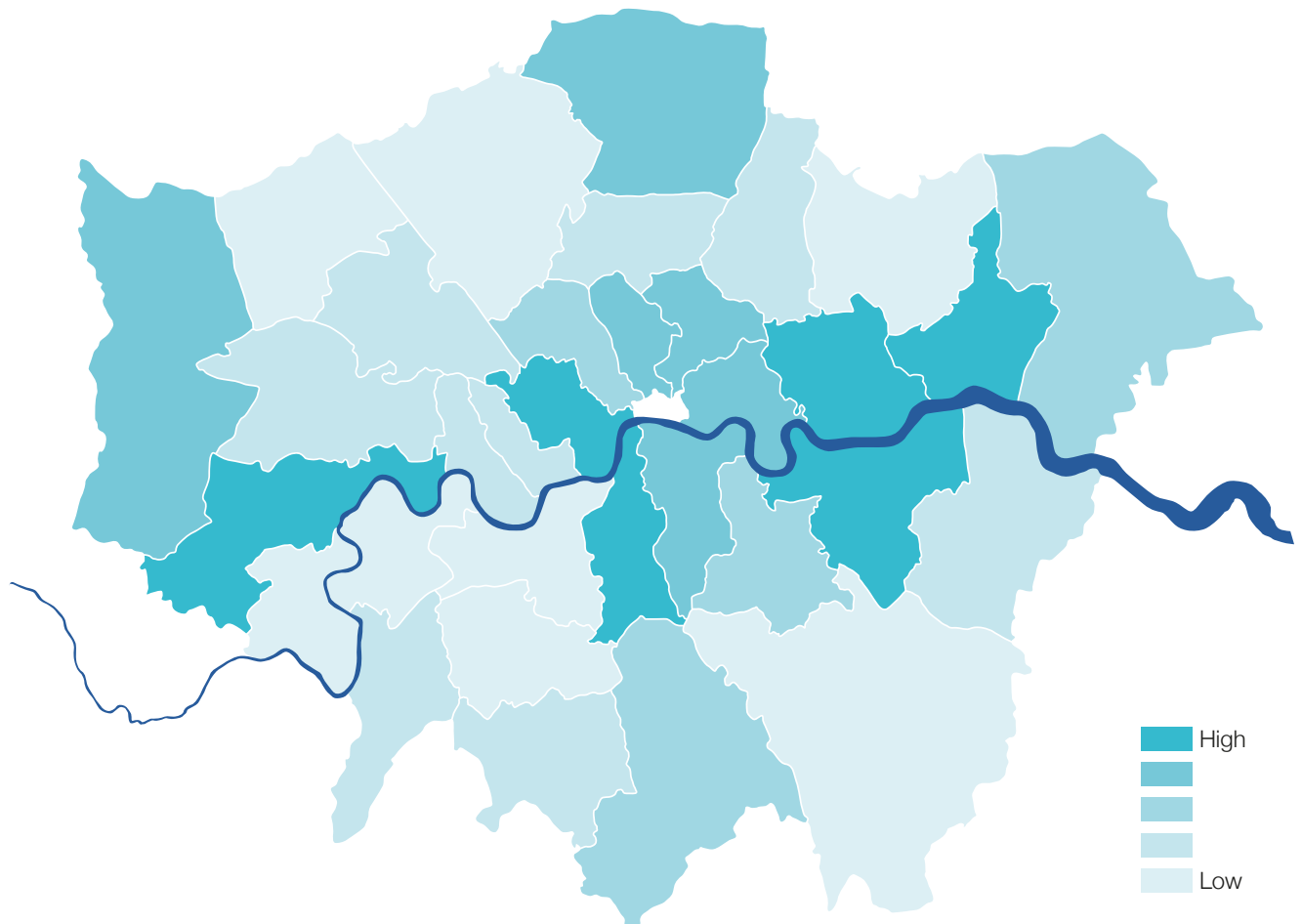
GRAPH 5: TEEN VIOLENCE VOLUME (12-MONTHS)





Enfield has the 4th highest youth population in London. Enfield had 1.9 rate of teen violence with injury per 1,000 population when benchmarking to other London Boroughs in May 2024 for the last twelve rolling months, see map 1.

MAP 1: LONDON YOUTH VIOLENCE



BOROUGH	YOUTH VIOLENCE VICTIMS	RATE PER 1,000 POP.N.
City of Westminster	844	3.2
Greenwich	694	2.3
Barking and Dagenham	504	2.2
Newham	763	2.0
Hounslow	593	2.0
Lambeth	699	2.0
Hillingdon	634	1.9
Southwark	654	1.9
Hackney	566	1.9
Islington	469	1.9
Enfield	668	1.9
Tower Hamlets	646	1.9
Havering	520	1.9
Croydon	771	1.9
Lewisham	592	1.8
Camden	473	1.8
Waltham Forest	505	1.7
Haringey	501	1.7
Bexley	441	1.7
Kingston upon Thames	316	1.7
Kensington and Chelsea	272	1.7
Brent	582	1.7
Sutton	357	1.6
Ealing	633	1.6
Hammersmith and Fulham	339	1.6
Wandsworth	539	1.5
Bromley	533	1.5
Merton	315	1.4
Harrow	365	1.4
Redbridge	438	1.4
Barnet	463	1.1
Richmond upon Thames	216	1.0
London Total	16,905	1.8

The partnership has implemented a Public Health approach to prevention of teen violence, and it continues to invest in evidence-based range of interventions. Examples of successful prevention projects include:

- **Project Dove** – supporting children at high risk of violence identified in schools and health;
- **Mentoring outreach support in A&E provided by Oasis Hadley** – supporting victims of teen violence, including a follow up support into the community;
- **Engage Project in Wood Green Police Custody** – capitalising on reachable and teachable moments, providing support for children presented in the Police custody, including a follow through into the community;
- **NEXUS Project in secondary schools** – providing intensive support in partnership with community organisations to children at risk of exclusion;
- **The Taskforce Project in Orchardside (PRU School)** – providing support and early intervention to children at risk of violence;
- **Trauma Informed Training support** – providing support and training for schools by Education Psychology;
- **YouthXtra Project** – providing an enhanced support to children at risk of re-offending;

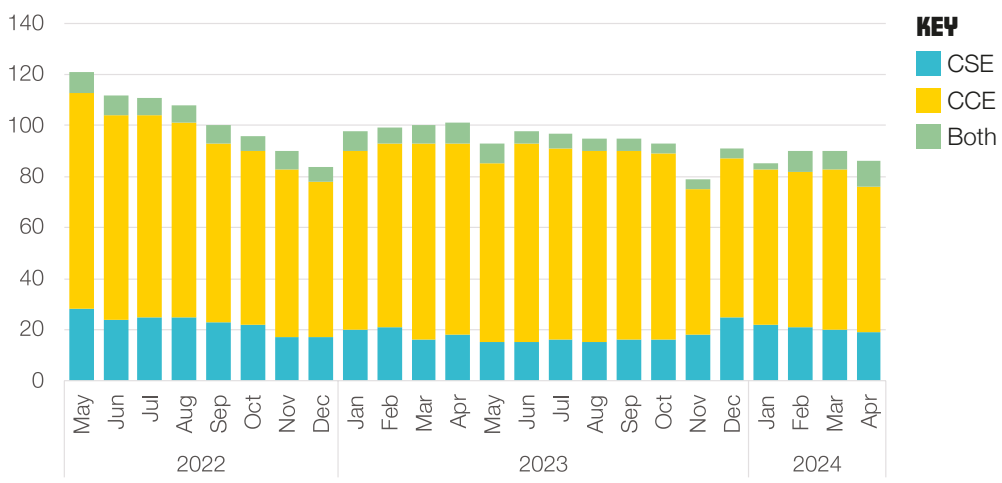
- **Parenting programmes and Youth and Family Hubs;** and
- **Summer University, Mentoring, Detached and Outreach Youth Work and Young Leaders programme** provided by Youth Service with partners.



Young people learning about decision making processes involved in administering first aid, performing cardiopulmonary resuscitation on a resus manikin

In Enfield we continue to see more children who are criminally exploited than those sexually exploited. See graph 6. Enfield has been a pilot site or the Home Office’ devolved decisions making’ for the NRM. This has enabled much swifter local decision making and is a positive impact for those children presented in Youth Court.

GRAPH 6: CHILDREN AND YOUNG PEOPLE ON THE ENFIELD CSE/CCE PROFILE LIST



Our devolved NRM panel has received a total of 46 referrals for the 2023-24. The panel received 5 referrals where Youth Justice Service has been a 'First Responder' – which have all resulted in conclusive grounds decisions/recommendations. The NRM devolved pilot decision making has been a positive initiative and it has supported children to rebuild their lives through the following:

- **Recognition that children are victims** – a conclusive grounds decision is usually the start of a child's journey in recognising that they are a victim of modern slavery, validating their experiences and ensuring they are treated with care and understanding moving forward.
- **Tailoring support to personalised needs of children** – instances where children have been arrested following a NRM conclusive grounds decision and the way the Police treat them is very different recognising children as victims.
- **Supporting children within Criminal Justice Proceedings** – when appropriate, children have received support in the criminal justice process, including special protections when acting as a witness against their traffickers. Victims of trafficking have not been prosecuted for any crimes they may have committed under duress.

The wider partnership has a diverse range of intelligence, mechanisms, and projects to reduce risk to exploitation and extra familial abuse. The MACE continues to provide intelligence at strategic level to focus our partnership resources in a proactive way to reduce risks to exploitation and extra familial abuse. Linked to this, there are planning meetings in place with partners to ensure that collaboration takes place in a timely way to share and obtain information about children. Examples of this include the daily MASH meeting but also Strategy Meetings within social care, which mobilise partners to come together and plan for safety both as a matter of routine and following an incident/intelligence arising. There is a range of panels and boards that currently exist in the space to address extra-familial risk across the various levels of the safeguarding system. The joint supervision between social care and Youth Justice Service is a helpful enabler to coordination of safety planning and safeguarding of children at risk of extra familial abuse known to both social care and Youth Justice services.

Community Safety continues to commission St Giles Trust to provide support for children who are identified as criminally exploited. St Giles Trust workers are co-located with the Youth Justice Service and Adolescent Safeguarding Team. Our Contextual Safeguarding Hub has deployed Youth Workers into schools identified

with highest number of referrals of children at risk. The Youth Service prioritises referrals into Mentoring Scheme for vulnerable adolescents. A dedicated Adolescent Safeguarding Team within social care continues to work intensively with adolescents at risk of extra familial abuse. The Children and Families directorate commissions Precious Moments to support transitional safeguarding for children aged 18+, which includes children known to Youth Justice Service. In December 2023, Safeguarding Enfield Partnership commissioned an external system review of contextual safeguarding that will inform further service improvements in 2024 once it is published.

We recognise that children who are exploited and involved in offending may also be more vulnerable to radicalisation. In the fiscal year 2023-24, there were 27 referrals to Prevent in Enfield, out of which 20 were for children under the age of 18 and 3 of which were known to the Youth Justice Service. Enfield Community Safety Prevent team continues to provide an extensive training to the wider partnership, including Youth Justice Service workforce. In the last fiscal year, there were 2,539 professionals trained in Prevent. In addition, young people's training sessions were provided to 3,225 children to raise their awareness of the risk of radicalisation and build their critical thinking skills. In March 2024, a dedicated training session was delivered to the Youth Justice workforce focusing on Extreme Right-Wing extremism. With ongoing conflicts abroad, the Prevent team continues to update and revise training products and resources for professionals and children.

In 2024-25, we will at partnership level:

- Publish Contextual Safeguarding System Review and will take forward the recommendations.
- Continue to drive our VRU Violence Reduction Action Plan and our public health approach to prevention of teen violence.
- Working in partnership with Public Health, the VRU and national experts to recognise the reachable moments in early childhood where interventions can positively impact and prevent an escalation into serious violence in adolescence and early adulthood.
- Implement school robbery project and capacity building programme and secure VRU funding for these initiatives.

12.7 DETENTION IN POLICE CUSTODY

Ensuring that children detained in Police Custody are safeguarded and treated as children remains our partnership priority.

As a result of the Met Police introducing the new Connect system, it has been over eighteen months since the partnership received any data on detained children overnight in Police Custody. This is a pan London issue that the sector needs support from the YJB and MOPAC to be addressed by the Met as a matter of priority.

In 2024-25, we will:

- Building on our Engage Project in the Wood Green Custody; and
- Drive implementation of 'Child First' custody.
- Review safeguarding of detained children overnight once the Met Police share data.

12.8 REMANDS

When a child is in remand, it means that they are detained in youth custody until a future date when a trial or sentencing hearing is due to take place. Remands are usually made when a child commits a serious offence and or likely to commit further offences or a child is unlikely to comply with bail in the community.

Overall, there were 41 remand episodes for 2023 /24, see table 22. This represents an increase of 5% from the previous year (39 remand episodes).

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, see table 23.

In 2024-25, we will:

- We will continue to prevent inappropriate and unnecessary remands through providing robust bail support packages and working closely with social care to find suitable placements.
- We will continue to use the LAP project as an alternative to remand as appropriate.
- We will expand our re-settlement offer to all remands.
- The Board will continue to have an oversight and scrutinise all remands.

TABLE 22: 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

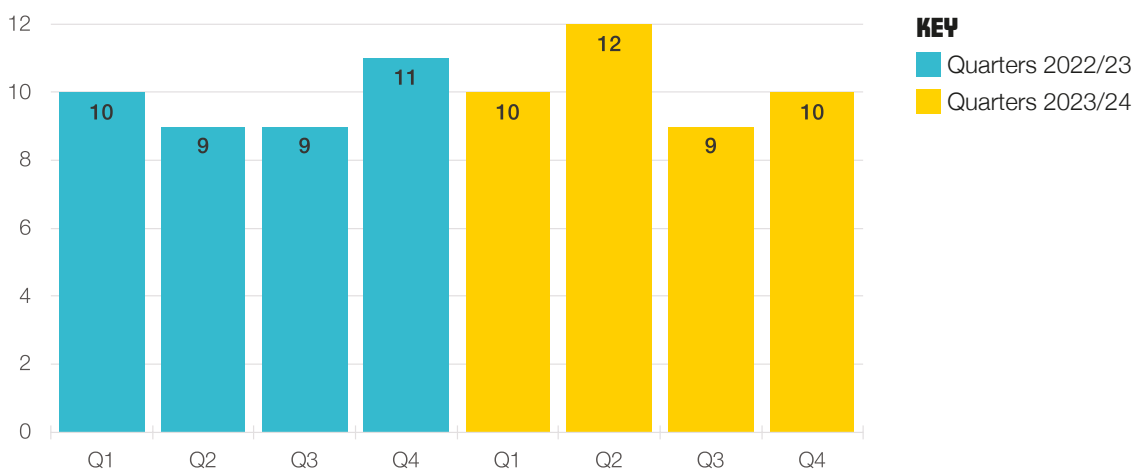


TABLE 23

INDICATOR	2022/23				2023/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
YOS 018 Number of young people in remand - Secure Children's Home (SCH)	2	2	0	1	0	0	0	0
YOS 019 Number of young people in remand - Secure Training Centre (STC)	0	0	0	0	0	1	3	2
YOS 020 Number of young people in remand - Young Offender Institution (YOI)	7	7	8	7	7	10	6	5
YOS 039 RILAA	1	0	1	3	3	1	0	3
YOS 021 Number of days spent on remand	340	302	217	266	298	327	278	362
YOS 022 Remand Cost against Budget	£151,437	£122,245	£66,619	£81,662	£97,796	£151,626	£175,334	£213,870
YOS 022a Remand Budget Allocation for Current Financial Year	£498,881	£498,881	£498,881	£498,881	£460,107	£460,107	£460,107	£460,107
YOS 023 Number of remand periods ended	4	3	2	4	1	6	3	1
YOS 024 Number of remands that ended in custodial sentences	0	1	1	2	0	4	2	1
YOS 025 Remands Ended in Community Sentences	1	0	0	0	1	0	0	0
YOS 026 Remands ended - Other Outcomes	3	2	1	2	0	2	1	0

12.9 CONSTRUCTIVE RE-SETTLEMENT IN CUSTODY

Enfield YJS has a comprehensive resettlement offer that is regularly reviewed. The service has reviewed its Resettlement Policy in September 2023.

The re-settlement offer provides a dedicated Resettlement worker and clear re-settlement pathway planning process. In the last review, we have consolidated pathway planning from 9 to 7 pathways plan. The pathways' planning process is modelled on the YJB model with an additional pathway focused on pro-social identity to reflect our 'Child First' principle. The joint working protocol with children social care enabled an improvement in re-settlement planning process for children coming out of custody who require a placement. Children due to release are taken to Placement and Resources Panel to ensure an appropriate placement is found for a child. The Placement Panel referral is made 4 weeks before release from custody. The introduction of the Y2A transition panel enables all children subject to re-settlement planning whilst in youth custody to smoothly transition to adult secure estate.

Surveys of children in custody in 2023, asked 3 children in custody at the time of the survey to comment on the support they received from the YJS in custody. All children felt listened to and supported by the YJS. All feedback received was positive, with one child highlighting the support they received when they wanted to move within the secure estate as incredibly positive.

The HMIP inspection in 2023 rated our re-settlement work as "Good". The HMIP inspection reports notes:

"We [HMIP Inspectors] spoke to four children who came to see their YJS worker during the inspection fieldwork week and had a phone call with one child who was in custody. Children spoken to were very positive about the relationships they had with case workers, they told us that Case Managers were interested in them and wanted to help them stop offending. One child was worried about his mum, he told us that his case worker had listened to his concerns and was visiting his mum regularly to make sure she was ok. He found this reassuring and was grateful that his mum was being helped and supported."

The HMIP inspection noted that despite good strategic and operational links with housing providers, some release accommodation is identified late. This makes it difficult for partner agencies to plan and can impact upon the effective resettlement of children once they return to the community.

In 2024-25, we will:

- Continue to strengthen strategic and operational links with housing providers to ensure accommodation is identified early for children in custody.
- Ensure that our Sufficiency Strategy reflects the needs of children involved in offending.
- Request evaluation of the impact of London Accommodation Pathfinder Project.
- Enhance the education offer for those being released from custody.



12.10 WORKING WITH FAMILIES

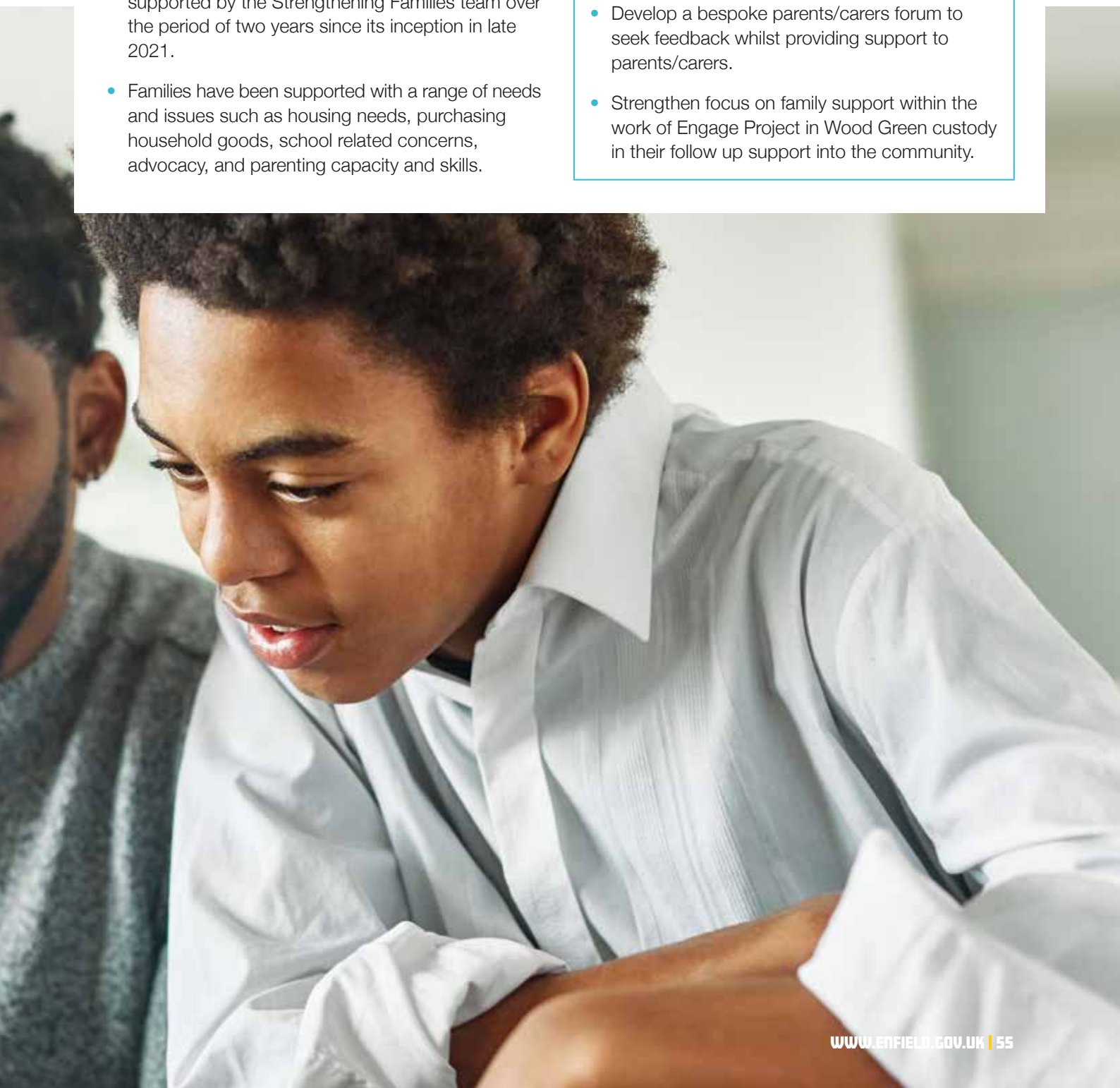
As part of our 'Child First' and 'Think Family,' our partnership has continued to invest into a dedicated Strengthening Families team of Family Coaches embedded within the Youth Justice Service and funded by Supporting Families Grant. This was in a recognition that the Youth Justice Services too often focus on provision of support for the offending child and do not consider consistently the needs and support of parents/carers and siblings within the delivery of the Youth Justice Service. The latest evaluation of Strengthening Families from October 2023 highlights:

- 56 families have been positively engaged and supported by the Strengthening Families team over the period of two years since its inception in late 2021.
- Families have been supported with a range of needs and issues such as housing needs, purchasing household goods, school related concerns, advocacy, and parenting capacity and skills.

- Challenges faced such as capacity issues due to long term absences, not capitalising on opportunities to work in an integrated way with the wider early help system.

In 2024-25, we will:

- Increase access to Early Help support for families through an integration of Strengthening Families with wider Early Help.
- Promote intensively new evidence-based parenting programmes to parents/carers within the Youth Justice Service, including digital parenting.
- Introduce use of an Early Help Assessment.
- Develop a bespoke parents/carers forum to seek feedback whilst providing support to parents/carers.
- Strengthen focus on family support within the work of Engage Project in Wood Green custody in their follow up support into the community.



13. IMPROVEMENT PLAN/LOOKING FORWARD

Note: this plan (see table 24) 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.

TABLE 24

YJS PARTNERSHIP AND SERVICE IMPROVEMENT PLAN 2024/25. OUR VISION:					
Our vision is for a Child First youth justice system: a youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.					
NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
Strategic priority 1: Continue to prevent FTE, reduce re-offending and use of custody for children in Enfield and keep victims safe and their voices heard.					
PARTNERSHIP WORK					
1.1.	Build on the success of the Summer University and Holiday and Food Activities and expand provision reach of vulnerable children during school holidays.	Head of Youth Service Director of Education	Apr 24-Mar 25		
1.2	Build on the successes and continue to deliver Engage Project in the Wood Green custody in partnership with the Met Detention team and Haringey Council. The aim is to increasing reach and engagement of children and capturing impact to inform preparation of a business case to support continuation of funding for the Engage.	Head of Early Help Met Detention Inspector	Apr 24 – Mar 25		
1.3	Attract additional funding from the VRU to build on prevention and early intervention work in school to tackle school robberies and pilot the Team Around the School approach in four schools.	Head of Community Safety	May 24-Mar 25		
1.4	Review and evaluate the Turnaround Project and present to the Board. Build on the success of the Turnaround Project as funding from the YJB will cease and create a sustainable legacy to continue the prevention work.	Head of Early Help, Head of YJS, Head of Community Safety	Jul 24 Feb 25		
1.5	Secure additional funding from the VRU to enhance capacity building through My Ends programme to increase prevention offer delivery by the Council Youth Service and expand detached youth work, mentoring and enhance VCS provision to deliver hyper localised interventions in areas of high level of serious youth violence.	Head of Community Safety	Jun 24		
1.6	Review all youth projects funded through Community Safety to evaluate their effectiveness and impact to inform business case for future funding investments in prevention in 2025 onwards.	Head of Community Safety	Dec 24		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
1.7	Continue to build on the success of Nexus to prevent suspensions and permanent exclusions.	Director of Education	Apr 24-Mar 25		
1.8	Continue to enhance services offered from the two new Youth and Family Hubs and increase reach to vulnerable families and children to access support at the earliest opportunity.	Head of Early Help	Apr 24-Mar 25		
1.9	Work with the Met Police to develop Outcome 22 Diversion scheme as and when the Met Police is ready to do so.	Head of Youth Justice Service/ BCU Superintendent	TBC		
1.10	Implement systematic partnership peer challenge of reducing re-offending through the Partnership Peer Challenge Group under Community Safety Partnership to strengthen focus on impact and outcomes of partnership projects, including oversight of the YouthXtra re-offending project.	Head of Community Safety	By Sept 24		
1.11	Continue to develop children's public health services that meet needs of children in Youth Justice Services including substance misuse and sexual health.	Director of Public Health	Apr 24-Mar 25		
1.12	The Board will continue to oversee the use of youth custody and seek assurances of excellent practice, including effective resettlement support for all children.	Chair of the YJSMB	Apr 24-Mar 25		
1.13	Implement an assurance process to monitor ETE arrangements in custody and ensure children are provided with an appropriate and sufficient way and where this is not the case escalate to the ETE lead in custody/Youth Custody Service.	Head of Virtual School	Sept 24		
1.14	The Board and Safeguarding Partnership will continue to raise issues with the Met Police on absence of data for detained children over the night in Police custody and will scrutinise the overnight stay once the data is available.	Chair of the YJSMB/ Enfield Safeguarding Partnership Manager	Apr 24-Mar 25		
1.15	The Board will continue to have an oversight, scrutinise all remands, and request an evaluation of the LAP project.	Chair of the Board	Apr 24-Mar 25		
1.16	Ensure the Sufficiency Strategy reflects the needs of children involved in offending.	Director of Children and Families	By May 24		
1.17	The Board will assure itself on a regular basis that the RJ and victims work is compliant with the Victims Code of Practice and that service maximises the use of restorative reparation activities.	Chair of the Board	Apr 24-Mar 25		
YOUTH JUSTICE SERVICE					
1.18	Deliver highly effective Out of Court Disposal scheme and evaluate its impact in terms of recidivism and present to the Board.	O OCD Manager	Dec 24		
1.19	Support the School Robbery Project through in-kind resourcing, information sharing and collaboration.	Head of Youth Justice Service	Apr 24- Mar 25		
1.20	Strengthen the impact of YouthXtra, including evaluation of the impact, revising TOR for the programme and re-launch to partners.	Deputy Head of YJS	Jul 24		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
1.21	Continue to prevent inappropriate and unnecessary remands through providing robust bail support packages and working closely with social care to find suitable placements and continue to use the LAP project as an alternative to remand where appropriate.	Head of YJS	Apr 24-Mar 25		
1.22	Build on effective re-settlement support provided to children in custody and expand re-settlement support for remanded children.	Head of YJS	By Jul 24		
1.23	Continue to strengthen strategic and operational links with housing providers to ensure accommodation is identified early for children in custody and where this is not the case, an early escalation is made to the Director/Board level.	Head of YJS	Apr 24-Mar 25		
1.24	Maintain the service Restorative Organisation status through undertaking RJ kitemark validation.	YJS designated Operations Manager	Dec 24		
1.25	Increase the number of victims contacted and engaging in restorative approaches through maintaining effective RJ practice within the service through training and action learning sets.	YJS designated Operations Manager	Apr 24-Mar 25		
1.26	Develop more direct and victim focused reparation.	YJS designated Operations Manager	Apr 24-Mar 25		
1.27	Consistently evaluate victims' level of satisfaction and achieve 90%+ levels of satisfaction.	YJS designated Operations Manager	Apr 24-Mar 25		

Strategic Priority 2: Safeguard and maximise welfare and health and well-being outcomes for all children within youth justice system.

PARTNERSHIP WORK

2.1	The Board to assure itself that all children's risks are robustly assessed and correctly categorised and managed.	Chair of the Board	Apr 24-Mar 25		
2.2	Review an annual profile of children involved in offending for 2023/24 to ensure that the partnership continues to commission and provide services that meet the needs of children involved in offending.	Head of YJS/Chair of the Board	Nov 24		
2.3	Undertake public health needs assessment of health needs of children involved in offending to inform improvements within delivery of health in justice to be presented and agreed with the partnership. Ensure all recommendations for improvement have been addressed.	Director of Public Health/Head of Early Help, Youth and Community Service	Jul 24		
2.4	Review with the ICB and CAMHS the L&D post arrangements and consolidate this function into a shared post with Haringey and increase the Clinical Psychologist from 0.6 fte to 1 fte permanently. Ensure that the L&D post is aligned to the Engage Project.	Deputy Head of Service, Head of Early Help, CAMHS Lead	May 24		
2.5	Review the effectiveness of support under each pathway of re-offending and its impact on children's safeguarding and welfare thus reducing risks to re-offending.	Head of Community Safety/Deputy Head of YJS	By Nov 24		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
2.6	Undertake and publish Contextual Safeguarding system review and take forward recommendations for system improvement.	Safeguarding Partnership Manager	Jul 24		
2.7	Continue to provide ETE support for children within the Youth Justice Service and raise with the Board any system issues/barriers to ETE for children.	Head of Virtual School	Apr 24-Mar 25		
2.8	Evaluate impact of the YJS Advisory Teacher pilot and develop a business case for consolidating ETE support to improve outcomes for children.	Head of Virtual School	Sept 24		
2.9	Pilot functional skill training support for children within the youth justice system and implement a devolved budget to provide bespoke packages to support children to ETE destination.	Virtual School Headteacher, Head of YJS and Head of Early Help, Youth and Community Safety	From Sept 24		
2.10	Increase access to Early Help support for families of children within the Youth Justice Service through: <ul style="list-style-type: none"> • integrating Strengthening Families with Early Help; • promoting intensive access to evidence-based parenting programmes for parents and carers including digital parenting; • developing holistic support for families, using Early Help Assessment to assess parenting capacity and siblings needs; • implementing effective step down to continue support for children and families post closure to the YJS where this is needed; and • increasing access to Early Help for families of children supported by the Engage Project 	Head of Early Help/Head of YJS	Apr 24-Mar 25		
2.11	Ensure that all initial Asset assessments have comprehensively and accurately assessed the risk categories for children through a provision of an additional training to staff and through a secondary QA process.	Head of YJS/Deputy Head of QA and Practice Consultant	Apr 24-Mar 25		
2.12	Ensure that all children have ETE plan reflected within their intervention plan and that all children experiencing barriers to ETE are presented to either EET or STAAH panel.	Head of YJS	Apr 24-Mar 25		
2.13	Continue to build on effective practice in Court and ensure all recommendations from the NS Self-Assessment have been implemented.	Head of YJS	By Oct 24		
2.14	Ensure there are effective pathways for health provision and monitor the referral congruence with the assessed needs and uptake of the service.	Practice and QA Consultant	Sept 24		
2.15	Increase a take up in joint supervision process with social care for all children known to both services and in line with revised practice guidance to ensure there is a coordinated approach to care planning and safety planning.	Head of YJS/Deputy Head of YJS	Apr 24-Mar 25		
YOUTH JUSTICE SERVICE					
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		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
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		
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 embed Child First approach across the system whilst ensuring robust risk management of children, enabled by effective multi-agency approach.

PARTNERSHIP WORK

3.1	Engage and collaborate with the Met Police to help shape the new Met's Children's Strategy and support locally 'Child First' approach.	YJSMB Partnership	Apr 24-Mar 25		
3.2	Ensure that the commissioned Appropriate Adult Service volunteers are trained in Child First approach.	Public Health Commissioner/Head of Early Help/Deputy Head of YJS	By Dec 24		
3.3	Train all Engage staff in Child First and Trauma Informed Practice	Head of Early Help	By Oct 24		
3.4	Work in partnership with the Met Detention team to physically re-design custody in the Wood Green Police Station and launch the Child First custody suite in London.	Head of Early Help, Youth and Community Safety and Met Detention Inspector	By Oct 23		
3.5	In collaboration with Haringey Council and the Met Detention Team and the Engage Project to secure funding for further training in Child First and Trauma Informed Practice. This will ensure that children in Wood Green Custody receive child specialist support from Police custody staff and child specialist legal representation from the point of their arrival at the Police station. This will reduce the routine use of Police detention of children, increase the use of diversion.	Head of Early Help/Head of Early Help, Youth and Community Safety	Apr 24-Mar 25		
3.6	Ensure that the Board and partnership continue to learn from children's lived experiences and respond to children's feedback.	Chair of the Board	Apr 24-Mar 25		
3.7	Work with partners at pan London level to track and audit children that have been stopped and searched multiple times to identify further learning for youth justice system and wider partnership.	Head of Early Help, Youth and Community Safety/Enfield Safeguarding Partnership Manager	Jun 24 -Oct 24		
3.8	Develop the Youth Scrutiny engagement mechanisms with Police.	Practice and QA Consultant and Inspector NPT and Integrated Communications & Engagement (ICE) Team	Sept 24		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
YOUTH JUSTICE SERVICE					
3.9	Continue to innovate our practice and develop approaches to desistance that have a relentless focus on identity development for children.	Head of YJS and Deputy Head of YJS	Apr 24-Mar 25		
3.10	Continue to listen to children's views and experiences of the youth justice system through focus groups and annual satisfaction survey.	Deputy Head of YJS	Apr 24-Mar 25		
3.11	Pilot listening events for parents, including parent engagement survey.	Deputy Head of YJS	By Sept 24		
3.12	Increase the number of children within YJS to access Summer University, HAF, mentoring, Young Leaders, and wider Youth Offer.	Head of YJS and Head of Youth Service	Apr 24-Mar 25		
Strategic Priority 4: Continue to drive improvements across youth justice system in response to local needs and HMIP inspection recommendations.					
PARTNERSHIP WORK					
4.1	Deliver on the HMIP inspection recommendations for improvement for Housing, Probation and Policing as reflected within the HMIP Inspection Improvement Plan.	Head of Probation, BCU Superintendent, Director of Housing/Head of YJS	Apr 24-Mar 25		
4.2	Review and learn from the HMIP thematic inspection of children subject to remands and evaluate the partnership and service position in response to recommendations for Boards and LAs.	Deputy Head of YJS/Chair of the Board	By oct 24		
4.3	Ensure that the Board has a regular oversight of practice and is made aware of any practice concerns.	Chair of the Board and Head of YJS	Apr 24-Mar 25		
4.4	Review and update the Board's induction tool.	Head of YJS	Jul 24		
4.5	Implement a clear annual work plan for the Board.	Chair of the Board and Head of Early Help, Youth and Community Safety	Jul 24		
4.6	Undertake a Board evaluation survey to identify what is working well and what needs to improve.	Chair of the Board	By Dec 24		
YOUTH JUSTICE SERVICE					
4.7	Redesign the audit tool in line with the HMIP inspection trading methodology which is based on a deficit model. Increase number of cases audited in each audit round from 6-10.	Deputy Head/QA and Practice Consultant	Jun 24		
4.8	Undertake annual training needs analysis to inform development of Workforce Development Plan (for staff and volunteers) continue to deliver and decommission bespoke training to improve effective practice.	Practice and QA Consultant	By Sept 24		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
4.9	Ensure that all staff have completed the Council's mandatory training and participate in PDR.	Head of YJS/Deputy Head	Apr 24-Mar 25		
4.10	Investigate options to strengthen social work spine within Youth Justice Service.	Head of Early Help, Youth and Community Safety	By Aug 24		
4.11	Support all Case Managers to complete the required YJB professional training.	Head of YJS	Apr 24-Mar 25		
4.12	Ensure that practice leads with supervisory responsibility complete an accredited YJ training in management and coaching.	Head of YJS	Apr 24-Mar 25		
4.13	Review resettlement practice.	Practice and QA Consultant	By Nov 24		
4.14	Review Referral Order practice and ensure it is delivered in line with National Standards.	Deputy Head of YJS/Practice and QA Consultant	By Dec 24		
4.15	Review all key policies on practice and ensure they are updated and published on Tri-x.	Practice and QA Consultant	By Oct 24		
4.16	Undertake a benchmarking exercise of resourcing of the Youth Justice Service and review the use of resources within the current service design to ensure that the service is appropriately resourced to deliver best outcomes for children provides a value for money.	Head of YJS, Head of Early Help, Youth and Community Safety	By Jul 24		
4.17	Recruit, retain and train sufficient number of volunteers to delivery Referral Order panels in a timely way.	Nominated YJS Operations Manager	Apr 24-Mar 25		

Strategic Priority 5: Relentlessly focus on the prevention of serious youth violence.

PARTNERSHIP WORK

5.1	Refresh the Strategic Needs Analysis for the Violence Reduction Duty Strategy and the Violence Reduction Action Plan.	Head of Community Safety	Mar 25		
5.2	Implement new Operation Pisces Clear Hold Build in Edmonton to reduce violence with support of Community Safety and the wider partnership.	Chief Inspector for Neighbourhoods and Head of Community Safety	From Jul 24		
5.3	Secure VRU funding and mobilise a new Project focused on robbery at the end the school day, in partnership with Schools, Early Help, Youth Service, Social Care, Education and Safer Schools, targeting the top five schools of concerns.	Head of Community Safety	Apr 24-Mar 25		
5.4	Review public health approach to prevention of serious youth violence and current programme of work. This will include a focus on the preventing serious violence before it occurs, through the development of tools that enables a collaborative response to the causes of serious violence	Director of Public Health, Head of Early Help, Youth and Community Safety and Head of Community Safety	Dec 24		
5.5	Continue to build on delivery of the CAPVA Project (child, adolescent to parent violence and abuse) and evaluate impact.	Head of Community Safety	Apr 24-Mar 25		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
5.6	Review all existing funded initiatives with focus on youth crime prevention and serious youth violence and develop a business case for future funding post 2024.	Head of Community Safety	Dec 24		
5.7	Continue to review intelligence and performance trends of serious violence through the North Area Violence Reduction Group and adopt a partnership problem solving approach in response to arising trends/issues.	BCU Superintendent	Apr 24-Mar 25		
5.8	Establish a Serious Violence Intervention Panel that will draw together practitioners to focus on understanding gang dynamics and emerging points of conflict with focus on preventing serious violence conflicts, co-design interventions and pathways out for 18-25-year-olds.	Head of Community Safety	By August 24		
5.9	Review learning from the JTAI thematic inspection on serious youth violence and consider learning for Enfield partnership and its approach and share with the Board.	Enfield Safeguarding Partnership Manager/Head of Community Safety	By Dec 24		

YOUTH JUSTICE SERVICE

5.10	Continue to deliver highly effective interventions co-designed with partners and children that reduce risk of violence and systematically evaluate the impact and update the YJS intervention framework.	Deputy Head of YJS/QA and Practice Consultant	Jan 24		
5.11	Effectively use the St Giles worker to support children within the youth justice system.	Head of YJS	Apr 24-Mar 25		
5.12	Embed effective referral pathways into the YS mentoring programme.	Deputy Head of YJS and Head of Youth Service	Apr 24-Mar 25		
5.13	Ensure that all children involved in serious violence have ETE plan of support.	Deputy Head of YJS	Apr 24-Mar 25		
5.14	Continue to review and learn from serious violence critical incidents and disseminate practice learning.	QA and Practice Consultant	Apr 24-Mar 25		
5.15	Continue to embed Trauma Informed Practice within work with children affected by violence and ensure that all PSR are Trauma Informed.	QA and Practice Consultant	Apr 24-Mar 25		
5.16	Expand information sharing and intelligence mapping of children at risk of violence provided by the Youth Guardian to Case Managers to improve safety planning and risk management.	Head of YJS	Apr 24-Mar 25		

Strategic Priority 6: Drive delivery of our Disproportionality pledge across the system with focus on capturing impact.

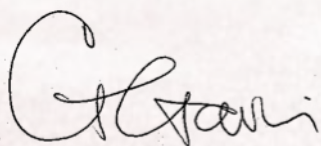
PARTNERSHIP WORK

6.1	Build on the work of Disproportionality Pledge and evaluate current impact of partnership work.	Chair of the Board	Apr 24-Mar 25		
6.2	Develop scrutiny of Stop and Search of children in partnership with the Met Police.	Chair of the Board and QA and Practice Consultant	Apr 24-Mar 25		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
6.3	Launch the L&D post in Wood Green to ensure that children's mental health needs are supported whilst they are detained.	CAMHS/Head of Early Help	By Oct 24		
6.4	Work with the Met Police in the context of the commitments made in the Children's Strategy to tackle over-representation of black children.	YJSMB Board	Apr 24-Mar 25		
6.5	Work with partners to develop an agreed framework about how Enfield reduces inequality among children and families most at risk of involvement with YJ.	YJSMB Chair, Director of Public Health, Head of Early Help, Youth and Community Safety	Apr 24-Mar 25		
YOUTH JUSTICE SERVICE					
6.6	Work in partnership with LA's that share our Youth Court to provide training, scrutinise data on disproportionality, and deliver Youth Court briefing on Enfield service offer to judiciary.	Court Practice Lead	Apr 24-Mar 25		
6.7	Continue to build on the diverse provision to meet the diversity of needs of all children within Youth Justice Service, which has been positively recognised by the HMIP inspection.	Head of YJS	Apr 24-Mar 25		
6.8	Review children looked after experience of Youth Justice Service in line with latest published guidance on preventing criminalisation of children in care and identify areas to improve.	Deputy Head/QA and Practice Consultant	Dec 24		
6.9	Continue to work closely with the Gypsy Roma Team to support desistance work with this cohort	Head of YJS	Jun 24		
6.10	Review the YJS Disproportionality Plan for 24/25 to response to over representation trends	Head of YJS	Aug 24		
6.11	Children to contribute their ideas to serious youth violence script which will be used to create a VR Headset reel to raise awareness and prevent serious youth violence	Head of Service	Dec 24		
6.12	Complete and Launch the Stop and Search video developed by the CYPIF group to educate children around their rights on Stop and Search	QA Practice Consultant	Oct 24		
6.13	Ensure all young males who are of black or mixed heritage are referred to the black Males Identity group to help reduce cultural myths and re-offending.	Head of YJS	Jul 24		

14. SIGN OFF, SUBMISSION AND APPROVAL

This plan was approved by:

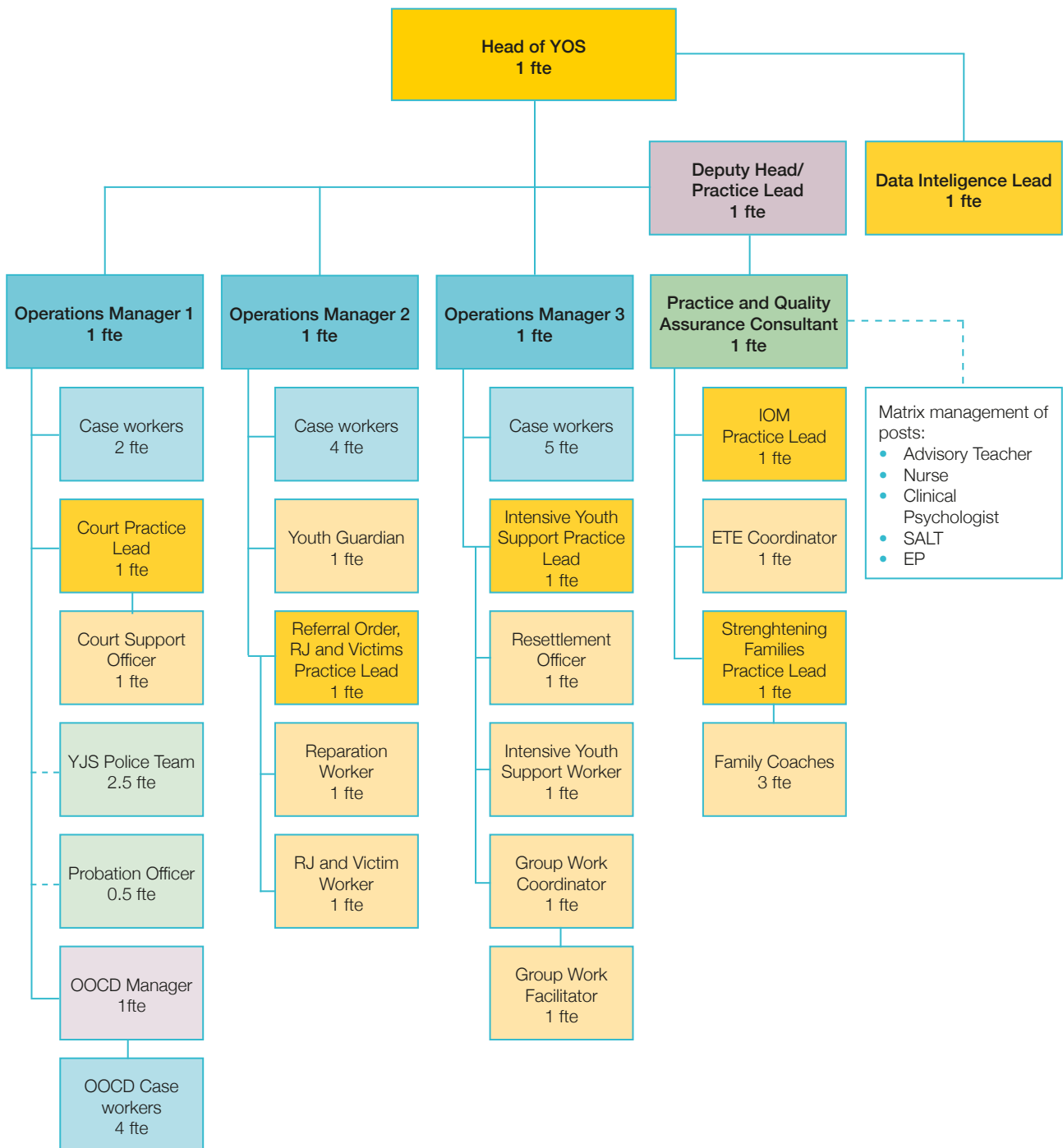


Geraldine Gavin
Chair of the YJSMB

This Plan is subject to approval by the full Council and is scheduled for Council meeting in September 2024.



APPENDIX 1: SERVICE STRUCTURE



Note: colour shading of each post suggests a category of post but does not always mean the same grade.

fte = full time equivalent

APPENDIX 2: RAG RATED 2023/24 YOUTH JUSTICE STRATEGIC DELIVERY PLAN

Reviewed: April 2024

RAG RATING INDEX

R Not completed and not started

A In progress

G Completed

NS Not started

YJS PARTNERSHIP AND SERVICE IMPROVEMENT PLAN 2023/24. 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
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.					
PARTNERSHIP WORK					
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	The Summer Uni/HAF programme took place from Monday 24th July to Friday 25th Aug 2023. There were 42 organisations who delivered 84 activities/learning courses. There were 3 School HAF programmes and 4 Summer Uni HAF Holiday Camps. A total of 1173 young people registered for the Summer Uni/HAF programme, which represents a 43% increase from last year's 2022 programme, in which 821 young people signed up.	
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	2nd worker was recruited in April 2023. 46 children were referred to the project, out of which 23 have engaged with support. Out of the 46: 30 were Community Resolutions, 1 first time youth caution, 3 interviewed under caution, 9 NFA and 2 RUI and 1 pre-charge bail. Full evaluation report will be presented to the Board as per schedule.	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
1.3	Expand mentoring offer with dedicated pathways for children known to social care and youth justice.	Head of Youth Service	By July 2023	Mentoring project fully operationalised.	
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	Action plan in place and reviewed.	
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	In place and working effectively, responding to emerging crime patterns and hot spots.	
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	In place	
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	Needs analysis completed which informed SVD strategy that is now published and enabled by VRU delivery plan in place.	
1.8	Strengthen focus on prevention of substance misuse through our Combating Drug and Alcohol Plan.	Director of Public Health	April 2023-March 2024	Partnership is meeting regularly and driving an action plan. An additional prevention SM worker post developed and being mobilised to be overseen by Youth Service.	
1.9	Launch Enfield Safer Schools Partnership Offensive Weapons protocol.	Director of Education	May 2023	Launched in May 23.	
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	In place – Early Help caseworkers are assigned as school links throughout the LA. Further and ongoing work is required to strengthen these school links in order to create a more established pathway for ensuring emerging safeguarding concerns are picked up by Early Help practitioners at the earliest possible stage.	
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	FTE report presented to the Operational Management Group and agreed to prioritise referral pathways for children known to social care to Summer University, HAF and new mentoring project.	
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	Launched with programmes introduced incrementally.	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
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	Funding secured and project is mobilized and operational with a steering group overseeing the progress.	
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	Between 01/04/2023 and 30/09/2023 there have been a total of 353 young people arrested and taken into Wood Green Custody Suite. Out of the 204 young people and their families who consented to Engage intervention 67% have completed intervention.	
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	Project mobilised with focus on targeting the following schools with higher volumes of violence and robbery victims: Enfield Grammar, Edmonton County Oakhill, and Aylward Academy. Youth workers were deployed in Enfield Town, Fore Street and Edmonton, but focusing on Enfield Town due to the increase of victims of after-School robberies. Youth workers patrolled the surrounding areas of Enfield Town which included the three schools and the shopping precinct in their identifiable uniforms. Contextual Safeguarding Youth Workers delivered outreach sessions in Aylward Academy, as part of the extra familial harm approach. A variety of youth work methods was used to positively engage young people such as mentoring, advocacy, provision of information, advice, and guidance, one to one work, group work and project work. The project engaged with 1100 young people in Enfield Town and Aylward Academy school, this includes sign posting young people to positive activities in the areas, regular catch-up, and support young people to have a safe journey home. The project also recruited and trained 12 young people identified by school as vulnerable and at risk of CSE, CCE as Wellbeing Ambassadors for the school. Over 300 students attended school assembly on contextual safeguarding and extra familial harm.	
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	Project Dove is fully embedded alongside of the Turnaround project. Between April 2023 and March 2024 project Dove has successfully supported 37 children at risk of Serious Youth Violence as part of the Early Help offer	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
YOUTH JUSTICE SERVICE					
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		
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		
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.					
PARTNERSHIP WORK					
2.1	Review the effectiveness of safeguarding of detained children detained in Police custody.	Chair of the Board + Safeguarding Enfield Partnership	By December 2023	Dialogue has commenced with Met Detention Team, YJSMB chair and Safeguarding Partnership Scrutineer. Awaiting data in Nov from Met Detention team. Escalated to YJB too. MPS cannot currently provide date due to issues with Connect.	
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	Review has taken place and Head of Virtual School findings and recommendations to the Stride Central Met Detention on 25th October 23. Funding secured for physical adaptation of the Wood Green Custody to develop child first custody, which is being implemented.	
2.3	Review the current use and effectiveness of the appropriate adults in custody.	Chair and the YJSMB members	By December 2023	In place and the service provision continues to be effective. There were 2,152 call outs for both Enfield and Haringey Adults and Juveniles in 22/23. Of these 256 call outs were for Enfield Juveniles.	
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	Operation Harbinger is in place, but further changes are required to ensure this takes place consistently. This action was discharged to the strategic MASH group.	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
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	In place.	
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	Agreed to align the L&D post to the Engage project. The post was reviewed and new shared post with Harringay was created. Recruitment currently in progress.	
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	This review coincided with HMIP inspection it was agreed to be rolled over to next fiscal year.	Put on hold to be rolled over to 24-25 plan.

YOUTH JUSTICE SERVICE

2.8	Utilise the London Pathway accommodation placement where appropriate to prevent custody outcomes.	Head of YJS	From May 2023	In place and Enfield was the first area to place a child.	
2.9	Undertake a practice review of our work in custody, resettlement, and prevention of remands.	Deputy Head of YJS	August 2023	This took place in October 2023. In addition, there are monthly remand review meetings to see if a bail package can be supported. Deputy Head Service is involved in all sentence planning meetings and discussion where there is a possible remand.	
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	The project continues support children who are at risk of committing SYV offences or are at a high risk of reoffending. For the majority of 23/24, the project has been running at full capacity (20-25 children)	
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	Action completed and presented to the Board.	
2.12	Strengthen our risk management through embedding a new risk and contingency template.	Head/Deputy of YJS	August 2023	New tools were launched in June 23 and new practice bedding.	
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	In place, quality circle on joint working took place between social care and YJS on 22 June 2023.	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
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	In place	
3.2	Provide Child First training to social care and partners.	Director of Children and Families	By end of June 2023	This took via the form of Partnership event in June 23.	
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	Briefing to Met Detention Strand group delivered on 25th of Oct by Virtual School Headteacher.	
3.4	Provide adultification training via Enfield Safeguarding Partnership		April 2023-March 2024	2x Adultification training events were delivered, attended by 46 professionals. There were 2 further training events delivered on 30th October and 4th December with both fully booked.	
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	All groups work and one to one programmes are now AQA accredited. There has been work conducted with children in custody that was AQA accredited, and this is being expanded.	
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	Programme of work started: <ul style="list-style-type: none"> BCU rep met a child to develop a deeper understanding of lived experience of youth justice system. Head of YJS meets regularly with children Further being scheduled for May/June.	
3.7	Embed within the Youth Scrutiny Panel the Child First lens.	Chair of the Board	By September 2023	In place – all panel members received child first trauma informed training.	
YOUTH JUSTICE SERVICE					
3.8	Fund 0.5 the Youth Participation post to improve engagement of children.	Head of YJS	April-December 2023	In place, youth consultant group in place. Youth consultants have been involved in recording their lived experiences and been involved in recruitment interviews and youth stop and search scrutiny group.	
3.9	Deliver Child First training to the whole service.	Deputy Head of YJS	By September 2023	Delivered by external consultant on 2 August.	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
3.10	Embed 'Child First' sensitive language within service and champion this across professional settings.	Head of YJS	April 2023-March 2024	Adopted the use of Child instead of youth/young person in professional meetings and documents. Delivered Child First training for magistrates open day.	
3.11	Voice be heard through: <ul style="list-style-type: none"> • Self-assessments – review of the self-assessment findings will be undertaken • Annual Youth Survey • Regular focus groups with YJS management • Parent's feedback through parent survey 	Deputy Head of YJS/ Head of YJS	By March 2024	Review of self-assessment completed and presented to the Board. Annual youth survey scheduled for October 2023. This has been paused due to the clash with the survey carried out by the HMIP. Parent's feedback is sought through audits. Parents survey is scheduled to take place in January 2024. Head of YJS is meeting periodically with parents.	
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	Completed and shared with YJB.	
3.13	Diversify reparation activities with focus on shifting pro-social identity and child first.	Head of YJS	By October 2023	New reparation projects have been developed and progress report to the Board presented.	
3.14	Embed a 'child first' approach within delivery of Out of Court Disposals.	Head of YJS	April 2023-March 2024	Cases are escalated where decisions made do not take into consideration diversity of needs. Detailed reports are prepared for the panel to ensure that the child is seen as child.	
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	In place and positively received.	
3.16	Strengthening Families team will provide additional support to help families to overcome challenges.	Deputy Head of YJS	April 2023-March 2024	This service will be reviewed in Dec. Evaluation report is currently in production by the Sf Lead. Report provided in November 23	

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	Board session on disproportionality and child first delivered by Child First Consultancy in May 23.	
-----	--	--------------------	---------------------	---	--

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
4.2	Continue to embed Trauma Informed Practice across the partnership.	All Board members	April 2023-March 2024	ETIPs is referenced in 17 Enfield Strategies and Policies and Guidance. There are 22 E-TIPs champions trained across 9 services. 96 partners have accessed E-TIPs training. 70 schools across Enfield have accessed the E-TIPs programme to date. 579 schools staff accessed training. 3,975 pupils were reached through the E-TIPs implementation schools.	
4.3	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	Health in Justice partnership group is in place and is driving delivery and improvements within health provision and regular reports are received at the Board for assurance purposes.	
4.4	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	In place.	
4.5	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	SYV multi-agency audit was commissioned by Safeguarding Enfield Partnership as part of a wider system review. A report has been published and presented at the Board.	
4.6	Commission anti-racist training for the Board.	Chair of the YJSMB + Deputy Head of YJS	By December 2023	Put on hold.	Put on hold to be rolled over to 24-25 plan.
4.7	Develop a youth board to review stop and search in the context of disproportionality.	Head of YJS, BCU Superintendent	By November 2023	In place and work is progressing. The Children and Young People's Independent Forum' (CYPIF). Two Forums have been held, November 2023 and February 2024, we are planning to schedule the next forum for May 2024. Currently developing a stop and search QR code for children and a VR stop and search video.	
4.8	Develop pathways for ASD/ADHD.	Virtual Headteacher/ICB Commissioner/Deputy Head of YJS	By December 2023	Raised at October Board by Virtual Head. Head and deputy head of the virtual school investigated this, and it was deemed that this would not be possible as the LA cannot expedite a diagnosis. Agreed to discharge the action to ICB.	
YOUTH JUSTICE SERVICE					
4.9	Defer children from court to receiving OCCD where appropriate.	Head of YJS	April 2023-March 2024	Since April 2023, 10 children have been diverted from Court for an Out of Court consideration enabled by YJS Court Practice Lead.	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
4.10	Expand the current offer of intervention to meet the diversity of needs of children.	Head/Deputy of YJS	By March 2024	We have introduced Bright Futures support for Gypsy and Roma children. We are now consistently checking for every child that enters secure estate if their diversity needs are met (this has been added to the review section). There is the AQA accredited Identity Programme to address the diversity needs of children	
4.11	Review the over representation of CLA/Leaving care children to the YJSM and Corporate parent panel.	Deputy Head of YJS	By June 2023	Completed and presented to the Corporate Panel and due to present to the Board in November.	
4.12	Achieve SEND Kitemark.	Deputy Head of YJS	By August 2023	This was achieved in October 2023 with a child first commendation.	
4.13	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 January 2024	Health needs analysis undertaken by Public health with recommendations due to be shared with ICB and Board.	
4.14	Embed consistent use of dyslexia screening.	Deputy Head of YJS	By September 2023	In progress, mechanisms to be put in place to evaluate consistency of the use. YJS teacher is trained to undertake this assessment on all children known to the YJS.	

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.

PARTNERSHIP WORK

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	Completed and signed off by the Board.	
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	In place and continuously reviewed.	
5.4	Evaluate the effectiveness of the work and impact of the Board.	Chair of the Board	By November 2023	Survey scheduled for Nov Board. Survey was cancelled due to the HMIP inspection. Suggested action to roll over to do in 2024/25.	Put on hold to be rolled over to 24-25 plan.
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	Annual profile 22/23 was presented to the board and YJS team. Findings were that the YJS resources meets both risk and needs for the cohort	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
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	This has been put on hold due to the challenges with preparation for the YJB new reporting KPIs for which the deadline has been extended to the end of Oct and due to inspection. Suggested to roll over to next year.	Put on hold to be rolled over to 24-25 plan.
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	Housing agreed to provide YJS with access to the Housing's Jigsaw client database to enable the YJS to share information on families in temporary accommodation to enable better joint up working an information sharing. Training is scheduled for May 24.	
YOUTH JUSTICE SERVICE					
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	Published and shared in October 2023.	
5.9	Improve volunteers' recruitment and training and increase number of volunteers to 30.	Head of YJS/ Operations Manager	By December 2023	New recruitment strategy launched, fast tracked training implemented, currently 15 active volunteers and 9 going through training and current recruitment campaign in place – on target to have 30 by Dec. Report to the Board was presented how this area of work will be improved. There are now 24 volunteers and a rolling recruitment programme.	
5.10	Implement an annual staff survey and take positive action in response to feedback.	Head of YJS	By June 2023	Completed, Clinical team support has been offered to the team since May 23, to address the findings from the survey. Team individual reflective support is being offered to ensure the team is working effectively together. Once sessions have been completed, an improvement plan will follow June 2024	
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	Commissioned an external clinician in May 23 who is now supporting therapeutical space for staff to get an additional support.	
5.12	Pilot an advance practitioner role to provide development opportunities for staff.	Head of YJS	From December 2023	JP created. To be considered in review of service in 2024/25. This action will be rolled over.	Put on hold to be rolled over to 24-25 plan.
5.13	Develop and drive delivery of the annual quality assurance programme of work.	Deputy Head of YJS	April 2023-March 2024	QA programme in place and progressing. This now includes from 01/02/24 an additional layer of QA to ensure risk levels are correct.	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
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	Regular data intelligence process meetings are taking place driving improvement of digital reporting. Now have a focused officer allocated to the YJS twice a week from the team.	
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	Completed in June 23.	
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	This has been put on hold due to the HMIP inspection, proposed to roll over to 2024/25 plan.	

Strategic Priority 6: Drive delivery of our Disproportionality pledge across the system with more specific focus on capturing impact.

PARTNERSHIP WORK

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	In place.	
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	In place.	
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	Protocol developed and the launch to the YJS took place in October 23. Review of process to take place 24/25	
6.4	Refresh the local JSNA to reflect health needs of children within Youth Justice.	Director of Public Health	September-December 2023	Public Health consultant nominated to lead on this, and the work has started and was completed in April 2024.	
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	Report presented at the Board in Sept and actions agreed and progressed.	

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
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	The health action plan is being monitored in the Health and Justice quarterly meetings. The impact of the clinical psychologist post was reviewed, and it was increased from 0.6 to 1 fte capacity in response to business case to ICB and providers.	
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	A review was undertaken in June 2023 with all relevant partners. Since August 2023, there has been an advisory teacher employed to strengthen school aged support for children as a pilot.	
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	In place. Advisory teacher currently on secondment from virtual school.	
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	In place and space identified.	

YOUTH JUSTICE SERVICE

6.10	Undertake self-assessment of the National Standard 2.	Head of YJS	End of October 2023	NS2 Audit completed, sent to YJB, and presented at Board	
6.11	Strengthen the Youth Justice Service links with the Contextual Safeguarding Hub.	Deputy Head of YJS	April 2023-March 2024	YJS is part of the NRM, and the Hub now extended consultancy support for the YJS cases.	
6.12	Develop reflective spaces for staff to reflect on cases using trauma informed approaches	Deputy Head of YJS	By June 2023	In place since April 2023.	
6.13	Increase the use of restorative justice conferences and increase the use of proxy statements.	Head of YJS	April 2023-March 2024	In progress, have completed 2 already and now a victim worker is back in post the aim is to increase the frequency. Proxy statements are being sought from corporate victims to continue to support the victim awareness work.	
6.14	Continue to tenaciously engage all victims and maintain high level of their satisfaction.	Head of YJS	April 2023-March 2024	Performance report presented at the Board with clear actions agreed.	
6.15	Embed the use of the Welfare to monitor ETE attendance of the post 16 cohort.	Deputy Head of YJS	By September 2023	Monitoring started in January 2024.	
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	This is in place. However, the YJS can only present 7 children per meeting. Children who are high risk are prioritised.	

APPENDIX 3: HMIP INSPECTION IMPROVEMENT PLAN

ENFIELD YOUTH JUSTICE SERVICE AND YOUTH JUSTICE STRATEGIC MANAGEMENT PARTNERSHIP POST HMIP INSPECTION IMPROVEMENT PLAN

This plan has been prepared in response to the HMIP Inspection Report (February 2024). Link to the report: [An inspection of youth justice services in Enfield \(justiceinspectorates.gov.uk\)](https://justiceinspectorates.gov.uk)

The plan identifies actions and deliverables that the service and partnership will take in response to recommendations made by the HMIP inspection. The report makes the following three key recommendations:

Enfield Youth Justice Service should:

1. accurately assess and analyse the risk of harm that children on court orders present to others, to ensure that all risks are included in assessments and are not underestimated
2. improve the quality of planning activities to keep children safe and provide a clear and consistent approach to managing risks to others and meeting the needs of victims

The Metropolitan Police should:

3. review the use of Outcome 22 in Enfield, work with the YJS to monitor its impact on the level of disproportionality and ensure that all children are offered and supported to access interventions at the earliest opportunity.

The plan also identifies actions and deliverable to other granular recommendations made by the HMIP throughout the report.

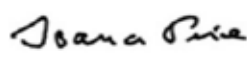
It is a requirement for all statutory partners to contribute and support addressing the HMIP inspection recommendations. This includes the Local Authority, Metropolitan Police, National Probation Service and Health (Public Health, Integrated Care System, and local relevant NHS providers).

This plan will be signed off by the Chair of the Youth Justice Strategic Management Board and Director of Children Services. It will be overseen, and monitored through:

- Youth Justice Strategic Quality Assurance Group
- Children and Families Practice and Improvement Board
- Youth Justice Strategic Management Board

Document owner:

Ivana Price
Head of Early Help, Youth and Community Safety



Date: 13th of May 2024

Accountable service lead:

Linda Crawford
Head of Youth Justice Service

Signature: *lcrawford*

Date: 13th of May 2024

Accountable lead for partnership/governance:

Geraldine Gavin
Chair of Youth Justice Strategic Board



Signature Date: 17th of May 2024

POST HMIP INSPECTION IMPROVEMENT PLAN - RESPONSE TO MAIN RECOMMENDATIONS

NO	ACTION	TIMEFRAME	ACCOUNTABLE LEAD	PROGRESS	RAG RATING OF PROGRESS
1.	Enfield Youth Justice should accurately assess and analyse the risk of harm that children on court orders present to others, to ensure that all risks are included in assessments and are not underestimated.				
1.1	Implement double quality assurance layer for all initial assessment to ensure risk is robustly, timely and accurately assessed and correctly categorised.	1st Feb 24	Deputy Head of Service	This was launched and over 60 assessments have undergone this new process.	
1.2	Implement a tracker to evidence systematic quality assurance of initial assessments and highlight any incongruence in risk categories identified through this process by the secondary layer of QA.	1st of Apr 24	Quality Assurance Lead	The tracker has been monitoring the congruency since beginning of February.	
1.3	Share the QA tracker of initial assessments with senior leadership team and Chair of the Board on a monthly basis to provide assurance of improved practice and management of risk.	1st of May 24	Head of YJS	Tracker is shared on a monthly basis with Senior managers.	
1.4	Implement robust scrutiny and accountability of managers who are highlighted in the tracker as not meeting the required standards.	1st of April 24	Head of YJS	All congruency issues are taken up in supervision and performance meetings.	
1.5	Review the current audit tool to reflect stronger focus within auditing on reviewing risk identification, analysis, and categorisation in the initial assessment and at the point of review.	1st of April 24	QA Practice Lead	The Audit tool has been reviewed and now uses the same deficit formula in the lowest grade outcome and now assesses each section rather than overall case.	
1.6	Commission and deliver bespoke YJS training/ workshop on effective risk assessment/management oversight/ QA for managers.	During May/June 24	Head of YJS	Risk training has been identified and will take place in July	
1.7	Review practice and any emerging deficits within management oversight three months post implementation of training and tracker to identify key learning themes to inform further action/CPD.	By 30th of September 24	Deputy Head of YJS to conduct review and bring to Head of YJS.	In progress	
1.8	Commissioned an external audit of practice to test out improvements in practice and identify any key areas for further improvement to assure the Board that improvement plan is enabling service to make sustainable practice changes.	By 30th of Oct 24	Head of YJS	Not started	

NO	ACTION	TIMEFRAME	ACCOUNTABLE LEAD	PROGRESS	RAG RATING OF PROGRESS
1.9	Implement consistent gatekeeping process in a coaching style that is conducted through one-to-one discussion between Operations Manager and Case Manager.	From 1st of April 24	Operations Managers Deputy Head of YJS	In progress, form has been developed to capture the session and is monitored at the second level gate keep.	
1.10	Ensure that all victim impact statements inform all initial assessment through using the allocations meeting to ensure that victim impact statement has been requested.	From 1st of April 24	Head of YJS	Victims are now discussed at the weekly allocations meeting. The management data also revised to ensure the victims voice is heard within intervention.	
1.11	Review risk management policy with specific focus on joint risk management approach with social care to shared cases of children.	By 15th of Jun 24	Head of YJS	Protocol and template have been revised.	
2.	Enfield Youth Justice Service should improve the quality of planning activities to keep children safe and provide a clear and consistent approach to managing risks to others and meeting the needs of victims.				
2.1	Implement planning surgeries on a weekly basis for staff to use and bring their plan of interventions and contingency plans for a critical friend challenge and support.	From 1st of April	Deputy Head of YJS/ Nominated Operations Manager	Weekly surgeries are in place	
2.2	Deliver a workshop on case management guidance with focus on improving quality of practice.	22nd June 24	Deputy Head of YJS	In progress	
2.3	RJ training will be delivered to the whole team to ensure that the impact of offences on victims are reflected within the work/interventions with children.	31st May 2024	Victim's Worker and Practice lead	ALS will be taking place end of May with the team	
2.4	Commission and deliver bespoke training on planning of interventions in the context of TIP/Child First to keep children safe and how to clearly evidence this in plans.	By 30th of July 24	Deputy Head of YJS	In progress	
3.	The Metropolitan Police should review the use of Outcome 22 in Enfield, work with the YJS to monitor its impact on the level of disproportionality and ensure that all children are offered and supported to access interventions at the earliest opportunity.				
3.1	Discussion with North BCU Commander on approach to implement Outcome 22.	By 11th of March 2024	Head of Early Help, Youth and Community Safety	Actioned, raised with North Area BCU Commander and her SLT who acknowledged the request and provided escalation point details for Commander Paul Trevers within Met who is responsible for criminal justice.	
3.2	Recommendation shared in Enfield Safer Stronger Community Board, seeking support.	By 30th of April 2024	Chair of the YJSMB	Report on inspection findings and recommendation was taken to the SSCB (Enfield Community Safety Partnership) on 23rd April 24.	

NO	ACTION	TIMEFRAME	ACCOUNTABLE LEAD	PROGRESS	RAG RATING OF PROGRESS
3.3	Request for support will be made to the YJB.	By 20th February	Head of Early Help, Youth and Community Safety	The issue was raised formally in a meeting with YJB. Formal response from YJB was received via email on 13th of March confirming: <ul style="list-style-type: none"> MPS will not use outcome 22 as it is not recorded by Home Office as a positive outcome, and it counts against their performance. YJB will continue to advocate for the use of Outcome 22 with MPS both directly through MPS senior leadership and through representation at the London criminal Justice Board and various MOAPC sub boards, including Mayoral Disproportionality Action Plan group. 	
3.4	Escalation letter seeking timescale and commitment to Outcome 22 Diversion to a nominated Commander within Met with responsibility for criminal justice and copy Sir Mark Rowley.	By 8th of April 2024	Director of People	Director of People sent an escalation letter to Commander Trevers with Sir Rowley cc in on 8th of April. Response received noting Met remains committed to Outcome 22 but currently has no resources to scale this up and is also intending to evaluate the existing diversion pilot.	
3.5	Earmark resources within Youth Justice Service, Early Help and Community Safety to support Diversion scheme as and when it is implemented.	By 30th May 2024	Head of EH, Youth and Community Safety	This will be addressed within YJS re-design and community safety programme of funding in future.	
3.6	Delivery timeframe and commitment secured from Met for the roll out of Outcome 22, diversion in Enfield/ Haringey BCU.	By 30th May 2024	Met Police	Met is unable to commit to a timeframe at this point.	

POST HMIP INSPECTION IMPROVEMENT PLAN - RESPONSE TO OTHER RECOMMENDATIONS WITHIN THE REPORT

NO	ACTION	TIMEFRAME	ACCOUNTABLE LEAD	PROGRESS	RAG RATING OF PROGRESS
4.	Board and leadership to ensure that all staff are consistently aware and understand all aspects and responsibilities of the board.				
4.1	Chair of the Board will continue to attend service and volunteers' meetings	From 1st of March 2024	Chair of the YJSMB	In place	
4.2	YJSMB minutes will be shared with staff.	From 1st of March 2024	Head of YJS	In place	
4.3	All new staff to the YJS will attend and observe YJSMB as part of their induction	From 1st of April 2024	Head of YJS	In place	

NO	ACTION	TIMEFRAME	ACCOUNTABLE LEAD	PROGRESS	RAG RATING OF PROGRESS
5.	National Probation Service to ensure that Youth Justice Service is provided by secondee Probation officer.				
5.1	Meeting with Director of NPS to discuss and agree recruitment timeframe and different approach to delivery in the absence of Probation Secondee.	By 30th of April 2024	Head of YJS, Head of Early Help, Youth and Community Safety Chair of the YJSMB	Meeting took place with Sarah Coccia on 15th of April and agreement made on further enhancing current joint working arrangements to be reflected in the SLA protocol. It was confirmed that due to significant staffing shortage and national recruitment challenges it is unlikely that NPS will supply in a near future a secondee. It was agreed that recruitment via agency led by NPS will be re-visited again.	
5.2	The YJS and Probation team will explore new ways of working to segment elements of the seconded role to divide areas of responsibilities amongst both services commensurate with the resources available.	By 15th of June	Head of YJS/Head of Probation	In progress	
6.	Youth Justice Service to ensure that the quality of record-keeping on the case management system is consistent and timely.				
6.1	Review case recording practice standards	By 30th of May 2024	QA Practice Lead	In progress	
6.2	Ensure that case diaries are recorded accurately and timely reflecting the work that has taken and test this through our auditing process.	By 30th of May 2024	Ops Managers/Deputy Head	In progress	
6.3	Implement monthly report on contacts to share with staff/managers to ensure staff record contacts accurately.	By 30th of June 2024	Head of YJS	In place	
7.	Youth Justice Service and housing providers to ensure release accommodation is identified in time.				
7.1	Sufficiency Strategy will reflect needs of children known to youth justice system.	By 30th of April 2024	Head of YJS and Head of Access to Resources	Sufficiency Strategy has been updated and considers needs of children within YJS.	
7.2	YJS will continue to attend placement panel to ensure that accommodation and care needs for those children remanded or those exiting custody are planned for and met.	Ongoing	Head of YJS	In place	
7.3	Implement monthly meetings between Director of Housing and Director of Children and Family Services and their respective SLT members to continue to review how joint working process are working with regards to statutory homelessness duty and continue to drive improvements.	From January 2024	Director of Children and Families and Director of Housing	In place	

Date review : 20th of May 2024

YOUTH JUSTICE STRATEGIC PLAN

2024-2026