

London Borough of Enfield

Children, Young People and Education Scrutiny, 23rd of March 2023

Subject: Activities to stop young people re-offending

Cabinet Member: Cllr Abdullahi

Executive Director: Tony Theodoulou

Purpose of Report

1. This report provides an overview of the work by the Youth Justice Service and other Council departments to prevent young people from getting involved in offending. It highlights:
 - the local youth offending context;
 - work that takes place to prevent youth crime by the Council and its impact on the first-time entrants into the justice system; and
 - the diverse range of support provided to young people within the youth justice system to reduce the risks of re-offending.

Note: *Whilst the report references a range of work that the Council leads on and delivers in partnership with other agencies to prevent offending, it does not include an exhaustive list of the extensive range of prevention work those partners deliver.*

Relevance to the Council Plan

2. Tackling prevention of youth crime and re-offending contributes towards the following Enfield Council's Plan 2023/26 priorities:
 - Priority 2: Strong, healthy and safe communities; and
 - Priority 3: Thriving children and young people
3. Youth crime prevention and reducing re-offending are reflected within the the following areas of the Council's and wider partnership work:
 - Community Safety Partnership Plan 2022-25
 - Youth Justice Strategic Plan 2022/23
 - Public Health Approach to reduction of Serious Youth Violence
 - Early Help Strategy for All 2020-25
 - Safeguarding Enfield Partnership

Background – the context of wider prevention work and the youth justice service, the local youth offending profile and youth justice service latest performance.

4. Prevention of youth offending spans across a diverse range of multi-agency work including Police, Schools, third sector partners, Probation and Council departments (such as Youth Service, Community Safety, Social Care, Youth Justice) and the Council's commissioned services. The Council proactively works with partners to coordinate the efforts and resources to prevent youth crime and reduce re-offending whilst safeguarding young people and victims. This work is supported and overseen by the following key statutory governance mechanisms:
 - Safer Stronger Communities Board;
 - Youth Justice Service Management Board;
 - Safeguarding Enfield Partnership; and
 - Early Help Strategi for All Board (non-statutory)
5. Young people that have entered the youth justice system are supported and supervised by the Council's Youth Justice Service (YJS). The YJS was established under Section 37 of the Crime and Disorder Act in 1998 with the principal aim of preventing offending and re-offending by children and young people. The service is accountable for its work to the Youth Justice Board (YJB) to the Ministry of Justice and is subject to Her Majesty's Inspectorate of Probation (HMIP). The work of the YJS and associated partnership work is overseen by the Youth Justice Service Management Board.
6. Annual analysis of the local youth offending cohort of young people supported by the Council's Youth Justice Services for the period 2021/22 highlights the following:
 - There were 257 offences committed by 112 young people aged 10-18. This represents a 3.7% reduction in the number of offences committed, and a 11% reduction in the number of young people involved in offending.
 - Most offences were committed by young men (84%), which is consistent with the national trend.
 - Most young people who committed offences were between 15-16 years old (43%), followed by 17–18-year-olds (33%) and 13–14-year-olds (22%).
 - The five most common offence types were: violent offences (31%), motor offences (23%), robbery (13%), drug offences (10%) and theft (7%). There was a 6% increase in offences for violence against the person in 2021/22.
 - Black young men are overrepresented within youth justice services.
 - Only 7 young people received a custodial sentence, which shows a reduction from the previous year 2020/21 which saw 12 young people entering custody.
 - There has been a positive downward trajectory in relation to re-offending. Analysis of the cohort of young people who have offended in 2019/20 shows that only 19.2% of young people re-offended.

7. The last available data on serious youth violence highlight a 12% reduction of serious youth violence victims in the year ending October 2022 in Enfield, when compared to the same period last year. Enfield ranked 7th out of 32 London boroughs for the number of serious youth violence victims. This shows a positive trajectory especially given that an increasing number of London boroughs have recorded an increase in serious youth violence victims. There was an average 16.8% rise in London equating to 966 more victims than last year across the capital. Due to changes in crime categories and availability of data, it has not been possible to gather the data for this category at the time of writing this report. The Mayor's Office for Policing and Crime (MOPAC) is in the process of replacing the serious youth violence crime reporting category. It will be replaced by the new crime category Teen Violence.

Main Considerations for the Panel

Prevention of youth crime and first-time entrants

8. Enfield Council delivers a range of prevention work as part of its Early Help offer to prevent youth crime and reduce re-offending such as:
 - **Project Dove** is a pilot project funded by the North Central London (NCL) Health Inequality Fund, supporting children and young people at risk of offending and serious youth violence through health settings and schools. 45 families, including 52 young people with presenting risk factors, have been referred and supported by the project. 35 families have engaged in community-based activities with 15 different service partners. 42 families received direct work which consisted of workshops focused on crime and consequences, crime and the law, gang awareness, weapons awareness, child criminal exploitation, decision making and positive / negative relationships.
 - **Engage Project** is a project funded from the Violence Reduction Unit. The project is co-delivered in partnership with the Police. It places youth workers in the Wood Green custody suite, providing support and early intervention in the 'reachable and teachable' moment when a young person is arrested and presented in custody. Engage provides follow through support into the community. The key focus is on reducing further engagement in risky behaviour and offending. Between April 2022 and January 2023, there have been 634 young people who have been seen by the Engage youth worker within 48 hours of being arrested. 381 young people consented to engaging with the specialist outreach youth workers, which is 60% of uptake.
 - **Parenting Programmes** – a range of parenting programmes is delivered, supporting parents to strengthen their parenting skills and keep their children safe such as the Virtual Reality Exploitation Training for Parents, Reducing Parental Conflict training, Escape

Parenting Programme, Inspiring Change and Embracing Families Lives programmes.

- **Provision of Early Help support to families** with children who may have additional needs, enabling families to overcome the challenges they face and help children to thrive. Early Help services received a total of 1,976 referrals in 2021/22, this represents a 41% increase from 2020/1.
 - **Housing Pilot Project** – a joint project delivered with Housing with focus on providing support for families with complex needs living in temporary housing and who have children involved in offending. To this date, 15 families with multiple children have benefited from additional support with housing, parenting skills, access to employment, training, welfare, debt and health and well-being support. Out of these, 6 families were rehoused from temporary accommodation to a new more suitable accommodation.
 - **Supporting Families programme** (previously known as Troubled Families) – the scheme has successfully supported 528 families in 2021/22. Common needs within families included the need for early help services, children not attending school or involved in offending, worklessness, parental mental health and substance misuse issues.
9. Enfield Council provides a diverse youth offer to young people aged 13-18 and up to 25 with special education needs and disabilities. Young people can access the following range of support and activities that divert young people from boredom and engagement in risky behaviour that may lead to offending:
- **Universal and targeted youth support provided from five youth centres**, located in the areas with high levels of deprivation and serious youth violence (Enfield Highway, Ponders End, Edmonton Green, Upper Edmonton, and Southgate). Young people benefit from access to a safe space and trusted adult, structured informal learning activities, information, advice and guidance. Over 1,200 young people have accessed the youth centres during 2021/22.
 - **Detached and outreach youth work**, targeting identified hot spots, informed by intelligence from Police, Schools and Community Safety. In 2021/22, 2,463 young people were supported by the detached and outreach team in 14 target hot spot locations.
 - **Mentoring**, providing a structured six-week mentoring support to young people with prioritised referral pathways for young people involved in social care and youth justice.
 - **The Young Leadership Academy**, recruiting and training young people as young leaders, fostering good citizenship with progression to volunteering placements, strengthening young people's interpersonal and employability skills.

- **Inspiring Young Enfield** – has engaged 13,480 young people from 2020 to September 2022 in enriching learning programmes, enhancing access to well-being support, sport activities, mentoring, information, advice, guidance, and employment, education and training.
- **Youth participation** – enabling young people to get involved in participatory mechanisms such as the Youth Council and Youth Parliament at local and national level.
- **Summer University** – The Council continues to invest in the Summer University. In the summer 2022, there were 40 organisations alongside the Youth Service that delivered 80 learning courses and two holiday camps. Overall, the programme offered 1,570 places and was accessed by 793 young people, of which 201 were eligible for free school meals.
- **Mobile Youth Bus** – In November 2022, the Council Youth Service has launched a new mobile youth bus that will enhance the current youth offer. The bus will be deployed to hot spots whilst also delivering Public Health well-being campaigns to young people in local communities.
- From July 2023, the Council will be expanding the mentoring offer to young people as a result of securing additional external funding of £704,484.

10. The Council's education team provides additional support to schools through a range of innovative projects to help schools safeguard young people, whilst promoting school attainment in recognition that disengagement with school presents a key risk factor strongly linked to offending and re-offending. For example:

- **NEXUS programme** – funded by the Council since 2019 with the aim to reduce school exclusions as a risk factor to offending and serious youth violence. The programme offers a diverse range of interventions such as mentoring, sports activities, family-based solutions, crime stoppers project, after schools' diversionary activities and issue-based assemblies. It is offered to all 23 secondary schools, including the PRU. During the three years preceding the launch of the NEXUS, there was an average of 57 permanent exclusions per academic year. This has fallen to 21, 15 and 9 exclusions per year retrospectively during the three years of the project has been operational.
- **Enfield Trauma Informed Practice in Schools and Settings (E-TIPSS)** has been funded from the Designated School Grant since 2021. The Educational Psychology Service leads and co-ordinates the partnership in the development of trauma informed practice across Enfield's educational settings and services. Many children and young people have experienced adversity in their childhoods. This can impact on their cognitive development, engagement with learning and their resilience and ability to manage the 'difficulties' of life. Supporting professionals to be trauma informed enables a more 'effective

response' from their caregivers¹ in the moment and the 'right help' in the future.

- **Provision of an Inclusion and Safeguarding Advisor** within the School and Early Years Improvement Service was created and recruited to in February 2022. The primary task of this post is working with the partnership and schools to support and strengthen inclusive practice and take a lead on safeguarding practice in schools and strengthen links with Children's Services.
 - **Provision of additional support to the PRU's Taskforce** project that supports parents and young people at risk of offending. The Council provides a range of professionals that are co-located and working with the PRU to provide multi-disciplinary support such as a social worker, Education Psychologist and Family Coach.
 - Provision of **Holiday and Food programme** activities during school holidays for children and young people eligible for free school meals. This programme enhances the diversionary youth offer during school holidays. During 2021/22, 4,334 children and young people benefited from the programme.
11. The Council's social care team has strengthened its focus on reducing exploitation which often led to young people's engagement in risky behaviour and offending. Some of the new initiatives that have been developed include:
- **A dedicated Adolescent Safeguarding Service** was launched to strengthen safeguarding and a multi-agency response to reduce risks of young people who may be exploited, and or at risk of homelessness, coming into care and missing from home. These risk factors are often correlated with involvement in offending behaviour.
 - **A new contextual safeguarding hub** was launched, providing additional support to social workers through consultation and intelligence to enable them to robustly safeguard young people from extra familial abuse. The hub undertakes mapping of contextual intelligence and deploys contextual safeguarding youth workers in identified hot spot areas, working with young people after school, evening and weekends with a focus on disrupting hot spots and improving safety of young people outside of their family home.
 - **Extension of support with school attendance** for children on a 'child in need' or 'child protection' plans. The Welfare Call system has been implemented that tracks every child's school attendance. A dedicated Virtual School's advisory teacher supports social workers with tracking school attendance and providing appropriate interventions where children's school engagement has reduced.

¹ Caregivers includes school staff, professionals, and parents/carers.

12. The Council's Community Safety team continues to galvanise partnership work to prevent youth crime and serious youth violence with a focus on maximising the use of external grants and pooling partners' resources and expertise to tackle hot spots and underlying causes of the youth crime. Examples of the work include:

- Commissioning one to one mentoring services for young people most at risk from crime, including mentoring outreach provision in the A&E, which is recognised by the Youth Endowment as a highly impactful evidence-based intervention to reduce youth violent crime.
- Supporting the Council's commissioned provision and development of substance misuse treatment services for young people.
- Conducting crime analysis to inform the continued placement of targeted detached youth workers and new youth bus into hotspot areas.
- Reducing risks from robbery by young people against their peers through funding additional outreach youth support during school closing times in defined area.
- Supporting capacity building within the delivery of youth services by providing additional funding to train local young people in youth work.
- Funding additional diversionary programmes such as boxing, basketball, and tennis.
- Supporting the Youth Justice Service in their re-offending programme of work, funding additional interventions for young people assessed at substantial risk of re-offending.

13. Whilst the Council's Youth Justice service is measured by the Youth Justice Board to reduce first-time entrants into the criminal justice system, it has not been historically funded by the Youth Justice Board to deliver prevention work. Examples of recent work that the service is doing to prevent first time entrants include:

- The delivery of a Triage* intervention as part of the Out of Court disposal.
- Work developed with Early Help and the Youth Development Service to strengthen exit strategies for those children who are at the end of the Triage intervention and require further support beyond the length of the Triage disposal.

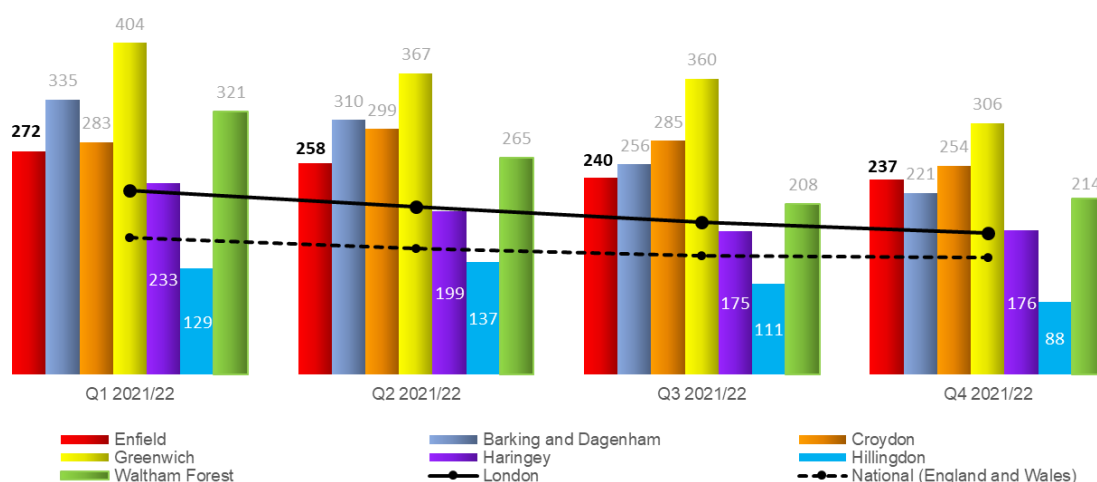
***Note:** A triage is a voluntary out of court disposal that is given via the out of court decision making panel for young people who have committed low level offences but have been identified as requiring additional support to reduce risk to future offending. The Out of Court decision making panel is led by the Police in consultation with the Youth Justice Service.

- Launch of the new Turnaround Project in December 2022, funded by the Ministry of Justice, with focus on preventing offending. The project will reach out to young people who are on the periphery of the youth justice system, based on clear eligibility criteria set out by the MOJ. It

will target young people who received community resolutions, bail, those released under investigation or who have been subject to no further action by the court. The project will be co delivered by the Council's Early Help services and will provide wrap around support to young people with a focus on reducing risk to offending.

14. Overall, there is an extensive range of projects and interventions supported by the Council to prevent young people to offend. There were in total 77 first time entrants into youth justice during 2021/22 who were convicted of 88 offences. This shows a 27% reduction in comparison to 2020/21. This is a positive reflection of Enfield Council's focus on prevention and early help.
15. Latest benchmarking data from the YJB for the quarter 4 2021/22, highlights Enfield as the third highest for first-time entrants' rate per population, see graph 1. It is important to note that Enfield has the fourth highest youth population in London, which presents its unique challenges.

Graph 1: Total First Time Entrants - Rate per 100,000 (Youth Justice Board)



16. There were 27 first time entrants during quarter one (April – June 2022). This is higher than quarter one first time entrants for the previous year, when it was 17. We believe that an increase in enforcement by the Police during this period would have had some impact on first time entrants. The latest data on first time entrants for quarter three (October – December 2022) highlight that there were 11 first time entrants. This shows a significant drop from the quarter two (July – September 2022), when there were 22 first time entrants. Cumulatively, we are showing a slight increase in first time entrants for the three quarters during 2022/23 (60) in comparison to the previous year's cumulative three quarters (54).
17. The Youth Justice Service is currently undertaking further needs analysis of the first-time entrant's cohort to inform our focus on prevention.

Work to reduce re-offending by Youth Justice Service

18. The YJS supports young people who have committed an offence and have been given either an Out of Court Disposal (this can be Triage, Community Resolution, Youth Caution or Conditional Caution) or Post court disposal, which can include a community sentence or custody sentence. The service is strongly committed to treating children as children in line with the Child First Approach. The service has a range of resources and interventions in place to prevent further offending, whilst keeping victims and offending children safe:
- Every child has a **dedicated case manager** who completes a thorough assessment of each child. This forms the basis of a co-produced plan of support that addresses their behaviours, keeps young people and victims safe, whilst reducing risks to re-offending.
 - There is a **clear practice model in place** – restorative justice, Trauma Informed Practice and National Standards Practice set by the Youth Justice Board.
 - **Evidence based programmes** which help a child understand their behaviours in a group setting and enable them to make future better-informed choices such as identify work, crime and consequences, knife possession awareness, schemes such as No Knives, Better Lives, substance misuse and exploitation awareness and keeping safe.
 - **Youth Guardian** working with children who are at risk of or involved in gangs and serious youth violence.
 - **Health in Youth Justice support** – access to nurse, clinical psychologist, speech and language therapist and liaison and diversion clinician. These health posts are commissioned by the Integrated Care partnership in recognition that young people involved in offending often face a range of health inequalities. These posts work as part of the youth justice multi-disciplinary team.
 - **Education, employment, and training (ETE) support** – the service has a strong focus on supporting young people to be in ETE. Every young person that is not in ETE will have an ETE pan of support. We have invested in t in Welfare Call, which enables the service to track school and college attendance to maximise young people's engagement with learning. Access to an Educational Psychologist is in place via a SLA with the Education Psychology Service. ETE work is supported by the Virtual School through a monthly multi-agency ETE panel that ensures that all young people at risk of not being in ETE are supported and that systemic and practical barriers to ETE are removed.
 - **The Strengthening Families Team** – provides dedicated family coaches, supporting offending young people's parents/carers and their

siblings to strengthen family resilience, helping parents to overcome adverse issues (such as worklessness, housing and financial problems)

- **Enhanced resettlement support for all children in custody** – the service has a dedicated resettlement worker that supports every child in custody and plans for their reintegration back into the community as soon as they enter the secure estate to ensure that further offending is prevented.
- **Reparation work** – the service provides a range of reparation activities within local communities that young people engage with as part of their order such as litter picking, gardening, volunteering in the church, decorating community venues, and supporting food banks. This is a practical way for young people to pay back for the harm they caused through the offence, either by directly repairing the harm or through constructive work to help the local community.
- **Victim support** – all victims are contacted so their views are listened to, and they are invited to take part in restorative justice work. The service has a dedicated victims and restorative justice worker.
- **Court work** – the service has a dedicated court lead that ensures that all young people presented to the courts and their parents/carers are supported to engage with the court process and their assessed needs/risks are represented to inform court sentencing.
- Additional dedicated **partnership posts** complementing the multi-disciplinary youth justice service team. This includes Police resources (2.5 fte), Probation worker (0.5 fte), an Education Psychologist, support from the Virtual School and commissioned health posts.

19. The YJS delivery is enabled by a significant amount of **partnership work** that the Council facilitates that include:

- A funding contribution to the resourcing of the work with young people involved in offending from all statutory partners including Health, Police, Probation.
- At a governance level, all statutory and non-statutory partners are regularly engaged with the work of the Youth Justice Service Management Board that oversees resourcing and delivery of Youth Justice Services and production of the Annual Youth Justice Plan.
- At an operational level, there are a number of multi-agency panels that the Youth Justice Service interfaces with to reduce safeguarding risks and re-offending such as: The daily GRIP intelligence meetings led by the Police; Multi-agency child exploitation panel meeting; Multi Agency Public Protection meetings led by Probation; North Area Violence Reduction Group meetings; High Risk panel led by the YJS; Transition Panel led by the YJS and Probation; Out of Court Disposal panel led

by the Police and; The Integrated Offender Management Panel led by the Police and YJS.

- The Council's Youth Service support the Youth Justice work through prioritising access to mentoring and the Summer University for young people involved in offending.
- The Council's Early Help services co-deliver early intervention and additional support to young people involved in offending and their families. For example, the service funds a proportion of the Strengthening Families team and co-delivers support for young people in receipt of community resolutions, as well as leads on the co-delivery of the Turnaround Programme. The service has also provided virtual exploitation training for some parents of young people involved in offending. During Christmas 2022, the service sourced some food donations that have been offered to families within the youth justice service that experience hardship.
- Community Safety has continued to provide additional funding for projects to reduce re-offending such as a gangs group worker and the IOM project, as well as access to the VRU critical incident fund in response to significant crime incidents.
- A joint working protocol has been implemented between Children Social Care and YJS in response to the increasing number of young people known to social care getting involved in offending or who are being criminally exploited. This enables better information sharing and coordination of care planning and risk management.
- A joint working protocol has been implemented between the YJS and Special Education Needs service to improve the coordination of support and safeguarding of children with SEND needs and those on education and health care plans.
- The YJS works closely with schools. The Welfare Call System implementation enables the service to notify schools of young people known to the youth justice service and monitors their school attendance on a weekly basis. The service works closely with the Orchardside PRU and deploys a Family Coach one day a week to provide additional support for the families of pupils identified at risk.
- The YJS also works closely with a range of third sector partners, for example:
 - As part of reparation work, the service works with the local Foodbank with young people helping to run the food bank. St Peter's Church have created reparation opportunities for young people clearing and maintaining their communal gardens.
 - The service collaborates with DYSPLA, who provide a digital arts project for young people who are neuro diverse, using art as a positive expression engagement tool with young people creating

digital artwork that is displayed in the local community, i.e, bus stops.

- The service collaborates with victim support who provide counselling and support for young people who are victims of crime.
- The service works extensively with Work Works, providing support with work preparation and job search for young people.
- The service can make a referral to a range of projects run by third sector partners such as positive activities run by the Edmonton Community Partnership, Cadets run by the Fire service, Oasis Academy youth provision, Barnardo's for young people referred to National Referral Mechanism and St Gile's Trust for young people at risk of exploitation.

20. The YJS changed its approach to reducing re-offending through the introduction of a **new initiative YIOM** (Youth Integrated Offender Management) in June 2021. The YIOM is based on the Integrated Offender Management approach for adults. This YIOM provides enhanced additional support and surveillance of children assessed at high risk of re-offending. Provision of support is based on seven pathways out of re-offending:

- accommodation;
- attitudes and behaviour;
- children and family;
- drugs and alcohol;
- education, employment and training;
- finance and debt; and
- health.

The YIOM is underpinned by the following principles – partnership work, local response to local problems, maximising the use of resources and support and focus on long-term impact. The YIOM is led by a dedicated IOM lead post alongside a dedicated Police IOM lead.

21. Young people identified at high risk of re-offending are regularly monitored by the multi-agency IOM panel and provided with additional personalised intervention and support with a focus on preventing re-offending. Examples of additional personalised support provided through the IOM approach include: access to a devolved budget, animal therapy; support with improving the suitability of housing; drama classes, gym membership to enhance constructive and physical well-being activities, access to music production learning to improve confidence and employability and funding for extended tuition.

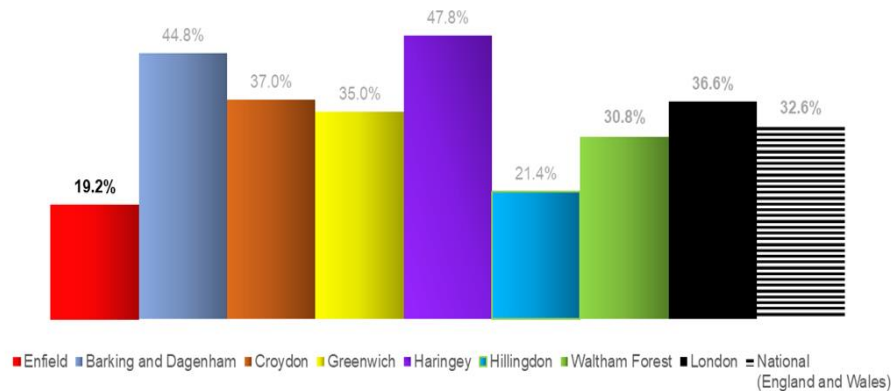
- 22.** The IOM delivery is overseen by the ECRIT (Enfield crime reduction implementation team), led by Community Safety Team to ensure this is aligned to the adult IOM. The impact of the IOM work is reported and monitored by the Youth Justice Service Management Board.
- 23.** Table 1 below highlights the steady number of referrals for eligible young people to the YIOM. The number of children subject to the YIOM has doubled in a year. This is positive, highlighting the scheme is bedding into practice. There have been challenges in respect of enforcement visits being undertaken by the police. This is due to staff shortages and the YIOM police officer being deployed on other duties. However, this has not prevented the sharing of intelligence. In quarter 2, there were two proven offences committed by 2 young people. These offences were committed prior to the young people being subject to YIOM. Out of the 17 cases of young people closed, only 5 young people committed proven re-offences. This is a positive testament of the work of the YIOM.

Table 1

Indicator	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
	Value	Value	Value	Value	Value	Value
YOS 073a IOM Current Caseload	3	9	10	14	16	18
YOS 073b Number of new IOM cases: referrals received in month	3	9	8	9	7	11
YOS 073c Number of IOM cases discussed at Panel	0	9	6	9	7	11
YOS 073d Number of closed IOM cases	0	0	1	7	1	2
YOS 073e Number of arrests whilst subject to YIOM			0	0	10	5
YOS 073f Number of IOM proven re-offences	0	1	1	0	4	2
YOS 073g IOM cases closed within past 12 months where proven re-offending					12	5
YOS 073h Number of IOM closed within past 12 months					0	17

- 24.** The latest re-offending benchmarking data published by the Youth Justice Board, see graph 2, highlights the positive impact of our work within the Youth Justice Service. The graph highlights the re-offending performance for Enfield against the seven-borough family of Youth Justice Services and both National and London average. Enfield is showing the lowest re-offending in the family. This is a strong reflection of the investment that the Council has made within the delivery of Youth Justice Services and effective partnership work.

Graph 2 - Re-offending (Youth Justice Board) – Local Authority Comparator for Q1 2020/21



Conclusions

25. There is a vast range of early help and intervention work delivered by the Council and partners in place with specific focus on the prevention of youth offending. There is a conscious focus by the Council on investing in existing resources whilst galvanising partnership work and fundraising to deliver impactful youth crime prevention interventions in response to local needs and intelligence. This has had a positive impact on the reduction of first-time entrants.
26. The Youth Justice Service is appropriately resourced to deliver high quality interventions to prevent re-offending and keeping children who offend and victims safe. The investment into the new YIOM scheme is showing positive impact on re-offending of those children supported by the scheme.
27. There are effective governance arrangements in place to support the delivery of Youth Justice Services. The Council and partners have a good understanding of the local youth offending profile and their needs and continues to ensure the service remains responsive. This is positively reflected within the latest re-offending performance published data by the Youth Justice Board.
28. We recognise given the large youth population and complexity of needs within the Borough, that there is more work to be done across the partnership to continue to prevent children and young people from offending and re-offending and criminal exploitation. Our key priorities going forward are to:
 - continue evaluating impact and the effectiveness of the prevention interventions in response to local youth population needs;
 - extend the prevention work through expanding the Summer University, mentoring and developing Family Hubs;

- continue to build on our early help work, enabled by Early Help for All Strategy Board;
- continue to seek additional resources and funding to support early help work to leverage fiscal challenges for the Council and Partnership; and
- review our Youth Justice Strategic Plan, ensuring that the Youth Justice Service continues to deliver a high-quality service and is appropriately resourced and enabled by effective partnership work at both operational and strategic level.

Report Author: Ivana Price
Head of Early Help, Youth and Community Safety
Email: ivana.price@enfield.gov.uk
Tel:

Report author: Linda Crawford
Head of Youth Justice Service
Email: linda.crawford@enfield.gov.uk
Tel:

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