



# Youth Justice Plan

## Waltham Forest

2023 - 2024



## London Borough of Waltham Forest Youth Justice Plan

<b>Service</b>	London Borough of Waltham Forest
<b>Service Manager/ Lead</b>	Anne-Marie Koroma <i>Koroma.</i>
<b>Chair of YJS Board</b>	Cllr Kizzy Gardiner – Lead for Children and Families. <i>Kgardiner</i> Patsy Wollaston

### 1. Introduction, vision and strategy

The London Borough of Waltham Forest (LBWF) annual Youth Justice Plan sets out our performance, progress and improvements made over the last year. It also includes our priorities for 2023-2024. Our plan is underpinned by Child First principles and promotes equity and inclusivity which is at the heart of our decision making and actions. We remain committed to protecting and diverting children away from the criminal justice system and providing sustainable routes out for children who are already involved in the youth justice service.

As Chairs of the Waltham Forest Youth Justice management Board, we remain steadfast in our commitment to:

- reducing first time entrants into the criminal justice system,
- reducing rates of reoffending,
- reducing racial disparities,
- addressing factors that lead to inequalities,
- reducing serious violence in the borough.

As a Board, it is our role to lead strategically across relevant partners, provide oversight and ensure the YJS is working within national standards to provide the best outcomes for children. We are proud of the progress our partnership has made to date in supporting children and families. Reoffending rates in Waltham Forest have reduced by 3.5% in the past 12 months and we have fewer children in custody than we did a year ago. Within the past 12 months, we have evaluated our role as Board members and have a clearer vision of how we can champion the work of the YJS within our respective services. This has strengthened our ability to provide a whole-system response across health, safeguarding and justice. This plan has been coproduced by the YJS management Board



through consultations including a Board development day. The voice of the child has been included at every opportunity.

In March 2023, 'WFYJS were selected to form part of the HMIP/ OFSTED thematic inspection into children remanded into custody. The inspection took place in June 2023 and HMIP identified areas of good practice, areas for improvement and offered recommendations for further development. We have incorporated these into our development plan.

As we continue to work towards achieving the goals set in 22/23, we acknowledge that some areas of our plan remain unchanged to fully implement and assess the impact of our work. WFYJS and the Board recognises that whilst we are proud of what we have achieved so far, we have more work to do to fulfil our ambitions. This plan sets out the strategic aims that we have as a partnership to continue to drive positive outcomes for children, young people and their families against the backdrop of continued challenging times. WFYJS management Board will continue to monitor and review the progress of the objectives within this plan.

### **Our three strategic priorities and ambitions for the next 12 months are:**

#### **1. Reducing Serious Violence:**

We continue to see the impact that serious violence has on the lives of children and families within Waltham Forest and are committed to addressing these. WFYJS and our Youth Justice partners are at the heart of the Violence Reduction Partnership (VRP) and will continue to shape its development and support the implementation of our ambitious violence reduction approach.

The introduction of the Serious Violence Duty through the Police, Crime, Sentencing and Courts Act 2022, places a responsibility on the YJS to plan and collaborate to prevent and tackle serious violence in Waltham Forest. As 'duty holders', we will work together, using existing partnerships to share information, and prepare and implement a strategy for preventing and reducing serious violence in the area. WFYJS will work with partners to submit our strategy by January 2024.

#### **2. Embedding Child First youth justice responses:**

We are clear within WFYJS that anyone under the age of 18 years is a child and should be seen and responded to as such. A child first approach does not negate away from our responsibilities to protect the public, support victims and ensure we appropriately manage risk. A 'child first' approach emphasises the universal entitlement of children to good quality education, healthcare, and development opportunities; it recognises that children's behaviour is often an expression of their adverse experiences and their need; it seeks opportunities to safeguard and create environments in which children can thrive; it recognises the role parents and carers play.

A key focus for our child first ambitions is to reduce the number of children who are criminalised through formal contact with the youth justice system. Reducing first-

time entrants is a collective effort that we continue to work on. We have a strong focus on ensuring all children enjoy the benefits of education and are not limited in accessing all services. As we lead on the boroughs Alternative Provision and inclusive school's strategy, we are well placed to realise our ambition of putting prevention at the heart of our approach to our vulnerable children.

### **3. Racism and racial disparity:**

Outcomes for children in Waltham Forest continue to be impacted by experiences of racism and structural inequality. We continue to see an overrepresentation of Black children at all stages of the YJS and global majority children overrepresented in our school exclusion rates. The reasons for racial disparities are complex and requires a collaborative approach if we are to see any impactful and sustainable change. This means working with partners across all agencies including schools, police and Children Social Care (CSC).

Within the next 12 months we will be reviewing our Disproportionality action plan which forms part of our inclusive school's strategy. We are committed to working with communities to ensure the voices of children and families are heard and incorporated into any plan.

## **Waltham Forest Youth Justice Board Chairs**

**Clr Kizzy Gardiner**—Lead Member- Children and Young People

**Patsy Wollaston**- Head of Service for London Probation, Redbridge & Waltham Forest PDU

## **2. Local Context**

Waltham Forest is a diverse and vibrant London borough bordering Hackney, Haringey, Enfield, Redbridge, Newham and Epping Forest. It is one of London's greenest boroughs, with green and open space accounting for 27% of its area.

There are an estimated 278,400 residents living in the borough (Census 2021), an increase of +8% since 2011 and projected to increase to 287,800 by 2026 (+4%). We have a young population, with a median age of 35.6 compared to 40.2 across England. There are 31,700 young people aged 10 to 19 living in the borough (11.4%), which is a slightly smaller proportion than across London and England.

Waltham Forest is the 18<sup>th</sup> most diverse local authority in England and Wales, by ethnicity. 47% of the population are of African, Caribbean, Asian, Mixed or other ethnicity, and under two-thirds of White-ethnicity residents identify as English or British. One-third of young people aged 10-19 are of White ethnicity, with 28% Asian, 20% Black, 11% Mixed and 7% Other (Census 2021).

The LBWF now ranks as the 12<sup>th</sup> most deprived borough - an improvement from the 7<sup>th</sup> most deprived in 2015. However, almost two-fifths of children and young people (38%) live in poverty (after housing costs), which is the 6<sup>th</sup> highest proportion in London. School



attendance rates LBWF are slightly above the national and London average at 93.3% (2021/22). The proportion of children and young people with Education Health Care Plans in Waltham Forest who were recorded as persistently absent or permanently excluded was the highest across London as of the end of the summer term 2021. As of June 2023, 34% of children excluded from school were recorded as Black, 36% White, 19% Asian and 9% Dual Heritage.



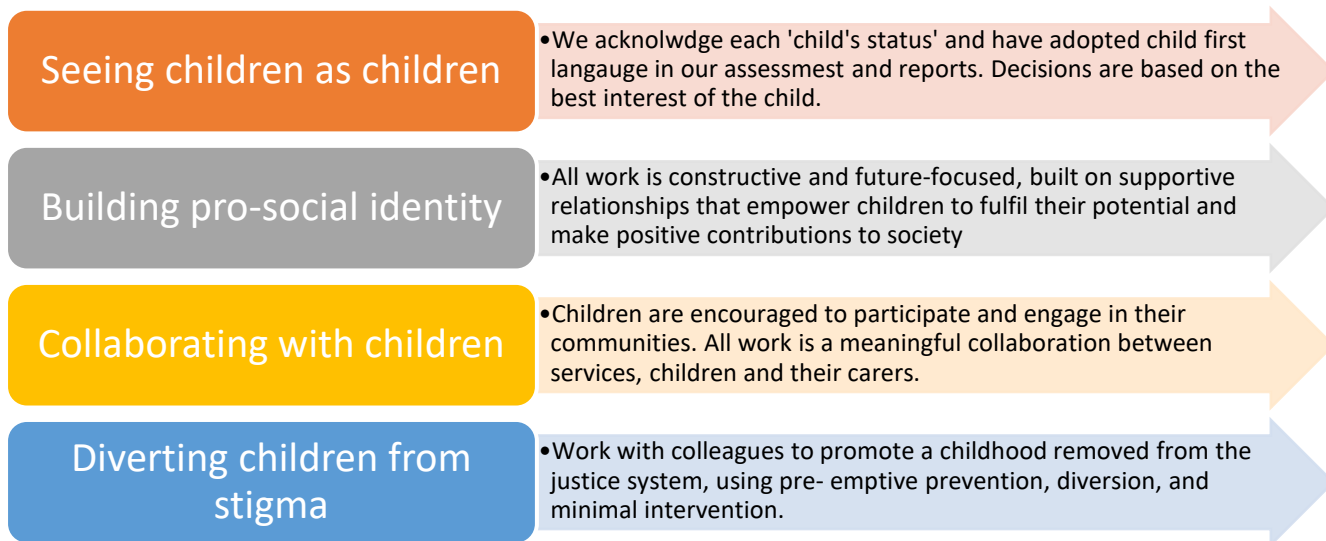
Statistically, LBWF is one of the safer boroughs in London. The current rate of recorded offences is -17% lower than across London and -10% lower than other similar London Boroughs. This includes lower rates of overall violence and acquisitive offences. Despite this, fear of crime is a top and increasing concern for residents, particularly around serious violence and weapons. 50% of residents identify crime and violence as their top concern and 23% report that the fear of crime strongly impacts their lives.

Like other more deprived London Boroughs, there are entrenched problems with drugs and gangs in Waltham Forest, which leads to high risks of exploitation and higher rates of some of the most serious violence (including stabbings), particularly amongst young people. 59% of young in the borough have experienced or witnessed a hate crime and 33% have experienced or witnessed sexual harassment. In 2022/23, Met Police figures recorded 20 knife injury victims aged under 18 years, an increase from 10 in the previous year. 378 offences were committed by 167 children during this period.

Against this backdrop, LBWF is working to address the inequalities and challenges that residents in the borough face. We are doing this through data and evidence-based strategies and interventions, including the voices of residents in planning and working with partners across the council.

### 3. [Child First](#)

Embedding and delivering a Child First approach across WFYJS is one of our key priorities. The service works on the basis that all children should be treated according to their age, development, maturity and abilities. We address the four tenets of a child first approach by:



WFYJS's Child First approach cuts across all areas of our work from preventative interventions with children that engage with our Youth At Risk team to those on our most stringent Statutory Orders. Practitioners understand and are keen to take each child's needs into account.

LBWF's First Time Entrant (FTE) rate has been historically higher than other London boroughs and as such reducing FTEs into the CJS and promoting diversion has been and continues to be one of our key priorities.

We have undertaken an extensive set of actions to support this priority, including leading our borough's Inclusive Schools and AP strategy and modifying our Out of Court Disposal (OoCD) panel and processes.

Whilst one of our key strategic priorities is to continue to embed a child first youth justice service, we are equally aware of our responsibility to ensure that our child first principles do not detract from our ability to manage children's presenting risk and vulnerabilities equally. We work to ensure the voice of the victim continues to be heard across our system.

We will continue to embed this during this financial year with staff

#### 4. Voice of the child

Children have been and continue to be integral to all developments and service delivery in the YJS. Some examples include:

- ✚ Children sit on staff recruitment interview panels, add their own questions and their feedback and scoring is counted equally.
- ✚ We have reviewed and updated the children's feedback survey (April 22). The VIP group also developed the previous version disseminated just prior to the pandemic.
- ✚ Young people have contributed to the development of the Inclusive Schools Guidance on how to reduce exclusions in our schools and will be part of a review in the coming year.
- ✚ Feedback is considered and helps to shape policies and strategies.

Our influential Voice in Partnership (VIP) group continue to grow from strength to Strength with their impact felt across the council. Following the 5;59 video that was shared in the last Youth Justice Plan, the VIP completed an eight-month music project which involved a 5-day residential with sports activities, well-being workshops and music making. Working in partnership with Beatroots and Fusion, participants had the opportunity to gain a silver or bronze arts award. The VIP also partnered with 'The Lang Lang Foundation', who offered free music/music business workshops to the group followed by music marketing and branding



This was followed by a live performance to friends, family, professionals and members of the public at the Crate in Walthamstow where the VIP showcased the work that they had done throughout the year. This was a well-received performance with young people taking on various roles including performance and project management. Young people that were involved in the project said:

*"We had some fun times. I thought camping would be dry but I liked it."*

*"I enjoyed it, it was very good. The highlights for me were making music and enjoying the environment. The house was beautiful, I wanna go there again I can't lie."*

*"I got to make music. The house was calm. I made my first (music) single and enjoyed being around everyone. If we got to go back to the same place I'd be gassed."*

Finally, to close this piece of work, the VIP worked collaboratively to produce a 13 minute YJS Strategic Plan film. This film is aimed at supporting professionals to better understand the service priorities. Young people speak of their experience of the Youth Justice Service and highlight the impact that targeted interventions can have on the lives

of young people. Youth Justice staff and our then borough lead, Cllr Strathern are also part of the film. A shorter 3-minute version was made and has been shared at our all staff briefings. A VIP member also attended and fed back about her experience of the project to the Board. In 2023/24, to ensure we have the voice of the child/ young people, we plan to include young people from the VIP group in future Boards. This year, we will undertake a full assessment of the impact of the VIP and the work that they do across the borough. This will assist us in planning for future events and encouraging more children and young people to be part of the VIP projects going forward.

## **5. Governance, leadership and partnership arrangements**

The partnership is meeting the statutory requirements for the oversight of YJS through the Reducing Re-Offending Management Board, which meets quarterly. The Management Board reports directly into the Borough's Safety Net Board and has cross cutting reporting into the Safeguarding Children's and Health Boards.

The Management Board includes statutory partners at a senior level: Superintendent from the Police, Head of Service from Probation, Children's commissioner from Health, a Head teacher from Education and a Director from Children and Social Care. Other representatives include the Director from Early Help, services manager from our substance misuse provider, an independent board member, Principal Employment Training Advisor for the borough, Head of Housing Prevention & Assessment, and a chief executive from a voluntary organisation.

Operational partnership support includes, two police officers and a ½ time police sergeant, a full time CAMHS clinician and full time Liaison and Diversion worker (situated in the custody suite), a part time seconded Probation Officer and Social Workers within the service. Separately we commission a full time Gangs and Child at Risk Police Liaison Officer; part time Educational Psychologist, a part time substance misuse worker, a part time careers advisor, a Harmful Sexual Behaviour worker, and have access to a drama therapist.

The service is located within Children's Social Care (CSC) to align with our child first principles. Priority updates are provided to the Director of Children Services at the weekly People Leadership Team meetings to ensure that there is additional oversight of the service.

The WFYJS' head of service role is at Assistant Director level. The roles other responsibilities include school Behaviour, Attendance and Children Missing Education (BACME) service. A restructure of BACME and the YJS into the Youth and Family Resilience Service (YFRS) took place in 2020. The rationale for this restructure was to facilitate us being in a stronger position to respond to the significant risk factors in the lives of children and young people from early indicators such as poor attendance and disruptive behaviour at school through to offending behaviour and serious youth



violence. This role also chairs the borough's Fair Access Panel (FAP) to support children who have been excluded or at risk of exclusion from school, given the very strong correlation between children being excluded from school and entering the CJS. This means that children's education in the borough is prioritised for those known to the criminal justice service, evidenced by the high level of ETE attendance. Our 2023/24 plan includes efforts to improve school attendance rates for all children in the borough including those with Special Education Needs (SEN), Looked After Children and those with health needs.

## 6. Board Development

Over the past 12 months, the Board has reviewed and evaluated its function through a Board development day and reflective sessions. This has provided an opportunity for all partners to consider ways to enhance their roles as Board members both strategically and operationally. Each partner has committed to being a champion in a specific area of the YJS within their respective services.

In April 2023, WFYJS held an open day for all Board members. The aim of the day was to provide partners with an understanding of the service from an operational viewpoint. This also allowed YJS staff to better understand the of the function of the Board.

Our YJS management Board has been jointly Chaired by Cllr Strathern as the lead for Children and Young people and Patsy Wollaston- Head of Service for London Probation Service. Cllr Strathern who has Chaired the Board for the past 2 years has now stepped down due to taking on a new political role. We thank Cllr Strathern for his passion, dedication and support. We would like to extend a warm welcome to the new Lead for Children and Young People, Cllr Gardiner as our new Co-Chair from June 2023.

### **HMIP Thematic inspection:**

In June 2023, WFYJS Contributed towards the HMIP/ OFSTED joint thematic inspection into children remanded into custody. 12 of our children were selected for inspection, 10 children subject to YDA, 2 Remanded to Local Authority Accommodation (RILAA) and 1 bail. Two of the cases were selected by OFSTED for a deep dive into the work undertaken by Children Social Care.

The inspection provided an opportunity for the service to reflect on practice and think about ways to enhance the quality of assessments, planning and interventions and well as joint working for this cohort. The Board were aware and very much involved in the preparation for this inspection. Our then Co-Chair Cllr Strathern and Director for Children Services met with inspectors to discuss the role of the Board and the impact of its effectiveness. Although this was not a rated inspection, the YJS received valuable feedback from HMIP which will form part of our service development plan for 23/24. We are proud that we will contribute towards the HMIP pending guidance on remands and effective practice guidance. As a service, we are considering how we can take the recommendations and learning from the inspection forward.

## 7 . Progress on previous plan

Our 2022/23 youth justice plan included our annual development plan which contained 15 components. The delivery plan set out actions for WFYJS and the wider partnership and was used to shape appraisal targets for staff within the YJS and presented to the Youth Justice Management Board on a quarterly basis to enable scrutiny of the plan and progress towards achieving the targets. Progress on this plan has been:



**Child First Approach-** we have continued to develop and review our OoCD panel. Our pre-assessments are well embedded, and we believe the consequence of this progress has contributed to our improved OoCD joint decision-making panel, which has impacted our FTE rates in the borough.

WFYJS has signed up to the London Accommodation Pathfinder (LAP) along with five other East London boroughs (Newham, Barking and Dagenham, Redbridge, Tower Hamlets and Havering). The LAP will provide an alternative to custody or can be used as a resettlement placement for boys aged 16-17 years. The placement is

based in the London Borough of Newham and will provide onsite education, mentoring and therapeutic intervention. The LAP is due to launch in June and open to children in August 2023.

**Serious Youth Violence-** LBWF has seen an increase in serious violence incidents in within the borough and are concerned about how this impacts children, families and communities. Understanding the increased risk around serious violence in the summer months, WFYJS has continued to support the delivery of the pledges from the curtail, treat, and support strands of the VRP and is working closely with partners to devise a programme for children and young people during the summer holidays. As serious violence duty holders, we have also begun work with our partners in community safety, police, probation, CSC, ASB, education, our youth engagement groups and community-based projects to devise a robust strategy and action plan.

There is a robust critical incident protocol in place to enable a swift and coordinated response to serious incidents within the borough. Following incidents of serious violence within the past year, partners have contributed towards mapping meetings and complex strategy meetings to share information and risk management plans. Any child at risk of

or considered to be the victim of exploitation is referred to the borough's fortnightly multi-agency Exploitation and Risk Panel which is chaired by Children Social Care.

All children assessed as presenting a high risk of harm to others or at risk of harm from others are presented at the monthly YJS High-Risk Panel (HRP). This is Chaired by our statutory Operational Manager. The multi-agency panel includes representatives from Children Social Care, Police, Probation, Health, Restorative Justice, Education, Early Help and our Substance Misuse Service (CGL).

In line with the MAPPA framework, HRP follows the four pillars of risk management approach, supervision, monitoring and control, intervention and treatment and victim safety planning however, the panel continues to enforce a child first approach.

The Senior leadership team are updated on all children where there are high levels of concern around risk and safety on a monthly basis.

**Racial Disparities-** In 22/23 we commissioned Wipers to deliver 'The Ether Programme', which has previously won the YJB Effective Practice of the year award. The Ether Programme is an eight-session programme aimed towards boys who identify as Black or Minority Ethnic who are involved with the youth justice system. This highly motivational and inspirational leadership course directly addresses issues around race and identity and perceptions of self, as well as self-esteem and confidence, attitude, and behaviour and independent thinking. Sessions also include discussions around stereotypes, breaking barriers, and perceptions of masculinity.

Wipers have now completed their formal evaluation of the groups delivered in 2022/23. 14 children were initially referred to the programme. Of the 14, 8 children were screened and had interviews and commenced the course, with 7 finishing the group (88%); of the 7 who finished the course (100%) achieved attendance of over 75%. We have commissioned further sessions for 2023/24. Wipers will also facilitate staff training around Disproportionality in the Criminal Justice and Education systems.

We have improved our data reporting in relation to Gypsy Roma and Traveller (GRT) communities to enable a better understanding of the needs of the children and families we work with. Within the next year, we will deliver training to staff around addressing cultural needs of children within GRT communities and will use our data to target specific interventions to children within these communities.

The YFRS has started to review the disproportionality action plan that was devised in 2020/21 as part of the inclusive school's strategy. This will be a sharp focus in 23//24.

**Outcomes for Looked After Children (LAC):** Our LAC lead has monthly meetings with the designated Youth Justice lead within CSC. These meetings ensure that children with looked after experience are supported through the system and any concerns are raised and addressed in a timely manner. Following feedback from the HMIP thematic inspection, we will undertake a deep dive audit of children in our care, specifically looking at the opportunities to align our safeguarding processes to care and remand planning.

22% of children open to the WFYJS are also Looked After Children and 7% have had Looked After experience. We are taking a collaborative approach to supporting the needs of Looked After Children. This includes work with Children Social Care, Schools and education settings, Virtual School, SEN, custodial settings, police and the Probation service. This work also supports the council's policy for Looked After Children and Care Leavers.

**Trauma Informed Practice-** Due to the absence of a CAMHS clinician for a significant period of 22/23, we were unable to establish the CAMHS trauma recovery pathway as we had hoped. Our new CAMHS clinician started in post in April 2023 and this will now be a priority for 23/24. We have contributed towards Enhancing the safeguarding pathway for children involved in criminal exploitation and have continued to embed psychologically and trauma-informed practice across the service with some staff completing the effective practice trauma informed award.

**Education, Training and Employment (ETE)-** we have begun work on the post 16 inclusion subgroup to work closer with education providers to reduce exclusions of children within the YJS. This will be a continued focus for us as a service. We also monitor the school attendance and engagement of children within the Youth Justice Service. Our weekly vulnerable children attendance updates ensures we identify any attendance issues for children attending an Alternative Provision at the earliest opportunity. This is an ongoing piece of work but relationships between post 16 provision in the borough are strengthening. This will form part of our plan for 23/24.

We are also working with our colleagues in the SEND team to address issues around school attendance and exclusions for children with SEN needs. A key focus for the service is early identification of needs to support children with or requiring an Education Health Care Plan (EHCP).

**Quality of Assessments:** In addition to our monthly Quality Assurance (QA) exercise, we commissioned an external auditor to QA some of our cases. Following the audits, practitioners and managers will undertake further training to strengthen our contingency planning, risk assessments and quality of reviews.

**Transitions to Probation-** Although we had been working well with our transitions programme for young people being transferred to the Probation Service in 2022, our post is now vacant, and we have not had a secondee Probation Officer in post since February 2023. We have been working closely with our colleagues in the Probation service to complete transfers of 18-year-olds however, we are conscious that there is a gap in the transition preparatory work usually completed by the secondee probation officer. The Probation Service are currently leading on a recruitment campaign to fill the post and the YJS will continue prepare young people for their transfer.

**First Time Entrants:** WFYJS is one of the many boroughs across the country to deliver the Turnaround programme. The Turnaround programme is a 3-year programme aimed at children that are 'teetering on the edge of criminality'. A project coordinator and project worker are now in post, and we have begun the implementation stage of the programme. We will engage 43 children in the programme each year. Children are being identified through many routes including our Liaison and Diversion worker, Anti-Social behaviour

team, OoCD team, MASH team and education. This multi-agency approach will ensure that children are referred from various services at the earliest opportunity. We are also hopeful that this intervention will help to address the over-representation of children from certain backgrounds that we currently see in all areas of our YJS.

Despite our best efforts and extensive discussions and support from statutory partners in our Management Board and the Borough Commander, we have not been able to develop the 4-borough deferred prosecution pilot as planned. The management board understands that the blockage is attributable to a regional plan to roll out across London. WYJS is wholly committed in our endeavor to unblock this or to find an alternative pathway for the benefit of children's life chances in this borough.

**Interventions-** WYJS has successfully delivered the Your Choice programme over the past 12 months. We have met our target of supporting 20 children through the programme. Goals achieved have included children completing their theory driving tests, enrolling on college courses and joining their local gym. We have been selected to continue to deliver the programme in 23/24 with the Youth At Risk (YAR) and ISS teams leading.

In the summer of 2022, the WYJS completed a summer programme where young people participated in a music project and 5 children were awarded a Bronze Award for their work. We have continued to deliver the Stay Safe trauma informed weapons awareness programme in 2022/23 and will continue to deliver this programme in the coming year. We are currently working towards our summer programme for 2023.

**Addressing Diversity-** As part of the Vanguard programme, WYJS now has access to consultation from Speech and Language Therapists (SALTs) once weekly. This supports practitioners to consider ways to work with children suspected to have or with diagnosed speech and language needs.

The YFRS is currently working with our SEND colleagues to address issues around school attendance, school exclusions and our Alternative Provision strategy, all of which are relevant to children involved in the YJS.

**Victim's Voice-** The Restorative Justice (RJ) practitioner sits on and contributes towards the OoCD and high-risk panels. We are now delivering victim awareness groups as well as one-to-one sessions and all children and young people are referred for some form of intervention. The RJ worker has attempted to contact victims in all cases where there is one to ensure their voices are heard however, this has proven difficult due to data protection issues. We are working with our colleagues in the police to try to unblock this.

**Improving Reparation-** We have continued to develop our reparation activities that facilitate improved skills or qualifications to improve life chances and prevent re-offending and further victimisation. These have included the Streetwise bike project, which has a qualification attached.

**Constructive Resettlement framework-** WYJS now have a strength-based resettlement policy in place that is consistent with the HMIP resettlement standard. This includes a focus on considering diversity, appropriate accommodation and ETE needs of



children and young people. It is noted that as most of the WFYJS children are in custody for serious offences that lead to sentences that will end well into adulthood, not all staff members have experience of working with resettlement cases. Having already undertaken constructive resettlement training in 2021, all staff will receive a refresher within the next 12 months to ensure knowledge is not lost.

**Staff skills support the delivery of a high-quality service-** All YJS staff were given an opportunity to complete the annual staff survey with 70% completing it, an increase from 60% in 21/22. The feedback from this survey helped to inform staff training and ideas to improve practice. A summary report from the survey was shared with the Board.

## **8** [Resources and services](#)

LBWF receives the following in grants and partnership contributions:

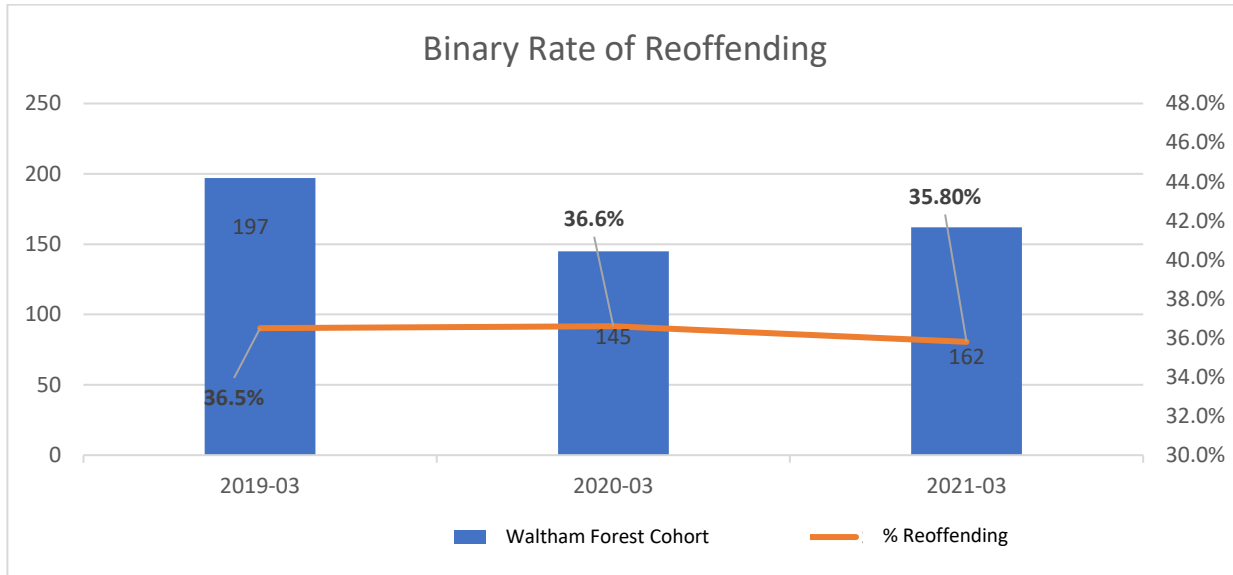
<b>Grant and Partner Contributions 2023- 2024</b>	<b>Staffing Costs (£)</b>
<b>Police</b>	<b>100,000</b>
<b>Police Crime Commissioner</b>	
<b>Probation</b>	<b>45,000</b>
<b>Health</b>	<b>45,000</b>
<b>Local Authority</b>	<b>420,700</b>
<b>YJB Youth Justice Grant</b>	<b>499,221</b>
<b>Your Choice Grant</b>	<b>200,000</b>
<b>Turnaround Grant</b>	<b>125,000</b>
<b>Other</b>	<b>0</b>
<b>Total</b>	<b>1,4349,921</b>

Our performance will be improved in 2023/24 by implementing the actions and objectives outlined in sections 9 & 2

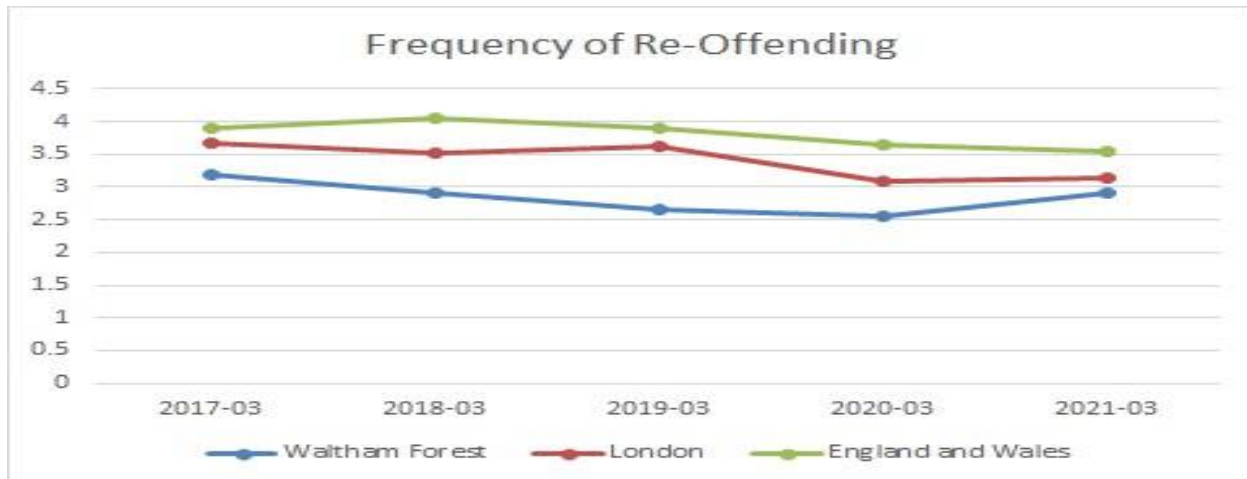
9. Performance. Key performance Indicators (where available) & Priorities

**Re-Offending:**

141 children in Cohort to March 2021 of those 35.8% re-offending in the subsequent 12 months. This demonstrates a 3.5% reduction from the previous 12-month period.



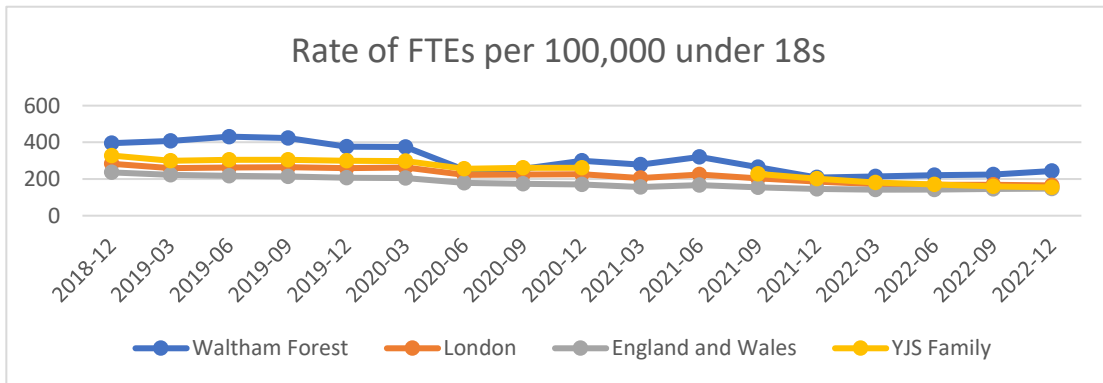
Also positive is our re-offending frequency rate, which is significantly below national and London average levels.



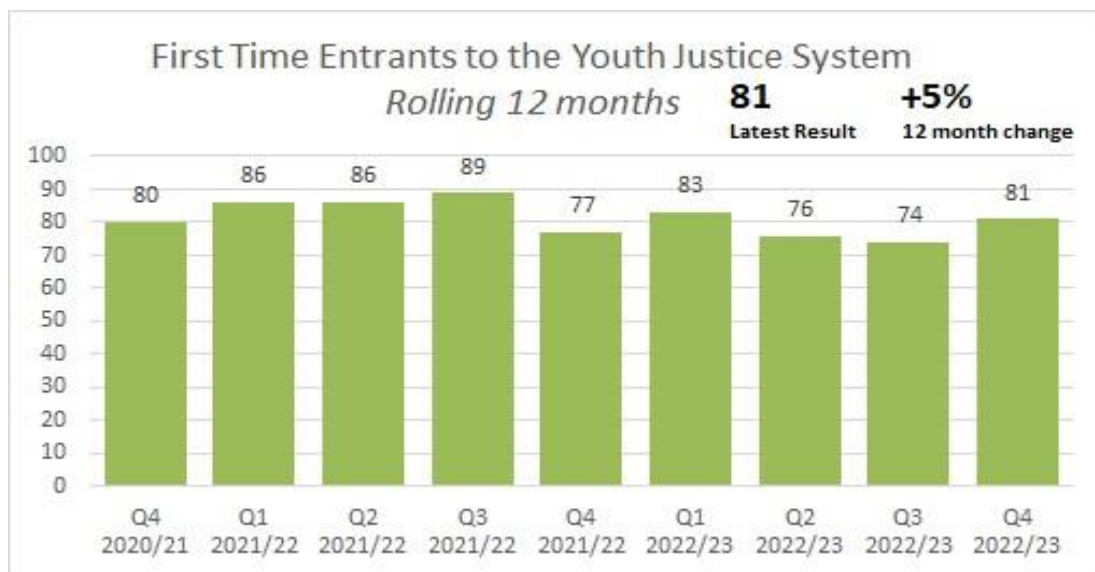
The new Power Bi Dashboard indicates our re-offending rate at 38.3% to end of Q4 (March 2023). This is a decrease from 44.2% for March 2022.

### First Time Entrants (FTE)

The latest official rolling 12-month figures available (to Dec 22) indicates 63 children and a rate of 243 per 100k children. As can be seen in the diagram below, our FTE rate remains higher than the National and London measures as well as higher than our statistical neighbours.

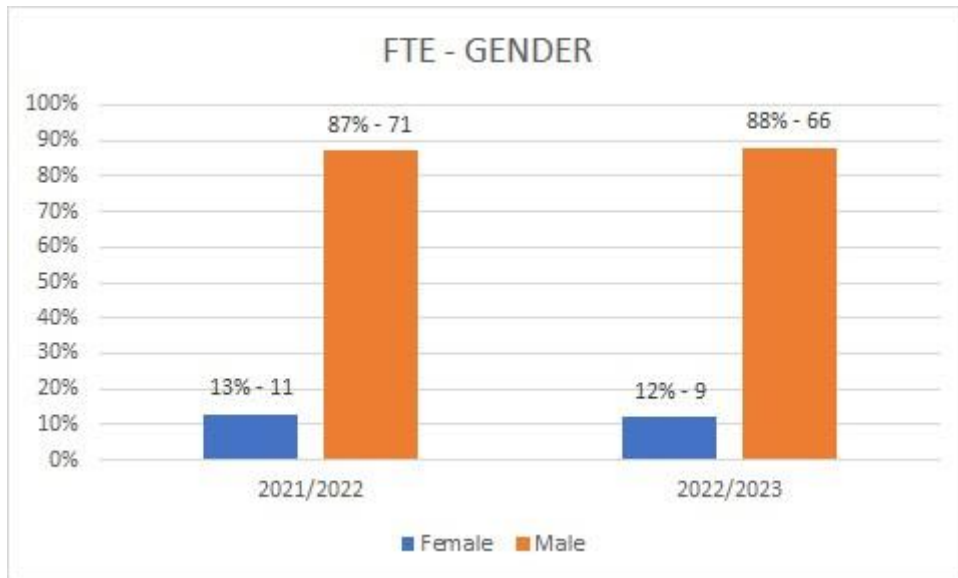


Our local data shows a slight increase from the same period last year. The interventions and corresponding offences for FTEs are discussed and scrutinised in monthly performance meetings.



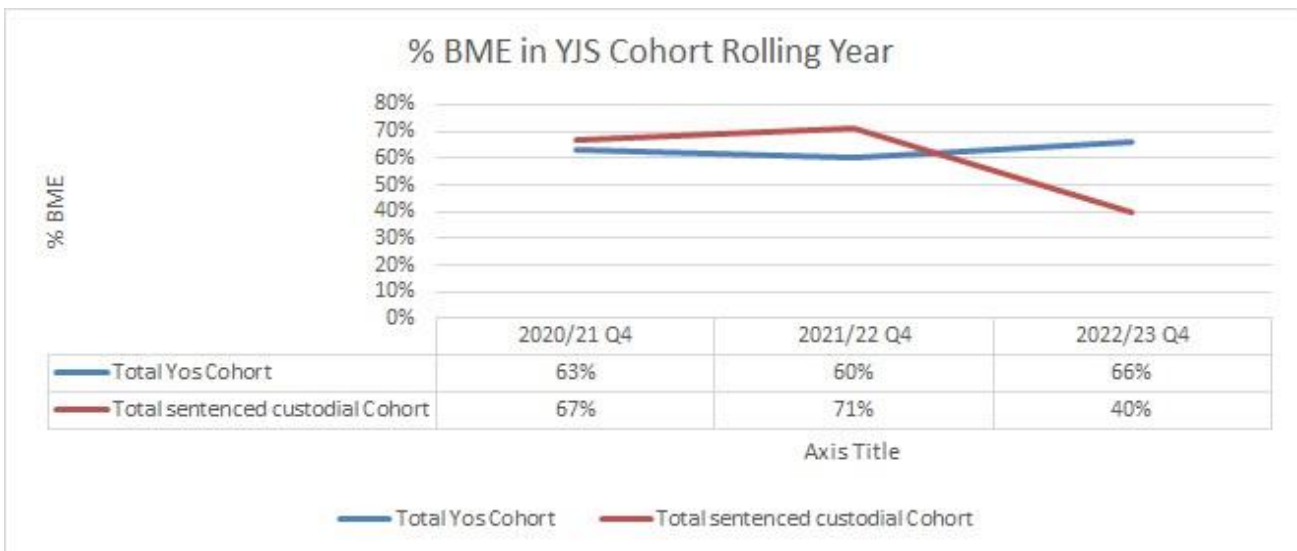
In our last plan we noted an increase in female FTEs which appeared to be an apparent trend. We now note that there has since been a slight decrease in the proportion of females from 13% to 12% and there is no indication at this stage that this is a growing trend however, we will continue to monitor and respond appropriately.



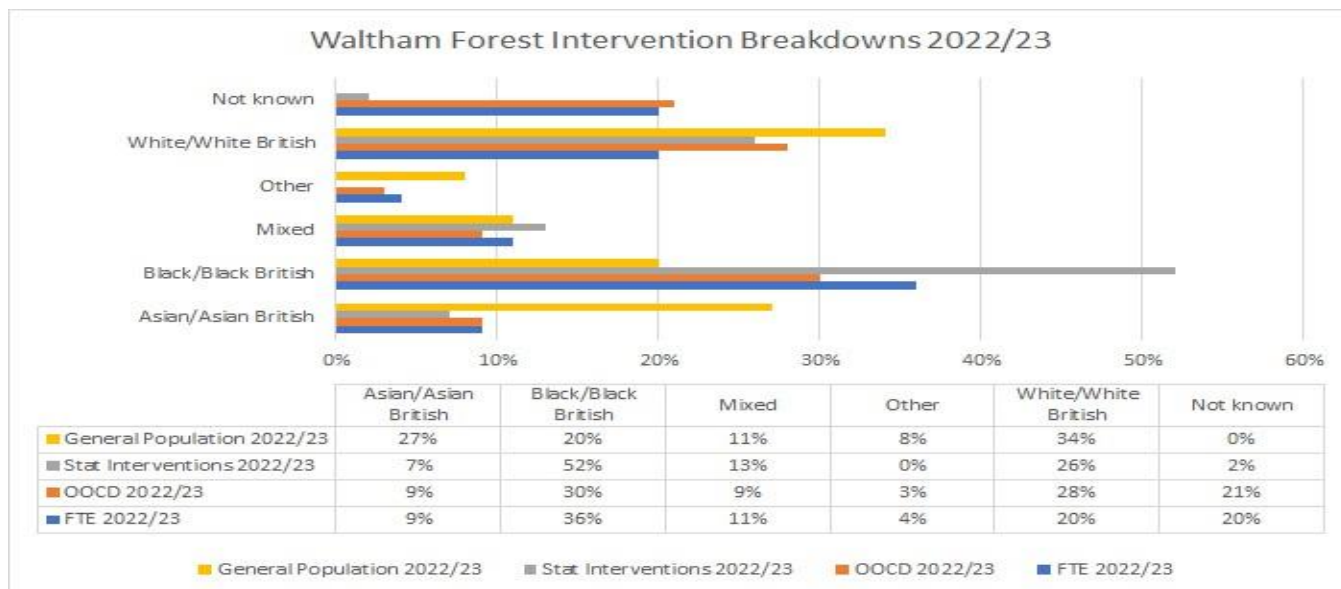


**Racial Disparity:**

We continue to monitor racial disparity within the Youth Justice system. The latest information from the borough suggests that 67% of 10 – 17-year-olds are recorded as belonging to a minority ethnic group in Waltham Forest. The rolling 12-month period to Q4 22/23 indicates that 66% of the YJS cohort was from an ethnic minority background which remains just below the 67% Waltham Forest population figure. Those sentenced to custody in the rolling 12 months to Q4 was 40% (2 of 5 children)



The information below shows the YJS population in comparison to the wider 10-17 Waltham Forest population. The graph shows the heritages of children broken down by statutory Orders, OoCD and FTEs compared to the general population in the borough. We can see that some population groups such as Asian are underrepresented whilst Black British children are overrepresented particularly when looking at statutory interventions.



## 10. Children from groups that are over-represented .

### Addressing racial disparities:

Although our plans for the deferred prosecution scheme has not been fruitful to date, we are keen to work with partners to explore alternatives as a matter of priority. We will also continue our cross-borough work with YJSs that also serve Stratford Youth Court to think about how we can address the issue of disproportionality and the impact of systemic racism within our PSRs. Whilst we are pleased to have commissioned Wipers to deliver the Ether programme, as a service, WFYJS are keen to commission more evidence-based programmes that address systemic issues of racism and prejudice.

Hidden within these statistics is the over-representation of children from a Gypsy, Roma, and Traveller (GRT) communities. Since aggregating children from these communities from the broad category of 'White', we have been able to identify how stark this over representation is particularly when looking at children excluded from school. Further work in 23/24 will be undertaken to address this over-representation.

### Girls:

In 2021/22, we identified that a significant proportion of referrals to the CAMHS clinician were for girls. Interestingly, whilst 19% of the overall YJS cohort were female in, 62% of the CAMHS worker's caseload was made up of females (May 2022). The presenting issues most recorded for all referrals were anxiety and management of behaviour associated with ADHD. The high level of referrals highlighted the need for additional resources to manage

children's emotional and mental health needs. It also brought to the fore the need for gender specific interventions and programmes. As the YJS did not have a consistent CAMHS worker between November 2022 to April 2023, it has been difficult to make a comparison between the two years. We will review and monitor this in 23/24.

### **Children with Special Education Needs:**

We are aware of the over representation of children with SEN in our school exclusion rates, persistent absentee rates and involved in the criminal justice system. As a service, we are working with our SEND team to review the borough's SEND strategy and ensure there is a joined-up approach to ensuring all children have access to services and have their needs met. Having an Educational Psychologist within the YJS allows children to be assessed and where there are any suspected needs, particularly for those post 16 who are no longer attending statutory education.

### **11. Prevention**

Prevention is support and intervention with children (and their parents/carers) who may be displaying behaviours which may indicate underlying needs or vulnerability. In practice this involves a tiered approach of early and targeted prevention. The aim being to address unmet needs, safeguard, promote positive outcomes and stop children entering the formal youth justice system.

Across partnership in LBWF, we deliver early and targeted prevention work with children, and their parents/carers. Our whole system approach to collaboration with mainstream schools and AP settings to reduce school exclusion involves our partners from health, youth justice, police, and community sector in identifying children at risk of exclusion and offending behaviours. We consulted with all partners on a whole-borough policy and guidance to create inclusive cultures across education settings, and to take a trauma-informed and relationship-based approach to work with all children to prevent outcomes such as disruptive behaviour and offending.

We support schools with individual education and support planning to identify early those children whose vulnerability and adversity may expose them to extra-familial harm and indicate early signs of offending behaviour. Our strategy aims to work with schools, AP settings and partners to keep as many children as possible safe in mainstream settings. We have implemented tools, training and support for schools and settings to identify issues as early as possible and have implemented improvements in quality and safety of our AP offer to support children to reintegrate to mainstream settings wherever possible.

The Youth At Risk (YAR) team have continued to deliver workshops to partners including schools, school governors, Early Help and Children Social Care. Uptake and engagement with workshops have been positive. Partners recognise the need for continued updates around issues such as child criminal exploitation, county lines and substance abuse and report to finding these sessions informative. These workshops are also delivered to parents to help them to identify early signs of exploitation and to offer advice about how to report any concerns.

The Turnaround programme is a key early intervention project that WYJJS is delivering. Our Turnaround coordinator has liaised with colleagues across the borough including the ASB team, police, community safety, our Liaison and Diversion worker, CSC and schools. The project will allow those children who may be on the cusp of involvement in offending but are not engaged with statutory services to receive an intervention. When considering that a number of children within our borough who have been arrested for serious offences were not open to statutory services or had no previous YJS involvement, this is a key intervention that could have a great impact. Having recruited a Turnaround project worker to the team June, we are now receiving referrals and look forward to engaging with more children and community.

## **12. Diversion**

Diversion relates to children with a linked offence receiving an alternative outcome that does not result in a criminal record, avoids escalation into the formal youth justice system and associated stigmatisation. This may involve the YJS delivering support / intervention that may or may not be voluntary and/or signposting children (and parent/carers) into relevant services. All support should be proportionate, aimed at addressing unmet needs and supporting prosocial life choices.

We have devised and implemented a joint protocol with the police and multiagency partner, setting out a locally agreed out-of-court framework that details joint and defensible decision-making processes. The protocol clearly defines who is eligible for an out-of-court disposal, the role of the joint decision-making panel including safeguarding responsibilities of all decision members and a clear escalation process. The protocol also addresses the risk management of children, the voice of the victim, the voice of the child, disproportionately and racial disparity and sets out the escalation process.

The OoCD panel is well established, and a pre-assessment is completed for all children prior to the panel. This provides panel members with a holistic view of the child which assists in making decisions that are based on the needs of the child and their family. The panel also adds additional scrutiny to the decision-making process.

Between the period of April 2022 and March 2023, there were a total of 78 OoCD interventions administered reduced from 129 in 2021/22. This significant reduction may be in part due to a police system upgrade which resulted in a delay in the administration in out of court disposals. During this period, we also noticed an increase in the number of Community Resolutions issued, which is positive as this does not result in the child becoming a FTE into the CJS.

There has also been a reduction in the number of children referred to CGL for substance misuse. Previously, children were referred to CGL even where there was no evidence of Cannabis use however, during our review of the panels, more focus was placed on ensuring referrals were relevant and meaningful. Furthermore, children arrested for possession of Cannabis are now more likely to be diverted by way of a

community resolution rather than a Triage. YJS police officers are responsive in their approach to engaging children and often carry out home visits to facilitate Triages or Youth Cautions. This growing proportion split of reducing YCCs and increase in triages and community resolutions is positive for children as it means that they do not enter the CJS as FTEs.

Where the need for intervention is identified as part of an OoCD, in addition to CGL, referrals are made to services including Chances who provide a sports-based intervention at Leyton Orient football club, Project Zero, Restorative Justice and CAMHS.

### **13. Education, Training and Employment (ETE)**

YFRS combines the statutory youth offending team with support and challenge to mainstream and out-of-mainstream (OOM) education settings around behaviour, attendance, children missing education and Elective Home Education (EHE).

The service:

- ✚ takes a partnership approach with a holistic offer for vulnerable children at risk of exclusion and offending.
- ✚ joins up the response to children likely to be exposed to harm, including those persistently absent, those in the youth justice, those educated out of mainstream (OOM) schools.
- ✚ participates in Exploitation and Risk Panel for an early response to children likely to be exposed to serious group violence and exploitation.
- ✚ delivers quality assurance of teaching, learning, and safeguarding in Out Of Mainstream settings, with expertise in education welfare, commissioning, placement allocation and dedicated support for children who transition between mainstream and OOM settings.
- ✚ Offers coaching to children with social, emotional, and mental health challenges, to support them to remain learning in mainstream settings.
- ✚ monitors children who are EHE and or on part-timetables and maintains robust procedures around safeguarding these children; weekly monitoring of school attendance, with analysis and scrutiny of absences, exclusions and safeguarding concerns, and actions tracked and followed up.
- ✚ Strong partnership arrangements are in place with the Virtual School to provide oversight of behaviour, attendance and safeguarding for children with a social worker.
- ✚ The Assistant Director for YFRS chairs Fair Access Panel (FAP), which has protocol updated in consultation with Headteachers and multi-agency partners to consider adolescent safeguarding priorities. FAP is used to ensure children who are excluded, those exposed to extra-familial harms and/or those known to youth justice, can access education safely.

All NEET children have access to the YJS ETE worker and are supported by their Youth Justice Officer with referrals to external support such as Maximus UK. Those who are open to CSC are also supported by the Virtual School Education Specialist team who work alongside the child, their social workers, and Youth Justice Officer. Updates are scrutinised at least monthly by the YFRS Safeguarding Lead, reporting to the Assistant Director.

### **Current Education and Attendance - Week Ending: 16.06.23 (34 statutory school age children)**

- 28 (82%) children accessing education,
- 12 of these are LAC (35% of total),
- 6 are SEND with EHCPs (18% of total),
- 17 are CP/CIN or Child and Family assessment (50% of total).
- No child is on a part-time timetable
- 3 children that is Electively Home Educated (9%)
- Children are Children Missing Education (9%)

Within the past 2 years, we have seen an increase to 72% for all young people completing their Orders and being in ETE. This has been attributable to the implementation of an action plan on ETE midway through 21/22. This focused on improved diligence and accuracy of ETE monitoring, referrals, and recording, assisted by weekly reminders from Inclusion and AP safeguarding lead. In addition to regular reviews in supervision and managements meetings of ETE status and final reviews of upcoming case closures.

Whilst we would like to compare our position and performance above to other YJS', the level of data currently available does not allow this. That said, we are confident that having a YFRS, which incorporates children's school, attendance and behaviour and commissioning of AP within our wider YJS is significantly improving the education outcomes for children open to our YJS.

## **14. Restorative Approaches and victims**

In 2022/23, there were 35 cases in which a direct victim was identified and referred to the Victim's Liaison Officer (VLO) for consideration around direct Restorative Justice (RJ). Contact with these potential victims are broken down as follows:

- ❖ 12 victims were contacted successfully by the victim liaison worker. 4 of these victims were family members and 8 were victims unknown to the child.
- ❖ 8 of the victims could not be contacted as the child had already moved out of borough. This would be dealt with by the receiving YJS/ Probation service.
- ❖ 9 were successfully contacted by the Police
- ❖ 6 are still pending Police contact

In this period, 113 Restorative Justice Sessions were completed with children to address victim awareness including tailored interventions (e.g. offensive weapon, dangerous

driving, PWITS); 54 school visits were conducted with RJ sessions delivered to students who are known to the YJS and 2 group work sessions completed on victims' awareness.

In January 2023, our VLO piloted group work sessions for those children who have committed an offence with no direct victim such as Possession with intent to supply and possession of weapon offences. These groups are now being delivered to children as part of our RJ intervention.

Most cases at the YJS are referred to the VLO at some stage of their Order whether this be for direct work around their offence or for specific restorative justice intervention.

Our VLO has built positive relationships with WF schools and is able to complete 1:1 sessions with children at school much of the time. In building these relationships he has also been able to offer advice to staff and complete mediation between pupils. An example of this was a successful RJ conference completed between students at a school within the borough which prevented a permanent exclusion. Another example was of RJ delivered at a school within the borough to resolve a student-teacher conflict, that facilitated sustaining the child's place at the school.

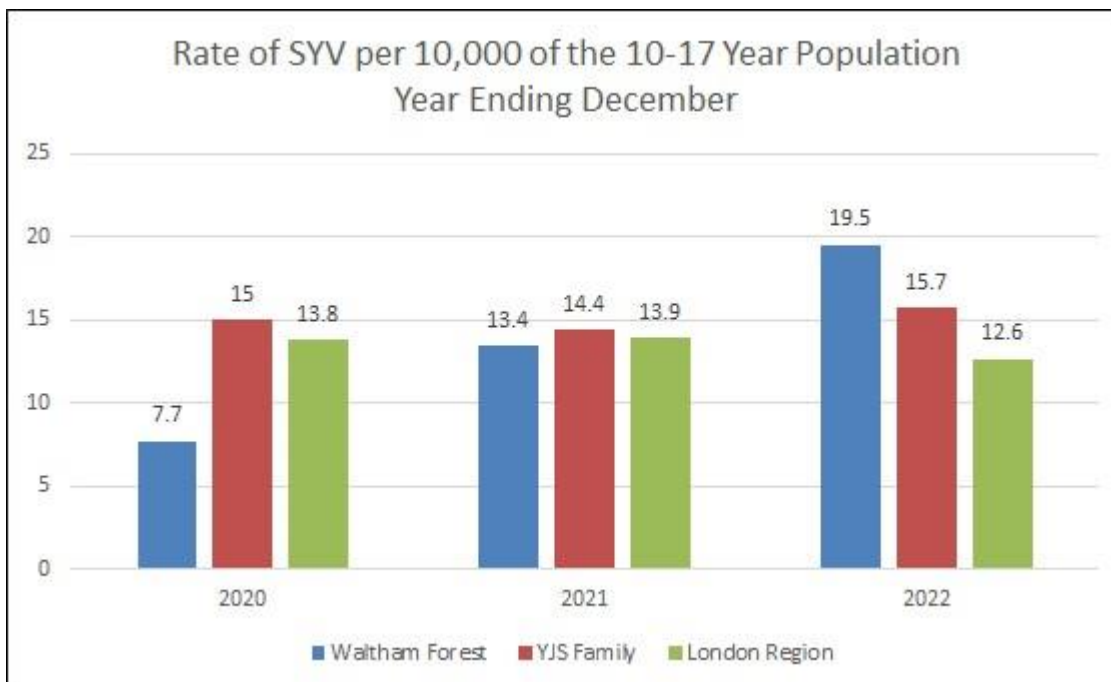
In addition, our VLO works with our Edge of Care team to support the relationships between families. Work in 2022/23 has included mediation between a family open to edge of care where custody was being considered. Our VLO assisted with this mediation by using shuttle communication techniques between parents and child, which has thus far been successful.

Our VLO has also offered RJ training to all care homes in the borough. Although only 1 has accepted to date, this is an ongoing offer for care homes in the borough and to those care homes where our children are placed.

Our RJ and Reparation Sessions are often booked to run consecutively to emphasise the purpose of reparation and the link between the two interventions.

## **15. Serious Youth Violence (SYV) and exploitation**

The latest data on Serious Youth Violence (SYV) has now been updated by the YJB and reflects the years ending December 22. There has been an increase from 13.4 to 19.5 for Waltham Forest from 2021, and this does put us above the family and regional averages.



Following remands for serious violence offences, the WFYJS and partners including CSC, Community Safety, education, ASB, Probation and police have carried out mapping exercises to share information, evaluate ongoing risks to individual and within the community and identify any reachable moments that could or should have been considered in the future. This is very much a collaborative approach where we think about how we as a partnership can support and contribute towards effective change when things go wrong. It is anticipated that this approach will help us strengthen our preventative and early intervention work.

After completing the Serious Youth Violence stock take in 2021, WFYJS and partners identified the need for a more collaborative approach to addressing violence within the borough. The Serious Violence Duty will provide an opportunity for this joint approach. We will be working closely with partners to complete the strategic Needs Assessment by January 2024 and will be at the fore of planning and implementation of any strategies going forward. We know that children who are involved in serious violence are often also victims of exploitation from adults. Our YAR team have been working with partners and parents to explain the complexities of children who are exploited whether criminally or sexually. We will continue to deliver these workshops and ensure that children that are victims of exploitation are supported. As a borough, LBWF has a robust reporting framework in place. National Referral Mechanism (NRM) are completed for any child where there is suspicion of a child being at risk of criminal exploitation and children are also referred to the Exploitation and Risk Panel.

## 16. Detention in Police Custody

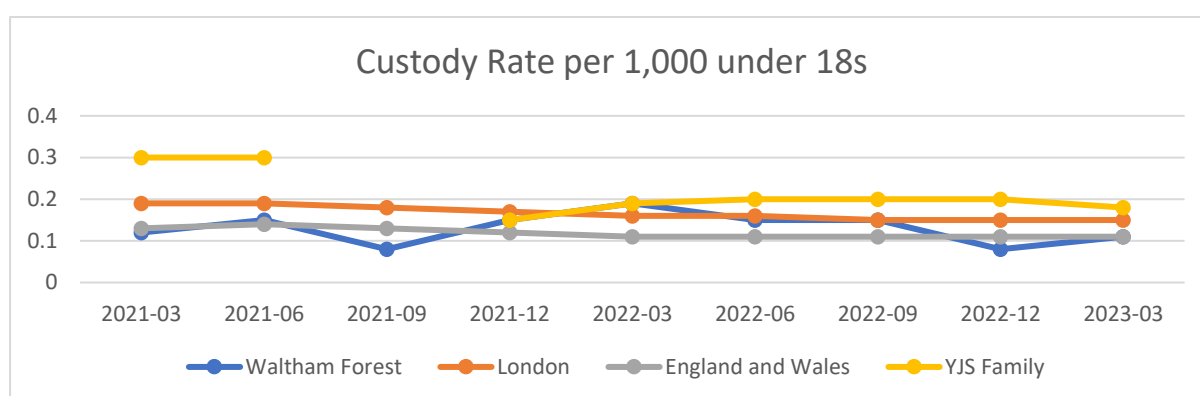
Our Liaison and Diversion worker continues to be placed at Leyton Custody Suite and screens children arrested for any mental health needs before signposting them to relevant services. We are working towards ensuring we can evidence the impact that this role has on children by collating and analysing quarterly data. This analysis includes the number of children held overnight, the number of PACE beds requested, the ethnicity



and gender of children in custody, outcomes from arrests and ongoing support offered and undertaken for children identified as having need. We were informed by HMP following our recent thematic inspection, that our communication and relationship with police in custody following an arrest is effective as it allows us to prepare bail packages for children being produced to Court at the earliest opportunity.

## 17. Remands:

In terms of the latest official YJB available data for the recorded rolling 12-month period to March 2023, we have had a decrease with regards to our custody rate, at 0.11 per 1000 under 18s as at March 2023 compared to 0.19 the previous year. We remain below the rate of London averages of 0.15, and on par with the national also at 0.11. We are also significantly below our statistical neighbours against this measure who have an average of 0.18.



In 22/23, 15 children were remanded to Youth Detention Accommodation (12 to YOI, 1 to STC and 2 into Local Authority Care). This is the lowest since financial year 16/17. Unfortunately, however many of these remands are for very serious alleged offences. It should be noted that of the total 15 children remanded in 22/23 10 (67%) were not open to the YJS at the time and a number had never been arrested or known previously to the YJS. These figures suggest that children's risk and seriousness of offending is escalating very quickly and as such the recently announced funding to support earlier intervention with children is desperately needed. Due to the nature of the offences, the majority of children remanded to custody go on to receive custodial sentences.

## 18. Use of Custody

WFYJS continues to have an Intensive Supervision and Surveillance (ISS) team which is used as an alternative to custody. Although the guidance around ISS allows for more flexibility, we continue to offer a minimum of 20 hours of intervention per week, 7 days a week. This is to ensure that we have a robust programme for children at risk of custody. Our ISS team conduct home visits and deliver sessions on weekends using the WFYJS minibus. We also support Remands into Local Authority (RILAA) which we coordinate with our CSC colleagues.

A community sentence or bail package is always offered to the Court if it is assessed that risk can be safely managed within the community. In WFJS, children tend to be

remanded for serious offences and as such, we only currently have children on remand for the most serious offences.

### **19. Constructive Resettlement:**

We are continuing to work with partners to address the issue of resettlement from custody for children returning to the community. Practitioners are working closely with CSC, families and custodial settings to ensure placements for children custody are prepared and plans for release are discussed and agreed, with the child's or young person's voice included in the decision making. Our arrangement with CSC to have placements for children returning to their care identified within two weeks of their release date was acknowledged as an example of good practice by HMIP in our recent thematic inspection.

We will continue to ensure all children leaving a custodial setting are supported through the process. WYFJS's partnership with the LAP will provide another alternative to custody for children.

### **20. Standards for children in justice**

WYFJS has a Quality Assurance and Partnerships senior manager who is responsible for QA within the YJS. This manager oversees the monthly themed audits and QA meeting. Any identified areas for development are addressed through training and our developing practice 'bitesize' sessions. In 22/23, 64% of children's cases audited were assessed as good or outstanding. This is in part due to a more robust approach to quality assurance.

Practitioners and manager have undertaken training around completion of Assetplus, quality of plans and effective risk assessments. We have also commissioned an external auditor who has audited 30 of our cases and offered individual feedback to practitioners and managers.

We have a programme of training in place for 2023/24 around quality of assessments and consistency in quality assurance.

### **21. Workplace Development**

Staff within the WYFJS are supported and encouraged to undertake additional training wherever possible. Within the past 12 months, 4 members of staff have completed the Effective Practice Trauma Informed Award and one member of staff has completed the Professional Certificate in Effective Practice.

In a staff survey completed in 2022, 82% of staff felt satisfied with the opportunities to develop within service. A priority for 2023/24 is to enhance the skills of all staff particularly newer members to ensure there is professional and personal development within the service.

In addition to our ongoing developing practice (bitesize sessions), all staff are scheduled to partake in the following training sessions within the next 3 months:

- Understanding and responding to the needs of children from Gypsy Traveler and Roma communities,
- Completing effective assessments
- Contingency Planning

- Evidence good review practice.

## 22. Evidence-based practice and innovation

- ❖ The Exploitation and Risk Panel (ERP) are increasingly identifying children and young people at risk of criminal exploitation who have Special Education Needs including those who feature on the autism spectrum.

In response to this concern, the Youth At Risk, Police and ERP partners have created the Autism Alert Card (AAC) pilot. A referral pathway has been created where any child residing in Waltham Forest who features on the autism spectrum and is linked to being at risk of CCE/gangs exploitation, is automatically considered as a potential applicant for the AAC. Although not a new scheme for adults, LBWF have adapted this approach to support children.

Since it began, 21 children have been referred, 16 are awaiting registration and 5 are currently fully registered.

- ❖ As part of our commitment to providing up to date, innovative and safe spaces for children, we have secured £10m capital investment for a new YFRS high needs centre. The services within the building will provide wrap around support for children; has spaces that the children will enjoy using (such as a music studio, sports hall, and equipment). The building will provide full time education for up to 20 children (including post 16-year-olds) for some of our most vulnerable children in the borough. The center is on target to be completed by May 2024.
- ❖ We continue to deliver the Stay Safe programme which is being delivered to young people who have been convicted of weapons offences. Stay Safe is a 5-week evidence-based trauma informed programme aimed at supporting children who have been involved in carrying weapons.
- ❖ WYFJS have been facilitating the Your Choice Programme for the past 12 months. The Your Choice programme is a Cognitive Behaviour Therapy (CBT) intervention that is delivered to children aged 11-17 years who are at risk of exploitation within the borough. The programme aims to empower children by taking a public health approach to breaking the cycle of violence and harm. Children receive 3x weekly therapeutic and goal setting intervention over a period of 12 weeks.
- ❖ To date, 11 children have successfully completed the programme. Goals achieved within this period have included completion of driving theory test, gaining gym membership, and applying for a college course. Children completing this programme have also been referred to the AAC pilot. London Innovation and Improvement Alliance (LiiA) have now confirmed funding for WYFJS to continue to

deliver Your Choice for an additional year 23/24. The YAR and ISS team will continue to facilitate the programme.

- ❖ As part of the Vanguard programme, WYFJS have access to consultation from Speech and Language Therapists (SALTs) once weekly. This supports practitioners to consider ways to work with children suspected to have or with diagnosed speech and language needs.
- ❖ The Education Other Than at school (EOTAS) nurse attends the WYFJS office once monthly where general health checks in line with what children receive at school) are carried out. This service is open to all children (not just those of statutory school age).
- ❖ WYFJS are now in the implementation phase of the Turnaround programme. This will be a multi agency approach and will be open to all children at risk of involvement in the criminal justice system.
- ❖ We commission a drama therapist who attends the YJS weekly to deliver one-to-one interventions with children. Feedback has been positive with participants acknowledging the positive impact that this approach has on them.
- ❖ Single View of Adolescents at Risk (AAR) Dashboard: The dashboard provides a live, interactive, child-level 'single view' of a range of important risks for adolescents. This enables front-line practitioners to identify and understand risks that they may otherwise be unaware of and make informed assessments and decisions for the children they are working with. With the same data, we have also developed a strategic perspective across our adolescent risk cohorts.

## 24. Service Development Plan

Youth Justice Overarching Objective	Progress to date	Next steps to be achieved within 12 months.	Lead
<p>Embed a 'Child First' approach across the YFRS</p>	<ul style="list-style-type: none"> <li>➤ Sharing best practice and reflections in our fortnightly practice development bitesize workshops.</li> <li>➤ FFT sit on the High-Risk Panel where they are part of reflective discussions</li> <li>➤ Quarterly practitioner forums for case discussion/ sharing of good practice</li> <li>➤ Change to our PSR structure to a strength-based child first approach.</li> <li>➤ We have revised our 'young person's questionnaire' with input from young people</li> <li>➤ Practitioners trained in the CBT Your Choice programme which is being delivered to children within the YAR team.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase staff knowledge use of systemic approaches such as genograms and 'Social Graces' through training.</li> <li>➤ Undertake child first briefings for the staff group to build on existing practice and utilise the reflective reviews to share best practice</li> <li>➤ Young people/children to complete end of Order survey.</li> <li>➤ VIP members to become permanent YJS management Board members in line with our Child First principles.</li> <li>➤ Deliver the second year of Your Choice programme to children in YAR and ISS</li> </ul>	<p>Management team / HoS</p>
<p>Reduce the level of children involved in SYV within the borough through positive activities.</p>	<ul style="list-style-type: none"> <li>➤ Stay safe trauma informed weapons awareness programme is being delivered to children with weapons offences.</li> <li>➤ Turnaround programme</li> </ul>	<ul style="list-style-type: none"> <li>➤ WF YJS police to deliver weapons awareness sessions.</li> <li>➤ Engage with partners to deliver on our responsibility as a Serious Violence duty holder and contribute towards the strategy which</li> </ul>	<p>YFRS AD, Turnaround coordinator, Police, community safety, VIP coordinator, Statutory manager, ISS</p>

	<p>coordinator and project worker have now been appointed and we are the delivery phase of the programme.</p> <ul style="list-style-type: none"> <li>➤ VIP have secured a residential setting for their 2023/24 project music and visual art project</li> </ul>	<p>will be signed off by January 2024.</p> <ul style="list-style-type: none"> <li>➤ Increase tailored interventions for children at risk of becoming involved in SYV through the Turnaround programme.</li> <li>➤ Use data to identify and respond to emerging trends relating to SYV.</li> <li>➤ Multi agency approach to Summer programme for children to engage in constructive activities from July-August 2023.</li> <li>➤ VIP group to start their summer project in July 2024</li> <li>➤ Strengthen the role of the YJS in the fortnightly ERP</li> </ul>	<p>manager, Community</p>
<p>Reduce racial disparities in outcomes for children from Black and Mixed Heritage children in WF.</p>	<ul style="list-style-type: none"> <li>➤ Commissioned Wipers to deliver the 'Ether programme'.</li> <li>➤ Continuing to analyse data around racial disparities and consider ways to address these issues in our monthly performance meetings.</li> <li>➤ Robust OCCD panel and custody panels to ensure all issues around race and culture are discussed.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Commission further interventions for children across the service - especially with the YAR team to include this as part of early intervention.</li> <li>➤ Develop links between the Liaison and Diversion worker and Spark to Life stop and search advocacy service based within police custody.</li> <li>➤ Staff to complete training around cultural needs of Gypsy, Traveler and Roma communities- June 2023</li> <li>➤ We continue to use our bitesize sessions and QA audits to identify and respond to issues around disproportionality.</li> <li>➤ As part of our disproportionality action</li> </ul>	<p>YFRS AD, YJS Operational managers, BACME out of mainstream manager, QA &amp; partnerships manager</p>
<p>45</p>			

		<p>plan, Work with schools around racial disparities in school exclusions</p>	
<p>Achieve positive outcomes for Children with Looked After Experience who are involved or at risk of becoming involved with the Criminal Justice System.</p>	<ul style="list-style-type: none"> <li>➤ Joint CSC and YJS meetings to discuss the needs of children within both services and formulate joint plans.</li> <li>➤ LAC themed Audits have been undertaken part of the monthly Quality Assurance exercise.</li> <li>➤ CSC and YJS share top 10 children of concern to ensure there are coordinated plans in place.</li> <li>➤ Team Manager met with IRO's to ensure shared understanding around YJS/IRO responsibilities for YDA's</li> </ul>	<ul style="list-style-type: none"> <li>➤ Audits of all Children with Looked After Experience to be undertaken and any identified areas for development to be addressed in training and staff workshops.</li> <li>➤ Work with virtual schools to ensure all children with Looked After experience are receiving suitable and high standards of education whether in custody or the community.</li> <li>➤ CSC and YJS will undertake a deep dive to assess the impact of joint work between services. This will be in the form of a case study and will identify good practice and areas for further development.</li> <li>➤ Undertake a deep dive of children RILAA to ensure there is joint working in line with HMIP recommendations.</li> </ul>	<p>LAC lead, CSC YJS lead, Operational manager , QA &amp; partnerships manager</p>
<p>Embed a Trauma Informed practice within WFYJS.</p>	<ul style="list-style-type: none"> <li>➤ Trauma informed themed audits undertaken.</li> <li>➤ Practitioners have completed the YJB Trauma Informed Effective Practice Award.</li> <li>➤ We have commissioned a drama therapist to deliver intervention.</li> <li>➤ All staff are assigned to a monthly reflective</li> </ul>	<ul style="list-style-type: none"> <li>➤ Staff to complete Tree of Life refresher training with a view to the intervention being delivered to children within the next 12 months.</li> <li>➤ Staff to evidence use of the sensory resources when working with children.</li> <li>➤ New CAMHS worker to lead on developing Trauma recovery model interventions in 23/24</li> </ul>	<p>QA &amp; partnerships manager</p>
<p>46</p>			

	practice group including a specific group those working with HSB cases.		
Improve WFYJS Education Training and Employment provisions with all children and young. All children and young people will be engaged in some form of ETE provision.	<ul style="list-style-type: none"> <li>➤ YJS are now part of the post 16 inclusion subgroup.</li> <li>➤ We are continuing to utilise the careers advisor who supports children and young people at the YJS once weekly.</li> <li>➤ We track the education status of all children within WF YJS, both statutory and non-statutory</li> <li>➤ We monitor and review of all children within the YJS with EHCPs.</li> <li>➤ We work with colleagues (formerly in BACME) and schools to form part of the Individual Education Plans</li> </ul>	<ul style="list-style-type: none"> <li>➤ Use the post 16 inclusion subgroup to work closer with education providers to reduce exclusions of children within the YJS.</li> <li>➤ Commission tutors with a focus on assessing and preparing children for ETE provisions.</li> <li>➤ The new YFRS center is due for completion in 2024 and will include an education provision for post 16 children open to the YJS.</li> <li>➤ Joint work with Virtual school schools to ensure children looked after are receiving and engaging in appropriate education.</li> <li>➤ Joint work with colleagues in the SEND team to ensure a joint approach to meeting the needs of children with SEN.</li> </ul>	YFRS AD, QA & partnerships manager, Out of mainstream school manager.
Improve the quality and effectiveness of all Asset+ and Our family Journey Assessments	<ul style="list-style-type: none"> <li>➤ All practitioners have completed Asset+ training.</li> <li>➤ Staff have attended Practice development Bitesize sessions with a focus on risk management and updated MAPPA processes</li> <li>➤ Court lead and operational manager</li> </ul>	<ul style="list-style-type: none"> <li>➤ Identify themes from monthly QA sessions to continue to be addressed in practice development bitesize workshops and training sessions.</li> <li>➤ Training to be delivered Wardell associates around areas for development identified from external auditors in July and August 2023</li> </ul>	QA & partnerships manager, Court lead



	<p>has completed Train the Trainer Asset+ Training</p> <ul style="list-style-type: none"> <li>➤ The updated YJB case management guidance has been shared and continues to form part of our practice development/ bitesize workshops.</li> <li>➤ We have commissioned Wardell Associates to complete audits of cases and feedback on themes, areas for development and good practice.</li> <li>➤ We have updated our Risk Assessment Management policy to reflect changes in the YJB case management and MAPPA guidance. This has been shared with the YJS management Board</li> <li>➤ Reviewed and updated our WF YJS Risk Management and safety and wellbeing guidance in line with the YJB case management guidance and HMIP standards.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Asset+ training for new staff and refresher training to be delivered to staff.</li> </ul>	
<p>All young people will be transferred to the National Probation Service timely with transition work</p>	<ul style="list-style-type: none"> <li>➤ YS case managers are aware of the transitions protocol.</li> <li>➤ All young people</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continued Joint work with NPS and partners to ensure all services are involved in the transition of children to adult services.</li> </ul>	<p>QA &amp; partnerships manager, statutory operational</p>
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<p>being undertaken prior to transfer.</p>	<p>eligible for transition intervention are tracked to reduce the risk of delays in the process.</p> <ul style="list-style-type: none"> <li>➤ Deep dive of transitions to Probation was undertaken in November 2022 and the findings shared with the YJS management Board.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Actions/ recommendations from deep dive to be actioned.</li> <li>➤ YJS and NPS to devise a strategy to recruit to the role of secondee Probation officer give the challenges this has posed to date.</li> <li>➤ Senior Probation officer to continue to support transitions to NPS to avoid delays in the absence of a seconded PO</li> </ul>	<p>manager, Senior PO</p>
<p>Reduce the number of FTEs into WFYJS.</p>	<ul style="list-style-type: none"> <li>➤ Quarterly data reports used to capture trends in relation to FTE rates.</li> <li>➤ We have elicited feedback from O OCD panel members as part of our ongoing review of the process to ensure that our decision making is effective.</li> <li>➤ Our CAMHS clinician has provided intervention to children within the YAR team as part of a package of intervention aimed at addressing factors that could lead to offending behaviour.</li> <li>➤ A review of the O OCD panel and processes is undertaken and shared with the Board.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Liaison and Diversion worker to complete an impact report demonstrating how the role supports children in custody.</li> <li>➤ Develop and deliver the Turnaround programme aimed at addressing the needs of children at risk of entering the CJS.</li> <li>➤ Commission tailored interventions based on evidence of needs</li> <li>➤ Liaison and Diversion worker will work closely with the Turnaround coordinator to ensure children who meet the criteria are referred for early intervention.</li> <li>➤ Actions and recommendation from the O OCD panel review to be actioned in 23/24</li> </ul>	<p>Out of Court operational manager, QA &amp; partnerships manager, Turnaround coordinator, L&amp;D worker</p>

<p>Delivery of evidence based tailored interventions that address the individual needs of children taking into consideration diversity needs.</p>	<ul style="list-style-type: none"> <li>➤ Streetwise bike project undertaken as part the reparation with children being awarded a AQA unit award has been recommissioned for a further 12 months.</li> <li>➤ Delivery of the stay safe programme- weapons awareness trauma informed programme.</li> <li>➤ Delivery of the Ether Programme- commissioned for another 12 months</li> </ul>	<ul style="list-style-type: none"> <li>➤ Source an education provision for children subject to an ISS requirement</li> <li>➤ Collate feedback from children about their experiences of their intervention.</li> <li>➤ Commissioning 'Street doctors'- a service of young health care volunteers who empower young people affected by violence to keep themselves and others safe.</li> <li>➤ We are liaising with local artists to commission an art programme which we hope to start by Summer of 2023.</li> </ul>	<p>Statutory operational manager</p>
<p>Diversity information is used to drive improvement.</p>	<ul style="list-style-type: none"> <li>➤ We are now capturing data on children from Gypsy, Roma Traveler communities which will be used to for targeted interventions.</li> <li>➤ We now have access to consultations from the speech and language therapist</li> <li>➤ The WFYJS has access to consultations and support from the SALT as part of the Vanguard programme.</li> <li>➤ We have commissioned a drama therapist (Serenity Welfare)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Seek funding opportunities for interventions to address the needs of girls in or at risk of entering the CJS as an action from our review of girls in the YJS.</li> <li>➤ Commission further evidence based culturally sensitive programmes to address the needs of children and young people.</li> <li>➤ Work with our SEND colleagues to address issues around exclusions and school's attendance for SEN children.</li> <li>➤ Review of our AP strategy and action plans to reduce school exclusions and persistent absences which are high amongst Children with Social Workers and with SEN.</li> </ul>	<p>AD YFRS, QA &amp; partnerships manager</p>

	<ul style="list-style-type: none"> <li>➤ Analysis of girls in the YJS was undertaken and findings shared with the Board.</li> </ul>		
<p>The Constructive Resettlement framework will be fully embedded into practice for all WYFYS children leaving custody.</p>	<ul style="list-style-type: none"> <li>➤ The resettlement panel is now incorporated into the monthly High-Risk Panel where all children in custody are discussed.</li> <li>➤ All children in custody are discussed at the weekly manager's meeting to ensure significant dates such as trials, and release dates are captured and planned for in advance.</li> <li>➤ Utilise the London Accommodation Pathfinder LAP</li> <li>➤ A CSC representative attends the resettlement panel and is able to respond to any placement concerns in advance.</li> <li>➤ The YJB's resettlement effective practice guidance has been shared and will be explored further in future bitesize sessions</li> <li>➤ There has been a coordinated approach between CSC, YJS and the Central Crown Court</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide refresher training for staff to ensure learning is not lost.</li> <li>➤ Source mentoring schemes for children in custody that can continue support as part of children's resettlement back into the community.</li> <li>➤ Continue to use ROTLs wherever possible.</li> <li>➤ Ensure custodial staff attend custody release panel</li> <li>➤ Revise our Resettlement policy to ensure there is a clear focus on children remanded.</li> <li>➤ Refer eligible children to the LAP and work with other signed up boroughs to complete risk assessments and be part of the decision-making process.</li> </ul>	<p>QA &amp; partnerships manager, Court lead</p>
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	<p>for children who have been remanded for YDA. Measures are in place to support the children on trial and ensure services are in place should they be found acquitted and returned to the community.</p>		
<p>The victim's voice will be evident, and their views incorporated into the development of the service</p>	<ul style="list-style-type: none"> <li>➤ Improved collaborative work between the RJ and reparation workers to enable meaningful intervention and to ensure the victim's voice is heard.</li> <li>➤ The RJ worker continues to positively contribute towards the OOC panel and HRP by representing the victim's voice.</li> <li>➤ RJ techniques have been used to resolve conflict between children within the service and in schools.</li> <li>➤ Victim liaison officer contributing towards parent/carer evenings and events to encourage engagement.</li> <li>➤ The RJ worker is delivering a victimless group for children who have offences with no direct victim</li> </ul>	<ul style="list-style-type: none"> <li>➤ Work closely with police to obtain victim contact details from the police to allow for faster contact with victims. This will help to include the victim's voice in interventions.</li> <li>➤ Obtain victim feedback in relation to their experience of liaising with the WF YJS.</li> <li>➤ RJ worker to attend Referral Order Panels or provide written feedback to Reviews where appropriate to ensure that all Referral Order Panels are restorative</li> <li>➤ RJ Worker is developing a list of people prepared to be surrogate victims for panels eg. Police/ retail staff</li> </ul>	<p>Victim liaison worker</p>
<p>Deliver Reparation that is</p>	<ul style="list-style-type: none"> <li>➤ Delivered the streetwise Recycle a</li> </ul>	<ul style="list-style-type: none"> <li>➤ Formally collate feedback from children who have</li> </ul>	<p>Reparation Worker</p>
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<p>meaningful and rehabilitative. These will include opportunities for children to engage in tailored interventions with positive outcomes for the child and community.</p>	<p>Bike' 6-week project which is AQA accredited. This has been attended to full capacity. Bikes repaired will be donated to charities in the borough. The project is ongoing.</p> <ul style="list-style-type: none"> <li>➤ We have positive relationships with our community including churches and charity shops.</li> </ul>	<p>completed reparation projects.</p> <ul style="list-style-type: none"> <li>➤ Increase the variety of reparation activities that include accredited programmes.</li> <li>➤ The reparation coordinator is working to increase referrals to projects including Project Zero and Charity shops.</li> </ul>	
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## **24. Challenges and risks**

### **Ongoing impact of COVID on children's Social, Emotional and Mental Health (SEMH) and limited CAMHS support:**

Schools are telling us and the FAP referrals are evidencing the significant increase in children's presenting SEMH needs, which are often being externalised in the form of aggressive and violent outbursts. This coupled with the high threshold and waiting lists for CAMHS assessments increases the risk of higher rates of school exclusions and the potential for children entering the criminal justice system. In mitigation, we are working with our health colleagues to consider alternatives to meet the needs of children who are in need of support. Our AP strategy provides a framework for effective partnership work with schools in the borough. As part of our review of the strategy, we will work collaboratively to meet the needs of children.

### **Challenge to recruit permanent qualified experienced staff:**

A lack of qualified experienced YJS staff, appears to be an emerging issue across London. WFYJS's attempts to recruit YJOs have been difficult within the past 12 months which has led to a reliance on experienced agency workers. We are also currently without a Seconded Probation Officer which means young people are unable to complete the transition intervention programme prior to their transfer to Probation. We are working with our Probation colleagues to resolve this issue and are looking at our recruitment drive to consider how we can attract the talent into Waltham Forest. We are also upskilling our staff and encouraging career progression within our teams.

Fortunately, in LBWF we have a relatively stable workforce and a good permanent to agency ratio, however this could be an issue going forward.

### **Predicted Increase in Serious Youth Violence:**

Our data has revealed an increase in serious youth violence with children coming to the attention of the Youth Justice Service for serious offences with little or no previous contact with statutory services. The YFRS will continue to work with LBWF's Violence Reduction Partnership to support in the mitigation of some of these anticipated increased demands. The Vanguard, Turnaround and Your Choice Programmes are being delivered to address some of the factors that may be contributing towards SYV in the borough. Also in mitigation is the borough's renewed focus on Community Safety, with a recent strategic refocus and restructure. Finally, the launch of the Serious Violence Duties, which the Youth Justice is a duty holder of, will ensure an in-depth strategic analysis and plan to address serious violence in the borough.

15. [Sign off, submission and approval](#)

16. [Appendix 1](#) - Full board membership; linked to Governance, leadership, and partnership arrangements

1. Sign off, submission and approval (Page 16 of the Guidance)

Signature	
Date	

2. [Appendix 1](#) (Page 10 of the Guidance) *Outline of full board membership, including attendance, job title of the board member and dates of board meetings should be included in Appendix 1*

3. [Appendix 2 – Service Structure Chart](#) (Page 10 of Guidance) *should include details of the staff roles in the YJS and the reporting arrangements for the Head of Service. Information on the links to the data analyst should also be included. There should be a separate table in the appendix recording the ethnicity, sex and known disability of staff.*

**Common youth justice terms**

**Please add any locally used terminology**

<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
<b>AIM 2 and 3</b>	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
<b>ASB</b>	Anti-social behaviour
<b>Asset Plus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>Children</b>	We define a child as anyone who has not yet reached their 18th birthday. This is in



<b>Contextual safeguarding</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
<b>ETE</b>	Education, training or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school
<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting
<b>FFT</b>	Functional Family Therapy
<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>MAPPAs</b>	Multi agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
<b>Over-represented children</b>	Appearing in higher numbers than the local or national average

<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language and communication needs
<b>STC</b>	Secure training centre
<b>SCH</b>	Secure children's home
<b>WFYJS</b>	Waltham Forest Youth Justice Service (See below for YJS)
<b>Young adult</b>	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
<b>YFRS</b>	Youth and Family Resilience Service- the service in Waltham Forest that is made up of the Youth Justice Service and Behaviour Attendance and Children Missing Education (BACME) service.
<b>YJS</b>	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
<b>YOI</b>	Young offender institution



