



Report to Scrutiny

Item Number:

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Exempt Information

No

Subject of Report: Annual Youth Justice Plan for Ealing 2023 -2024

Meeting: Overview and Scrutiny Committee
28 March 2024

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Scrutiny officer: Sam Bailey, Head of Democratic Services
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Cabinet Responsibility: Councillor Jasbir Anand – Tackling Inequality

Director Responsibility: Robert South

Brief: This report produces the Annual Youth Justice Plan for Ealing.

That OSC:

Recommendations:

1. Notes the delivery of the Youth Justice Services (YJS) Plan will be managed through the Strategic Director of Childrens Services as the Chair of the Partnership Management Board (PMB).

2. Notes that all future YJS plans will be presented earlier in the year to OSC for their engagement and feedback.

1. **Report Title** Annual Youth Justice plan for Ealing 2023-2024

Background

- a) The Crime and Disorder Act of 1998 states: it shall be the principle aim of the Youth Justice System to prevent offending and re-offending by children and young persons. All agencies and individuals working within the Youth Justice System are expected to work together in partnership towards achieving this central aim.
- b) The YJS in Ealing consists of a multi-agency team of professionals. The statutory partners are from: Ealing local authority, Police, Probation, Education, and Health, with other partners from, Substance Misuse – Change Grow Live, youth and connexions services, Community Organisations: Brentford Community sports & Potential Youth Mentoring. The team is co-ordinated by the local authority in Ealing.
- c) The YJS is overseen by the Partnership Management Board, (PMB) locally with Terms of Reference which are set by the Youth Justice Board (YJB) for England and Wales. This Board leads and directs the activities of the YJS, and it formally reports into the Safer Ealing Partnership and Ealing’s Safeguarding Childrens Board.
- d) The Council is required to produce an annual plan on how they will deliver on the requirements of the Crime and Disorder Act, and this plan must be agreed by the PMB before being submitted to the YJB. It is this plan that is being presented to the Overview Scrutiny Committee.
- e) A new condition within the Grant conditions signed in August 2023 requires that the annual plan is signed off by both the PMB and agreed locally through Cabinet. In Ealing’s case the Overview and Scrutiny Committee is delegated with this authority.

Designing the Annual Youth Justice Service Plan

- f) The YJS plan for 2023 – 2024 has been produced following a consultation with:
 - Young People
 - YJS Team members
 - PMB Board members

This consultation ensured local priorities were included within the annual plan. The YJS plan and priority areas closely align to the Safer Ealing Partnership (SEP) plan.

- g) The plan also includes the findings from thematic reviews, research and evaluations undertaken by His Majesties Inspectorate of Probation (HMIP) thus ensuring the YJS is adopting the latest findings and recommendations.
- h) The YJB has a range of Key Performance indicators which are monitored quarterly through the year and which the YJS is expected to include as a part of their plan.

Ealing Youth Justice Service Priorities.

- i) The profile of children being referred to the YJS shows the majority being referred to the Service are boys, aged between 15 and 17 years of age. A significant proportion of the children are black British or black Caribbean children and children of mixed heritage.
- j) The most common offences being referred to the YJS are offences involving violence, which includes assaults and violent offences, robberies, and knife offences. Other prevalent offences include drug possession and being involved in the supply of drugs.
- k) Using the data in **(i)** and **(j)**, following the consultation process and process highlighted in point **(f)**, as well as including the KPI's required by the YJB as part of the grant agreement the priorities for the YJS for this year are:
 - Reducing the number of first-time entrants to the criminal justice service through our early intervention and Out of Court offer.
 - Reducing disproportionality based on ethnicity in Ealing Youth Justice cohort.
 - Promoting the Child First approach across youth justice partnerships.
 - Enhance our Early Help offer, particularly for health and education.
 - Increase victim participation and the use of Restorative Justice
 - Develop new ways to tackle Exploitation, Robbery and Knife crime.
 - Enhance our relationships with Schools and colleges, helping them to manage risks and reduce exclusion of YJS children.
 - Keep children out of custody.
 - Reduce violence against women and girls and sexually harmful behaviour.
 - Look after the wellbeing and diverse needs of the team.

- Increase parental support and community engagement.
 - Reducing re-offending
 - Ensuring children are in education, training or employment at the end of their order.
 - Effective resettlement and accommodation for children following their release from custody.
 - Ensuring children have access to mental health care.
 - Effective case management of children who are also working with other partners.
 - Addressing instances of serious youth violence
 - Monitoring any variance between the Court and the sentencing recommendation of the YJS.
- l) These priorities will be delivered and underpinned by a wide range of individual and generic plans for programmes and activities all of which are designed to prevent offending or re-offending by children referred to the YJS.
- m) Other programmes in Ealing's Youth Centres will seek to engage a wider range of children in positive activities and are also a key part of preventing young people from offending through diverting them into positive activities.
- n) The performance and outcomes will be overseen by the PMB and the Safer Ealing Partnership (SEP). The SEP will report into the OSC in 2024 and the YJS is also part of that scrutiny process.
- o) The YJS Strategic Development Plan is attached as part of the Annual plan and provides a record on progress against the Strategic plan.

Performance Summary for 2022 - 2023

- p) The YJS works hard to support children and families and to work together to effectively manage risks and reduce offending. The table below identified the national key performance indicators that the service has previously monitored its performance against, and commissioned external services to enhance resources available internally, to deliver on this agenda. The service has since moved towards addressing need, linked to the new indicators that have been introduced this year (2024) (**Included in para k**).

q) **Summary of YJS performance 2022 – 2023**

Indicators	Local Target	Performance
NI 43 - Reducing the use of custody as a sentencing option	4%	2.4%
Reducing the use of remand bed nights	200	187
NI 45 - Employment Training Education	86%	89%
NI 111 - First Time Entrants	200 per 100,000	132.4 per 100,000
Reducing the number of re-offenders (2019)	45	34

- r) YJS performance against the 5 core YJB KPIs has been solid. The YJS also has a comprehensive Constructive Resettlement Strategy and an active Disproportionality Action plan in place. This success has been achieved in large, partly by effective commissioning of targeted interventions for children, that enable us to deliver bespoke packages tailored to individual need.
- s) The targets have been exceeded in all areas with strong performance in reducing the use of Custody, increasing numbers engaged in ETE and reducing re-offending. The YJS has consistently achieved positive reductions in first-time entrants and this trend continues. The YJS will continue to commission creative and innovative programmes from a wide range of sources to continue this trajectory to both improve outcomes whilst managing risk safely during 2023 - 2024.

National Standards

- t) The YJS is also required to undertake a review of the compliance of the Lord Chancellors ‘Standards for Children in the youth justice system’ and to ensure these standards underpin the delivery of services by the YJS. This review will be completed by the end of October 2023 and will focus on one standard, National Standard 2 – At Court. Any findings from this review will be included in an improvement plan incorporated into the HMI plan and the YJS plan for 2023 – 2024.
- u) In 2024 – 2025 all the plans will be reviewed, and which point they will all be merged into one plan.

2. Legal Implications

Section 40 of the Crime and Disorder Act 1998 requires each Council to consult with relevant persons and body to formulate and implement a youth justice plan.

The specified person or bodies are:

- (a) every chief officer of police or local policing body any part of whose police area lies within the local authority's area;
- (b) the Secretary of State in relation to his functions under ss.2 and 3 of the Offender Management Act 2007;
- (c) every provider of services required by arrangements under the 2007 Act s.3(2) to carry out this duty in relation to the local authority; and
- (d) every local probation board, clinical commissioning group or Local Health Board any part of whose area lies within that area.

The responsibilities of the Overview and Scrutiny Committee is set out in Part 3 of the Ealing Council constitution.

There are no legal decisions or implications arising from this report.

3. Financial Implications

Breakdown of finances to the YJS.

- v) The YJS receives and applies for its funding from a wide range of sources, all of which are intended to support staffing costs, programmes and activities across the team to support the children.
- w) Partners contribute staff as their contribution to supporting the effective delivery of a YJS Service. The detail of the costs is provided below:

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board	495,866	0	0	495,866
Local Authority	446,844	0	0	446,844
Police	200,000	0	0	200,000
Police and Crime Commissioner	60,000	0	0	60,000
Probation	35,000	0	5,000	40,000
Health	143,000	0	0	143,000
Welsh Government	0	0	0	0
Other	90,000	0	106,232	196,232
Total	1,470,710	0	111,232	1,581,942

- x) The funding and funding in kind breaks down as follows:

The current YJS budget is used to deliver our performance.

- **Ealing Council.**
Ealing Council is responsible for the YJS and contributes core funding to the Service.
- **Youth Justice Board**
The YJB grant comprises of an Effective Practice Grant and a Remand Grant
- **Probation**
In the absence of a seconded Probation Officer the NPS funds a position and contributes financially towards the management of that position.
- **Police**
The pay for 1 Sergeant and 3 Police Constables to be seconded to the YJS.

Additional funding is sought through partners, and through bespoke initiatives originating from National and Pan London organisations. These include:

- **Health**
Liaison and Diversion Mental Health professional is funded, and a Forensic psychologist is funded by 0.6 of a position.

The NHS also funds a Wellbeing worker to provide restorative support to young victims of crime. This funding ends in April 2024 (£43,000).

- **Home Office**
The Home Office funds the YJS Early intervention Turnaround programme. which engages and supports children who have been arrested or interviewed by the police but not charged. They may be released on bail, released under investigation, or released without any further action. In all cases the Turnaround criteria must be met before working with individual children. This programme will run until April 2025. (£116,000) To continue this valuable service we will need to look for an alternative funding stream as Turnaround will not receive more funding from the Ministry of Justice.
- **Your Choice Programme**
The Youth Endowment Fund through London Councils fund the delivery of the Your Choice programme in Ealing. This programme aims to deliver a Cognitive Behavioural and Therapeutic (CBT) approach to support the children. This programme will be running until 2025. (£84,000). There is a possibility of some enhanced funding if targets around children participating in the programme are exceeded.
- **MOPAC (Police and Crime Commissioner)**
The Mayor's Office for Policing and Crime contribute funding for a serious youth violence manager as well as providing financial resources to reduce tensions in areas. This grant funding will run until 2025. (£60,000) New funding criteria are likely to be released prior to 31st March 2025 for the YJS to bid for.

- **Change Grow Live**

The substance misuse team receives funding through MOPAC and attaches 2 staff to the YJS. This is arranged through the SEP.

As can be seen most of the funding is directly linked to staffing costs and expenditure related to staff. Other funding income: Turnaround, Your Choice and VRU funding is used to pay for programmes and activities for young people to divert them away from offending and address the key risks identified in the early-stage assessment that has been completed.

4. Other Implications

The reductions in funding described above will have an impact on the services currently provided with the beneficial Turnaround programme needing to find new funding to continue the positive work that has been started with children on the cusp of entering the Youth Justice System. The Your choice programme is also funding a large proportion of the interventions offered to children and loss of this funding in 2025 will mean a significant reduction in the programmes and interventions offered.

The Serious Youth Violence and Victims Manager post funded by MOPAC has been integral in providing the edge of exclusion programmes which are highly valued by schools as well intervening with children involved in serious youth violence including Robbery to prevent further involvement in this behaviour. The YJS plans to bid for further funding for this post through MOPAC but receiving this funding is not guaranteed.

Consultation

Pre-publication sign-off

Name	Department	Date sent	Date response received	Comments appear in report paragraph:
Internal				
Cllr Anand	Cabinet Member Thriving Communities			
Robert South	Children's Services			
Angie Dennison	Childrens Services			
Justin Morley	Legal Services			
Suzy Grihault	Youth Justice Service			
Vikram Lall	Financial Services			

Report History

Decision type: Non-key decision	a. Urgency item? No
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Authorised by Cabinet member:	Date report drafted:	Report deadline:	Date report sent:
Not applicable			
Report no.:			

Ealing Strategic Youth Justice Plan 2023-24

*“Putting Children First in Youth Justice
and Ensuring a Fair System for all”*

“Ealing Youth Justice Service is committed to eradicating systemic racism, discrimination, injustice, making anti-racism a foundation of our practice. We will be a voice and force for change, for every child and family that we work for and with, to recognise and address the impact of racism on children and families within our practice, to apply our anti-racist approach in all of our interactions with and decision-making about children and to determinedly and actively, demand the same from our partners.’

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Appendix 1: Ealing Youth Justice Service staff ethnicity, gender and know disability profile.

Appendix 2: YJS Staffing Structure

Appendix 3: Ealing YJS National Indicator Data

Appendix 4: Ealing Police data.

Appendix 5: Improvement plan from last external audit in September 2022

Appendix 6: Ealing Youth Justice Service – Service Development Plan 2023-24

Appendix 7: YJS Risk Management Plan

1. Introduction, Vision, and Strategy

As the Strategic Director for Children and Families in Ealing, I am very pleased to be the Chair of Ealing's Partnership Management Board (PMB) which is an important responsibility for the Partnership and children in Ealing. As a Partnership we work closely together to ensure that our children are put first. We ensure that they are well supported at every stage of their development, and we aim to prevent their involvement in criminal activities, anti-social behaviour, and to divert them into positive activities to enrich their lives.

Ealing's vast diversity is a point of celebration for residents. It is home to over 376,000 people of which 30,820 are aged 10 – 17. It is the third largest borough population in London, built around seven distinct town centres. Like its population, the area and its identity is diverse in nature, with outstanding areas of parkland interspersed with areas with an inner city feel.

Ealing is the fourth most ethnically diverse borough in the country. This includes significant numbers of refugees and asylum seekers. We have a large Polish community and the largest Sikh population outside of India. Over 160 languages are spoken in our schools and the Black, Asian and Global Majority community represents 85% of the school age population. 96% of Ealing schools are rated Good or Outstanding by OFSTED and these are attended by 55,029 pupils. Some people will have lived locally for their entire lives; some only live here for a few months before moving on. There is an annual turnover of around 25% of the local population. This diversity also extends much further than ethnicity and covers family types, faiths, languages, cultures, sexuality and traditions, which come together uniquely.

It is against this backdrop that this annual plan has been produced. Board members, Youth Justice Service (YJS) case workers and children from a range of backgrounds were consulted and this plan reflects their feedback on the way forward for the Service and the whole team, who are extremely committed and passionate in their roles. See Appendix 1 for staff diversity breakdown. Ealing's plan forms the basis of the future direction for the YJS where performance, programmes and activities will be owned, driven, and reviewed throughout the year by the Board. This approach will ensure a continued high level of service is delivered across the Borough by the Partnership to the communities in Ealing.

Ealing Youth Justice Service has a very clear vision, and this is:

'Putting Children First in Youth Justice and Ensuring a Fair System for All'

As a Board and team working together, we will aim to achieve this, Vision.

Robert South – Strategic Director for Childrens Services.

2. Child First

Ealing YJS champions children's rights and is fully committed to:

- Understanding children’s specific needs within the Justice System and ensuring that ourselves and other partners regard them as children first and offenders second.
- Listening and responding to children and their families/carers and using their unique perspectives to inform service delivery and build resilience and maintain desistance.
- Establishing effective collaboration with children and their families which embody trust and genuine understanding which elicits their active participation.
- Keeping as many children outside of the statutory Youth Justice System as possible to lessen the negative impact of the stigma associated with this.
- Helping all children to achieve the best possible outcomes in life through a Youth Justice Service that actively promotes their rights, inclusion, equity, equality and celebrates their rich diversity.
- Advocating on behalf of our children.

This year Ealing YJS has worked hard to launch its Turnaround early help offer, which intervenes at the earliest point a child first comes to the notice of the Youth Justice System and attempts to actively divert them from entry through collaborative voluntary support and access to educational assistance, mental and emotional health assessment and intervention, and social inclusion through a wide range of positive activities designed to promote a pro-social identity and minimise further contact with the Youth Justice System and which are delivered by partners and the Team.

We have worked with neighbouring boroughs in the West London Court area to alter the structure of our Pre-sentence Reports to incorporate a more trauma-informed approach as well as continuing to highlight experiences of discrimination and disadvantage. This has helped us to better express the child’s developmental needs, strengths, and the barriers they face to the Court to ensure that they receive the most appropriate sentence to support their progress away from further contact with the Justice System.

Ealing’s Disproportionality Action Group works hard with local police to enable them to hear the children’s feedback around stop and search practices with the aim of improving their understanding of the child’s perspective and encourage police to take a more child-focused approach through incorporating children’s perspectives and a child first view into their training programme.

3.Voice of the Child

Ealing YJS and the wider Integrated Youth Service (IYS) complete a children’s survey in addition to that embedded in the Asset+ Assessment to ensure that the child’s voice remains a high priority in informing our ongoing service provision. In 2022-23 87% of children accessing the YJS satisfied or very satisfied with their experience. Most respondents felt the YJS worker helped them make decisions about their life, helped

them change their behaviour and made them feel positive about themselves. 97% of the children felt that the YJS was responsive or very responsive to their questions and concerns. The key words children used to describe the service were, friendly, supportive, helpful, and approachable. This survey changes on a quarterly basis incorporating a themed section based on locally identified needs, e.g., Safety was the latest theme in this year's survey aimed at finding out where in the borough children feel safe and unsafe and why to feedback into our Spaces Panel. The Spaces Panel then engages partners in making changes to improve problematic areas and to assist our understanding of what needs to be done to keep children safe in Ealing. The survey also highlights our service users' levels of satisfaction with our service, which has consistent been high and any areas for improvement.

In addition to the written surveys, our Interventions Officer engages children in feedback interviews to make sure that qualitative feedback around our interventions, services and activities is captured and reported back to managers to inform ongoing commissioning and delivery. This feedback has highlighted the positive regard for our Boxing activity, the Ether and Aspire Higher programmes run in partnership with Wipers and Safety box respectively as well as the high value placed on the individual relationships the children have developed with their Youth Justice Officers and members of our health team. One child on Ether feedback when asked what has changed since you started the programme – *"I have aspirations...I use my own initiative"* another said, *"The facilitator's have made me think more than I would usually. I now take initiative and communicate differently... I've learned that I'm organised, punctual and that I need to improve my focus"*. The children also gave positive feedback regarding the cooking programme that we ran so this has now been repeated and included in our Early help offer.

There is a standing agenda item on 6 weekly PMB meeting for the voice of the child to be directly feedback into the PMB for their discussion and any necessary action to take place. The format of this item varies in accordance with the wishes of the child who can choose to appear in person at the board with their allocated officer, be interviewed live on a team's call by their officer or record an interview with their officer which is played to the board members. We have had a range of these approaches for feedback so far which have been incredibly well received and have produced useful discussions about the issues raised for example: One child raised his treatment in Court and ability to fully understand the Panel's comment which prompted us to look with the Court as to how the Youth Court differs to the adult court and what measures are in place to support children in this environment. Another raised the extensive period that he had been held on EMS curfew awaiting sentence for a drug offence due to the extensive delays with NRM processing which was again discussed in terms of what could be done to alleviate issues around these delays. He also raised the fact that he was regularly stopped and searched and made a complaint, but this was never followed up. As a result of this the police representative immediately apologised and undertook to investigate and respond directly with the child. This child as a direct result

of the support he received by the YJS is starting at Cambridge University reading politics and has acknowledged the support he received changed his life.

We also asked for feedback from children on the Youth Centre in which we see most of them to ascertain what changes would make it more appealing to children. One child fed back that he felt like he, *“was coming into a police station”*, which made us reflect on why he saw the centre like that. We realised that screens on the reception desk had been left in place since the pandemic, becoming part of the furniture and realised that they contributed to this perception, so we removed them. Other children’s comments focused on the *“walls being empty”*, *“lack of colour”*, wanting *“Motivational quotes and inspirational people”* on the walls and there being *“less clutter”* so we have designed a Child First plan for the space in response to this consultation and are currently implementing it. We have created a beautiful wellbeing room with the help of the YJS children, painted, decluttered and brought more light into the interview rooms and are in the process of creating new children’s artwork to including inspirational quotes and people to put up around the Centre.

A huge consultation across the Borough, including the children known to the YJS focused on how children wanted to reshape one of the local Youth Centre’s and what activities they wanted to be provided. Development of these ideas and contributions is underway in the wider IYS and the youth centre will be renovated from November 2023.

4. Governance and Leadership Arrangements

Ealing Council’s corporate program intends to promote the vision for Ealing, to build on our strengths and focus on those things that will make the biggest difference to residents.

Ealing Council’s goal is to make the borough a better place to live in at a time of significant financial pressure within the community. We are focusing on what really matters to local people and there are three outcomes that the whole council is working together to achieve:

- [Creating good jobs](#)
- [Tackling the climate crisis](#)
- [Fighting Inequality.](#)

There is a clear link between Ealing’s Corporate Plan, Children’s Services Business Plan, The Safer Ealing Partnership Plan, and the Youth Justice Plan for 2023/2024. The link is between work programmes being aligned as well as senior members and partners being on associated strategic boards.

The IYS incorporates the YJS, Youth and Connexions Services. The creation of the one service ensures all the service partners work together to ensure children in Ealing are safe, engaged and optimistic about their futures and this is aligned to

the YJS vision. This approach continues to achieve significant synergies under the single Head of Service through reduced duplication, maximised engagement and participation and aligned services to support all children and put them at the heart of what we want to achieve with them.

The IYS is situated within the Children's Services directorate of the London Borough of Ealing and aligned to the Early Help and Prevention portfolio. All the Heads of Services in Children's Services work closely together to support our children. The YJS is closely aligned to partners in Community Safety, Probation (NPS), Health, Education, Police, and the voluntary sector through its strategic governance, with representation from all these areas on the Partnership Management Board, (PMB). The performance of the YJS is overseen by the PMB, which in turn reports to the Safer Ealing Partnership (SEP) while also reporting into the Ealing Safeguarding Children's Partnership Board (ESCP).

The PMB is chaired by the Strategic Director of Children's Services. The agenda is shaped by the Board which meets on average every 6 weeks and this approach ensures that they are aware of and can influence the delivery of statutory services. The PMB has strong strategic representation including from the political cabinet lead and other statutory agencies. It also has wider attendance from community organisations who have strong links to supporting children within the community and they in turn can access a wider network.

We will continue to work and develop internal and external partnerships as a part of our integrated approach to improve our service to children and provide excellent value for money. The working relationship within the IYS has become ever closer since the COVID-19 lockdown through the provision of early intervention programmes, more specialist education training and employment support opportunities and longer-term engagement opportunities for children. The IYS works collaboratively together putting the child first. The support to vulnerable children and their families is at the heart of all of our work, particularly where the risks cross multiple portfolios.

This youth justice plan highlights the governance, partnership, and resourcing arrangements within the YJS and identifies the risks for delivery within Ealing. Our plan also outlines the performance against local and national priorities and indicators and is based on consultation with our children, the YJS team and the PMB with oversight from the YJB. It also ensures that existing good practice and findings from HMIP are incorporated into the YJS Business Plan and daily practice. The YJS will meet the requirements of the Youth Justice grant through; the timely monitoring and submission of data, a monthly monitored performance meeting framework and through their own, and independently commissioned quality assurance and audit processes to monitor the work undertaken by the team.

There is a robust, compliance process in place for all statutory timescales. This compliance extends to monitoring secure estate placements providing information

for children entering custody and any subsequent resettlement. The National Standards audits were completed on time and our performance against the standards was benchmarked. We will be completing the National Standards Audit in 2023. The findings have been shared with the PMB and are being implemented across the Service.

At an operational level the YJS is a partnership team with key organisations contributing staff and resources. The YJS benefits from a strong partnership with the: police, with a sergeant, (shared across the tri-borough, Ealing, Hounslow and Hillingdon) and 3 police officers co-located and assigned to the team who play an integral role within the team including providing and receiving intelligence, attending Strategy meetings, administering Youth Cautions and Safe Space interventions and participating in risk panels. We have an excellent health team with several NHS staff including a Liaison and Diversion Health Practitioner, (mental health Nurse) and a Grade 8 Forensic Psychologist. Our Forensic Psychologist has encouraged placement university students from Kings College and UCL and they are developing programmes and activities to support the health and wellbeing of children accessing the Service. The Northwest Commissioning Group, part of the Health Service also part fund a dedicated victim's case worker who provides support to both child victims and victims where the perpetrator is a child. We have a long-standing partnership with Change Grow Live who provide partnership SMU professionals to support the health of children at tier 2 and 3.

At present NPS have not been able to recruit a seconded probation officer for the team with this post being vacant for the past year. We have invoked the London NPS agreement arrangements to allow NPS to provide funding to temporarily fill this post with a YJS recruited member of staff for transfers. The transfer arrangements are managed but limited by this being processed by our former Probation secondee who is now employed by the YJS as a Senior Practitioner. Education, training and employment provision is a cornerstone of our work with children. We have a full-time Connexions Advisor seconded from the wider IYS who offers 16+ careers advice and works with all NEET children. We also have a day a week support from pre 16 Connexions Advisor who assists with barriers to engagement, exclusions, and alternative placement issues. This advisor is also seconded to the Alternative Provision Specialist Task Force (APST) providing strong links with the Ealing Alternative Provision. We work closely with the Adolescent MAST which is collocated with the YJS and youth service, Leaving Care and Connect teams and occasionally the Children with Disabilities team.

The YJS restructured in 2022 / 23 to provide more support to the team in dealing with increasingly complex cases. The operational oversight of the team is now provided through an experienced Service Manager who supervises 4 managerial roles: Senior Statutory Manager, Referral Order and Restorative Justice Manager, Early Intervention Manager and Serious Youth Violence and Victims Manager. The

Service Manager is supervised by the Head of Integrated Youth Services, who is also responsible for Youth and Connexions Services. See Appendix 2 for the YJS Structure.

The restructure introduced a specialist Serious Youth Violence and Victim's Manager, funded by the Violence Reduction Unit, (VRU) who has enhanced our work in these areas over the past year. The role aims to address risk factors known to link to serious youth violence such as exploitation, weapon carrying, low income and exclusion. There is an equally strong working relationship with other internal partners as well as the voluntary sector and the schools across Ealing. This partnership involvement creates a strong ethos of joint responsibility to stop children from offending and contributes to Making Ealing Safer.

The membership of the ESCP reflects the wider multi-agency stakeholder group and is chaired independently. This arrangement has similarities with the arrangements in Adult Services and the Children's Safeguarding arrangements. The SEP board is chaired by the elected Cabinet Member for Tackling Inequalities who is also a Board member on the PMB.

Role of Ealing Safeguarding Children Partnership (ESCP)

The ESCP co-ordinates and monitors the effectiveness of local work to safeguard and promote the welfare of children. It ensures joint working across services and agencies. The Board is committed to outcomes that will play a key role in ensuring that children grow up safely.

The Chair of the ESCP is also the Chair of the Ealing Safeguarding Adults Partnership to ensure vulnerable people in Ealing are fully supported.

The YJS reports into the ESCP on all Safeguarding and performance matters particularly around risk to and the detention of children in custody. Serious Incident notifications are also reported into the ESCB.

Role of the Safer Ealing Partnership Board (SEP)

The SEP has a statutory duty to prevent, crime and disorder, anti-social behaviour, and substance misuse in their area. Their role also includes reducing offending and reoffending via the Integrated Offender Management (IOM) process. They are also responsible for the Boroughs Counter Terrorism response to prevent radicalisation utilising CHANNEL and other Home Office recognised programmes.

The Youth Justice Service (YJS)

Ealing YJS is in Ealing Councils offices in the heart of Ealing at Westside Youth Centre. It also provides services from the main council offices at Perceval House. Westside has become the main centre for the delivery of YJS services following learning from HMIP Inspections which identified that alternatives to corporate places of work offer better opportunities to engage children. Westside is accessible to children across Ealing due to its location and this makes it easier for all internal and external partners working with the children to work together for all children due

to their location. Westside also accommodates the MAST social care team and the REACH edge of care team so the joint working between social care and the YJS has become even closer with partners jointly working with children.

Westside is also close to Ealing Magistrates Court, which is beneficial if support is required at Court by a child. Staff can attend Court to support children at short notice. Staff also provide a service to Uxbridge Magistrates Court with Hounslow and Hillingdon youth justice services.

The YJS sits within the portfolio of the Strategic Director of Children' Services and following recent strategic leadership restructure the Head of the IYS reports to the Assistant Director of Early Help and Prevention. The wider service structure chart, (Appendix 1) clearly outlines the linked management structure in place to support all children.

5. Board Development

The YJS has a 3-year Improvement plan 2022 to 2025. The improvement plan focuses on key findings from audits, our National Standard review, HMIP thematic inspections and good practice identified in HMIP inspection reports. The improvement plan is the responsibility of the PMB with regular updates being given on key areas of the plan.

The PMB has also independently benefitted from a half day training sessions on various aspects of how the YJS delivers its service. The Board was consulted on its training needs for the coming year to help them to continue to lead the YJS during the year. As a result, further training will be provided in the Autumn with opportunities for Board members to watch the YJS at work.

The Board has an Induction pack for new members and is governed by the Youth Justice Service governance and leadership requirements.

<https://www.gov.uk/government/publications/youth-justice-service-governance-and-leadership/youth-justice-service-governance-and-leadership>

6. Progress on Previous Plan

The YJS PMB is chaired by the Strategic Director of Children's Services, and it leads for the shared priority national indicators as set by the Ministry of Justice through the Youth Justice Board for England and Wales. The priorities for 2022-23 were:

- NI 19 (reducing re-offending)
- NI 43 (reducing the use of custody)
- NI 45 (increasing ETE).
- NI 111 (reducing the number of first-time entrants - FTE)

- Resettlement of children following their release from custody and
- Addressing Inequality and Disproportionality

The YJS has partnered or led on several preventative and diversionary initiatives this past year, with the funding continuing into a further year. The initiatives include: **Turnaround**, the MOJ funded Early help programme focused on children on the cusp of entering the Youth Justice system with the aim of preventing them from entering the statutory case load and becoming stigmatised by this involvement. After a rapid mobilisation phase which began in October 2022 Ealing commenced the programme in line with the timescales set out and provided a successful programme of interventions for quarter 4, year 1 between 5th December 2022 and 31st March 2023. Ealing successfully achieved their target working with 13 children and their families in that first quarter.

Your Choice which is an innovative pan-London approach to violence reduction that is being rolled out in each of the 32 boroughs from January 2022 onwards to support 11–17-year-old children at risk of violence. The programme is delivered by specially trained and supervised local authority youth justice practitioners. Your Choice has a CBT approach to practise to build on the child’s strengths and provide positive activities to influence change and divert them away from the youth justice system. Ealing YJS has trained the majority of YJS colleagues in this approach as well as broadening this training to include the Ealing SAFE Early Intervention Team who have also implemented this approach. Ealing was one of the highest performing YJS’s against the targets set and as a result funding has continued. In 2023 – 2024 Your Choice will focus again on the YJS with the whole team becoming the Treatment Group and the Targeted Youth Workers the Control group.

Alternative Provision Specialist (AP) Task Force initiative is a project which aims to reduce youth violence by recognising that vulnerable children in AP schools are at high risk of disengaging from education and becoming involved in serious violence. The initiative has a therapeutic approach to support children with professionals being immediately available to provide support. The IYS has seconded a member of staff into the AP Task Force.

Chances was a VRU area-based initiative to capacity build within the community and with partners as a long-term plan to reduce violence with targeted support to children and their families, and diversionary and preventative activities being promoted within the community. The VRU funding was for 18 months which allowed for partners to work together, interventions to be developed and relationships built in an area with high levels of violence.

a) The YJS Priorities from the previous 2022-23 Plan and our success against them is outlined below:

The YJS has been working hard to achieve the aims of our Disproportionality Action Plan and present the progress to our PMB as well as more widely to the Children’s Service Equality, Equity and Empowerment group. Some of our achievements include:

- Recruiting a more culturally representative and diverse group of Referral Order Panel Members.

Table shows the current Referral Order Panel Members Ethnicity

Ethnicity	Headcount	Percentage of total headcount
Asian or Asian British	3	18%
Black or Black British	5	29%
White	3	18%
Other Ethnicity group	2	12%
Mixed Heritage	4	23%
Total	17	

- Creation of better resources to explore identity in children and including this more fully in assessments and reports.
- Develop and conduct surveys for children and their parents focused on their experiences of discrimination and perceptions on how they are treated by different services. This is then used to change how we work.
- Introduced round table reviews between Police and children of Stop and Search practices as well as regular Stop and Search workshops covering children’s rights.
- Provision of preventative support to schools to lower rates of exclusion
- Working with local Courts to open-up courageous conversations about disproportionality.

b) Increase our early intervention programmes to support children before, during and after their arrest.

This year we created and recruited to a new Early intervention Officer Post. The post is aimed at supporting children at the earliest stage when anti-social behaviour, difficulties at school or at home are first highlighted. The role will aim to prevent further behavioural difficulties through strength-based support which

is focused on addressing areas of concerns and improving outcomes. Following the introduction of this post the Turnaround programme was rapidly introduced so for the initial quarter we utilised this post to assist in setting up and delivering the Turnaround offer and successfully achieving the targets set by the Ministry of Justice in quarter 4 of year 1. We also recruited a further Turnaround Officer in February 2023. This project is MOJ funded for a further 2 years and has been an incredibly positive addition to our early help offer providing Ealing YJS with additional capacity and funding for Youth Endowment Fund endorsed activities which are being delivered to all eligible children on the cusp of entry into the Youth Justice System. We are also helpful that this will further improvement our ability to make a difference and reduce disproportionality in the Youth Justice System.

c) Supporting the mental health and wider health needs of all children referred to the YJS through the promotion of referral pathways for support and a Public Health approach to preventing offending.

Our grade 8 Forensic Psychologist and Liaison and Diversion Health practitioner have continued to provide an excellent service to our children, providing assessments of needs which inform our assessments and reports, therapeutic interventions, case formulations and advice and consultation for staff assisting us in managing those presenting the most complex risks and needs. In addition to this our YJS psychologist has expanded the capacity of our provision through successfully recruiting 4 Masters level Psychology students on placements who are providing supervised Interventions, assessments, staff training and research as part of our broader health provision.

d) Increase our education support, through early intervention programmes to prevent exclusion, and in alternative provision to support children who have been excluded. We will develop bespoke education, training and employment offers based on a CBT approach.

Our education offer is at the heart of our programmes, and 91% of children open to the YJS were in an ETE offer at the end of their order. We engage children in primary schools with policing partners, and we engage children in secondary schools as a part of our LION programme. LION works directly with secondary schools to support children on the cusp of exclusion through a PSHE approach to re-engage them back into education. We aim to engage with at least 2 secondary schools per year, and 10 primary schools per year. Children who are excluded from school and who are working with the YJS are offered the opportunity to engage with the IYS to receive extra tutorial sessions and we have worked flexibly around bail restrictions to allow exams to be taken in Westside Youth Centre under the invigilation of a schoolteacher.

e) Developing risk reduction programmes for children referred to the YJS so we understand the risk, what works and how to deliver effective interventions.

Over the course of this year we have worked hard with partners Wipers and Safety Box to tailor the Ether and Aspire-higher Programmes to the needs of the children we work with and ensure that they gain the most from the programmes. 15 children have completed the Safety box programme so far in 3 cohorts and 5 have completed the Ether last year in 1 cohort. In the most recent programme 3 of the children enjoyed it so much that they have requested to continue, following the 12-week programme, working with the group leader as a mentor, which we have facilitated. The feedback from the children participating in these programmes is positive and now that we have run 3 Safety box programmes our interventions officer will be able to evaluate the longer-term impact on the child's risks and re-offending.

Due to the inherent risks of bringing children with complex needs together in group work programmes much of our risk reduction work takes place individually and is monitored and guided through the Risk and Safeguarding Panel. Many of the highest risk children receive joint interventions from their officer and our Psychologist or Health Practitioner who assess undiagnosed needs and use a trauma-informed approach to address areas of concern with the child and their family. We are hoping to further develop this systemic approach through engaging a Family Psychotherapist to work alongside the existing health team. An action in our Health and Wellbeing Board is [to engage other health professionals to create opportunities to expand the YJS offer by providing more bespoke health support to our vulnerable children and families eg SALT]. The YJS is also actively engaged with NW London NHS to create a GP position in the youth centre to attend.

The Your Choice and Turnaround Programmes have also opened up further opportunities to use positive activities, tutoring, CBT approaches and Mentoring to address and reduce presenting risks.

f) Work with children, partners, and families to maintain the current low level of custodial usage either on remand or through sentencing by offering robust alternatives, and critically reviewing any custodial use with partners as a learning review.

At Ealing YJS we understand the detrimental effects of the custodial environment and separation from your family, friends, education and community on children and their future life chances and we strive to keep custodial remands and sentences to an absolute minimum to reduce its negative impact on children and their offending behaviour. We have developed

excellent joint working practices with Social Care and Access to Resources, (ART) colleagues which give us the opportunity to put forward robust alternatives to Youth Custody Accommodation Remands utilising Conditional Bail and Remand to Local Authority Care provisions.

This year we brought in Justice for Children to ensure that the YJS team were fully up to date with Bail and remand legislation and Court's responsibilities so that they can actively advocate for children in Court.

We maintain strong and positive relationships with the local Youth Panel and Court staff which has enabled us to bring discussions around disproportionality to the fore and kept congruence between proposals and sentencing consistently high with sentencers recognising that we are proposing robust alternatives to custody.

Ealing YJS had 6 children remanded to YDA in 22-23 with 3 of those children spending 7 days or less in YDA before a second Bail package securing their release and 3 children spending 7 – 9.8 weeks on remand prior to release on bail/RLLA or sentence. Of these remanded children only 1 received a custodial sentence, with 1 further child being sentenced to custody having not been on remand. All the children remanded were male and from BAME communities. The 2 children sentenced to custody had strong links to local SYV and received 12-month sentences for drug and violence related offences associated with criminal exploitation. These males are both from BAME communities and were already Children Looked After, (CLA) by Ealing. There are 296 children looked after by Ealing which is the lowest level for 7 years. There are currently 7 of these children in the YJS.

g) To prioritise resettlement as a partnership so every child sentenced or remanded to custody has a clear plan agreed and in place at least 1 month before release, which clearly involves the child and family in the decision-making process.

Ealing YJS had 2 children sentenced to a custody in 2022-23 of these children 1 was aged 17.9 on sentence and therefore was smoothly transitioned over to our Probation colleagues to manage his resettlement and release. For the other child resettlement planning started on sentence in accordance with our Resettlement Procedure with officer and manager joint working with Ealing Social care to ensure that suitable accommodation and a support package was set up at the earliest point, (1 month prior) before his release. Efforts we made to offer a fresh start away from Ealing where he was being exploited and restrictions and provisions were put in place to support desistance. The child and his family were kept fully informed throughout this process. This child also received considerable support from the host and home YJS regarding ETE placement.

- h) Children who are referred to the YJS will have their voices heard so their needs, capacities, rights and potential are captured in assessments and interventions. All children will be given the opportunity to provide feedback on the service they received by the YJS during and after their engagement.**

Ealing's efforts to ensure that the child's voice remains central in all that we deliver from their initial assessment to intervention and wider support. As a part of the recent re-structure, we introduced a new Senior Practitioner role to the management tier. Part of the responsibilities of this role include participation of Children in ongoing service delivery. We can further increase our focus on centralising the voice and participation of the child as the role has been recruited into to ensure our service changes to meet any identified needs.

- i) To introduce a partnership re-offending panel to review all cases of children who are identified as being likely to re-offend and to put in interventions with the child and their family to reduce re-offending.**

A partnership re-offending panel was put in place in line with this objective using the YJB re-offending tool to inform the cohort focused on. However, it was felt that this panel needed to link more coherently with wider council panels and so we are currently developing new terms of reference and procedures for this panel to make it more effective and ensure that interventions are targeting the right individuals who go on to make up the 30% cohort of re-offenders. **(Appendix 2 for performance data).**

7. Resources and Services

The YJS core grant was used to facilitate the restructure of the YJS team in February 2023 and onwards into 2024. This restructure has meant that the team is now far more balanced and resilient and able to deliver on the additional KPI's that are being introduced in 2023. The grant is being used as per the Terms and Conditions as the staffing ratios have changed, training and development of the team has increased, and money being set aside to deliver programmes and activities which directly link to the profile of the children entering the service are being provided. The YJS is also able to access wider IYS programmes and activities.

The Youth Custody remand grant was entirely used to pay for children remanded into custody during the year. In total £78,801 was paid to youth detention accommodation.

Additional funding has been obtained through the Your Choice Programme to train the YJS on Cogitative Behavioural Therapeutic approaches to better

support the children we are supporting. The Your Choice programme is also supporting positive activities for children to encourage them to take up an alternative lifestyle.

The grant of £47,397.37 for the delivery of the early intervention Turnaround programme, which includes a £10,796 mobilisation contribution have been entirely used in accordance with the grant conditions.






The close working relationship across the IYS has meant that children open to the YJS are able to be supported by Targeted Youth workers as part of the exit process from the YJS into new programmes and activities which introduce the children to new friends and associates within the community.

The IYS has seconded a team member into Ealing’s alternative education provision as part of the APTF initiative funded by the Department of Education. This secondment is intended to bring both partners closer together in their support of children who have been excluded from mainstream education.

8. Performance

Ealing YJS works to support children and families and work together to effectively manage risks and reduce offending. The following are the national performance indicators that the service has previously monitored its performance against and commissioned external services to enhance resources available internally, to deliver on this agenda. The service is also aware and moving towards addressing need, linked to the new indicators that have been introduced this year.

Summary of YJS performance 2022 - 2023

Indicators	Local Target	Performance	
NI 43 - Reducing the use of custody as a sentencing option	4%	2.4%	
Reducing the use of remand bed nights	200	187	
NI 45 - Employment Training Education	86%	89%	
NI 111 - First Time Entrants	200 per 100,000	132.4 per 100,000	
Reducing the number of re-offenders (2019)	45	34	

YJS performance against the 5 core KPIs has been very strong. We also have a comprehensive Constructive Resettlement Strategy and an active Disproportionality Action plan in place. This success has been achieved in large part by effective

commissioning of targeted interventions for children and children, that enable us to deliver bespoke packages tailored to individual need.

All areas have exceeded targets with strong performance in reducing the use of Custody and increasing numbers engaged in ETE and reducing re-offending. We have consistently achieved really positive reductions in first-time entrants and this trend continues. Therefore, we will continue to commission creative and innovative programmes from a wide range of sources to continue this trajectory and both improve outcomes whilst managing risk safely during 2022/2024. The current and historical data against the National indicators is depicted fully in **Appendix 2**

The monthly Performance Review Report based on April 2023 data highlights the following areas with regards to performance against the National indicators and local performance measures, (I have removed the monthly data usually presented as part of the monthly Performance Review meeting):

Custody Remand and Sentence

- There are no children sentenced to custody in the 7 months to April 2023
- Prior to that, 2 children of mixed ethnic background were sentenced to custody in the in May 2022 and September 2022. Of those, 1 was a child who was previously remanded to custody prior to sentencing.
- There were also no children in custody on remand between Feb 23 - Apr 23. Prior to that, 6 children have been on remand, across the year, of which 3 are male of BME background.

Offences

- In last 13 months to April 2023, 245 offences were committed by 103 children with nearly 48% were breach of statutory order (24.1%) and Violence against the person (23.6%). This is followed by 18% robbery and 85 in drug offences. The average rate of offences per offender is 2.4

Disproportionality

- 89% (47) of open cases are male with 11% female (6), with 92% within the 16 year old (7) and 17 year old and over (42) age band. The youngest being an 11 year old child.
- Of all open cases, 75% YP are from the Black, Asian and Minority Ethnic background with remaining from white background
- On average 3 in 4 of our children committing an offence, receiving a substantive outcome or open cases are of BME background

First Time Entrants

- FTE have been broadly steady fluctuating in single digits throughout the year ranging between 1 and 6 children, except for December 22 where there were no YP reported.

Education, Employment and Training

- Performance has been consistently strong throughout the year which has contributed to the 2022/23-year end position of 88.7%, exceeding the council target of 86%

Social Care Involvement

- 38% (20 out of 53) of YJS open caseload are either open to social care as either LAC/CP or CIN or going through assessment.
- 75% (15 out of 20) of open cases are on CIN plan (8) and looked after children (7), with one on Child Protection plan.

Consistent good performance over the last 10 years reflects how the YJS has creatively responded through its strategic approach to commissioning to match available resources and interventions to the changing needs of children and communities. This has been particularly successful in terms of developing robust alternatives to Custody for Magistrates, creative approaches to ETE in partnership with the Integrated Youth and Connexions Service, and effective out of Court activities that also address desistance and help achieve very marked reductions in first time entrants.

The YJS has maintained its staffing level in the last 12 months, despite changes in the team, to provide a balanced level of service to manage the increasing level of risk and has a skilled, stable and experienced workforce. YJS children and children will continue to be the focus of the IYS team as we mobilise all integrated youth resources, to divert them away from offending and into positive activities through a CBT and child focused approach.

A Safeguarding, Child First approach underpins our work. The balance between welfare, working in the interests of the child, with a clear pathway based on the strengths of the child, is reflected in a Cognitive Behavioural Therapeutic (CBT) approach, coupled with a risk assessed approach to statutory enforcement where necessary. The YJS works closely with the Youth Service, which flexes its offer to support vulnerable children through early intervention. Youth workers prioritise identifying and supporting vulnerable children living near their local Youth Centre including children known to the YJS, children known to social care, children who regularly go missing through County lines, children who are on the edges of gang activity, and children who are being exploited. The 3 Youth Centres provide long term ongoing support. YJS also refer children to Integrated Youth Workers as part of their exit plan, providing ongoing, step down support at the end of their Order.

Disproportionality and inequality in the criminal justice system and in education continues to be a major focus for the YJS, and across the Council with Lord Woolley being commissioned to lead Ealing's Race Equalities Commission review for Ealing. The IYS has introduced programmes on cultural awareness, disproportionality and is working with education partners to ensure No Learners are left behind. The YJS has adopted the proposals of the HMI published Thematic review on disproportionality *The experiences of black and mixed heritage boys in the youth justice system*. A Disproportionality Working Group continues to focus on activities and programmes to address disproportionality and commission bespoke programmes to address individual need.

Serious Youth Violence and the support of children engaged in, or on the edges of gang activity form a significant proportion of the cases within the post Court team. Knife crime, possession of knives and other offensive weapons associated with serious youth violence, feature in many offences referred to the YJS as a risk factor. Knives were present in between 17-20% of cases in the Profile between 2020-2022. The risks to these children are considerable and bespoke internal and commissioned interventions are put into place with the child at the heart of the solution across partnerships. The YJS commissions bespoke programmes to highlight the risks of knife offending to children.

9. New YJB Key Performance Indicators

In accordance with YJB Grant requirements Ealing YJS has started to measure performance against the new Key Performance Indicators. Whilst the first quarterly submission against these targets is not due until July 2023 there is an account below outlining baseline performance and any areas of risk and challenge identified.

- **Suitable Accommodation** – Safe and suitable accommodation reduces the risk of re-offending and represents a basic need for the children we work with. At Ealing YJS we advocate strongly for children who are not in appropriate accommodation both with regards to those who are not sufficiently cared for and those families whose accommodation is not conducive in supporting a healthy and safe life for children. Early indications show that the majority of Ealing YJS children are in accommodation which is deemed suitable with approximately 3% seen as unsuitable. We have established procedures for joint working with social care colleagues to secure release accommodation for children in custody at the earliest point, however whilst the joint working arrangements work well achieving accommodation a month prior to release is challenging due to the national difficulties sourcing suitable placements for higher risk children.
- **Education, Training and Employment, (ETE)** – Ealing YJS has demonstrated consistently high performance with regards to ensuring children are in suitable ETE, regularly achieving over the local targets set. This is an area of strength and we are confident of continued high performance around this KPI. Receiving the attendance data from schools and colleges consistently to measure how many

hours are offered and how many attended is likely to offer new challenges but our capabilities are strengthened by being part of the Integrated Youth Service with Connexions and our shared data system. We have strong support to get children back into education throughout their time at the YJS through Connexions. We have a Joint Working Education Panel which tracks children who are NEET, in a non-school provision and those not attending the assigned provision and addresses any barriers to placement or engagement. In addition, we have positive links into the local alternative provision through our board membership and the Alternative Provision Task Force with our seconded member of the Integrated Youth Service.

- **Special Educational Needs and Disabilities/Additional Learning Needs** – Our excellent health and wellbeing team is able to provide the team and children with consistent specialist support in identifying and assessing where there are undiagnosed/unmet needs and working with the YJS to facilitate children receiving appropriate support. We are currently working with Connexions to achieve the SEND Quality Mark to ensure that this KPI is prioritised further and develop stronger links with the SEND team.
- **Mental Health Care and Emotional Wellbeing** – The YJS has had a long-term effective partnership with West London NHS Trust which has gone from strength to strength over the years. We currently have a Mental Health Nurse as our Liaison and Diversion Officer, screening many individuals at the point of arrest in local police stations and a Grade 8 Psychologist providing assessments and interventions to children with mental and emotional health needs and those with undiagnosed additional learning needs. These co-located practitioners are well integrated into the team and contribute actively to risk management, case formulation, development and deliver of interventions. There continue to be challenges in terms of timescales for children being seen by CAMHs but our positive interface with local Forensic CAMHs and our in-house team help to bridge this gap in provision. Some children coming to the YJS have long histories of school disruption and behavioural issues, but their needs have remained undiagnosed until they have contact with our service. Presenting issues are commonly around ADHD and ASD.
- **Substance Misuse** – We have an established and effective partnership with delivery partner Change Grow Live who are commissioned to provide Tier 2 and 3 services to the YJS. This team is co-located in Westside Children’s Centre making them accessible to practitioners and children. Most children assessed as having a substance misuse related needs are using cannabis with a few mis-using prescription drugs, e.g. Zanax and other “recreational” drugs such as Ecstasy, Cocaine and LSD. Most children needing support are offered this at Targeted support and Specialist SMU treatment levels.
- **Out-of-Court Disposals** – Since its inception the Out of Court Disposals team have had excellent feedback and achieved excellent results in terms of keeping the numbers of First -Time entrants to the lowest possible level. We achieve high levels of engagement and completion across disposals and as such expect positive performance against this KPI.

- **Links to Wider Services** – The YJS has established long-term effective joint working relationships with Children social care teams. We have particularly strong links due to high cross-over of cases with our MAST Adolescents and Leaving Care teams based on personal relationships between managers and frontline officers with social workers. We are regularly actively involved in strategy meetings, case conferences and joint planning meetings together, which are outcome focused. Challenges can occur when families desperately need social care involvement but do not engage or meet threshold for child protection proceedings leading to case closure. Care experienced Children currently make up 13 % of the current YJS caseload. 15% are on a CIN and only 1 child on a Child protection plan all of these figures are reductions from the previous April.

The YJS management team also has strong links into the Courts, Alternative Provision, Voluntary Sector, Schools, and internal and external partners.

- **Management Board Attendance** – We have positive representation from partners across the council and community including statutory board members, all of whom are at an appropriate level of seniority to take forward the work of the YJS in their individual areas of work. As a YJS we have presented disproportionality data and updates on our action plan to the board regularly over the previous year and we have also had some very useful data presented by partners which has helped to inform our ongoing work.
- **Serious Violence** – Targets around the reduction of serious youth violence have been in place locally for some years and whilst they have been challenging, they have consistently been met. In this year's restructure a specific new management post was created to allow greater focus on this area of work, particularly around criminal exploitation of children, the impact of exclusion from school on vulnerability to exploitation and reducing robbery, violence against the person and knife carrying. This work also sits alongside Ealing YJS's commitment to reduce disproportionality across the Youth Justice System.
- **Victims** – The recent appointment, following restructure, of the Serious Violence and Victims Manager and the Referral Order and Restorative Justice Manager has increased focus and capacity in this area of work. We have also secured further funding for the YJS Victim Support Worker. At present all Post and Out of Court victims are contacted by YJS police, in accordance with data protection requirements to obtain their consent to pass contact details to the YJS. Ealing YJS is able to facilitate the full range of Restorative practices where both parties are willing and suitably prepared. The service to victims also includes exploring wider support services. We have a trained Restorative Justice Facilitator who is also currently working towards RJC Accreditation. The challenge in this area remains the take up from victims.

10. Priorities

11. Children from Groups which are Over-Represented

An audit of team training has assisted managers in identifying any gaps in training around unconscious bias, Equality Diversity and Inclusion and Cultural competency training to ensure that all staff are trained to a good level to set the standard in terms of recognising and appropriately responding to all aspects of Disproportionality within Ealing.

The local disproportionality figures track the national picture in terms of racial disparity in the YJS cohort centred on black and mixed heritage boys being over-represented. The most recent figures indicate that 56% of the current YJS caseload are in the Black/Black British and Mixed Heritage category with a further 19% in the Asian/Asian British and Chinese/other Ethnic group. The table below shows the disproportional percentages in comparison to the local 10-17 population in Ealing.

NI 44 - Ethnic composition of offenders on Youth Justice Systems Disposals <i>(using the 10 - 17 mid 2011 population)</i>						
Indicator		2022-23				
		Number	Proportion	10 - 17 Population (based on 2022 Census)	10 - 17 Proportion	Proportion Difference
A	Children of White Ethnicity	13	24%	11218	36%	-12%
B	Children of Mixed Ethnicity	9	17%	2607	8%	9%
C	Children of Asian or Asian British Ethnicity	4	8%	9289	30%	-22%
D	Children of Black or Black British Ethnicity	21	40%	5362	17%	23%
E	Children of Chinese or Other Ethnicity	6	11%	2318	8%	3%
F	Children of Unknown Ethnicity	0	0%	0	0%	0%
G	Total	53	100%	30794	100%	0%

Disproportionality in the mixed heritage category has reduced over the past year from 19% in 2021 – 2022 difference from the population to 9% but we are

yet to see the impact of our work on disproportionality on the Black/Black British disparity despite efforts to reduce this both internally and with partners in the wider youth Justice System.

Disproportionality remains a high priority in the coming year with further development of the existing Disproportionality Action Plan underway. The focus being on using the learning from the implementation of this year's plan and the feedback from children and parents in specific surveys focused on experiences of discrimination and racial disparity to increase our influence on partners and encourage further scrutiny and collection of data to help to pinpoint areas of concern and address them. We are also focusing on better joint engagement with children and families in the black and mixed heritage cohort to improve outcomes around breach of Orders, imprisonment, and resettlement. We are working to extend community engagement to further improve the perceived value of our service withing the local community. We have now recruited and trained a more diverse group of panel members, which we are hopeful will bring new perspectives and influence in Referral Order Panels.

A large part of our disproportionality work is around working together as a larger children's partnership that uses a child first approach. There is more work to be done in this area. This year we will be working even more closely with our police colleagues on developing a joint child centred approach, helped by projects such as Turnaround and Engage. We want to explore the improved outcomes that could be achieved through training Schools officers in restorative approaches and trauma-informed approach. We are expanding our offer of Early intervention to primary schools to have an impact on early school exclusion. We are also planning to work further with Court colleagues both to reflect more deeply on sentencing and congruence and to offer additional child focused and unconscious bias training.

12. Prevention

Ealing YJS achieved a positive start to the Turnaround Programme in December 2022, despite its rapid inception we managed to set up a robust offer of support to children on the cusp of the Youth Justice System and hit the target to work with 13 children in the first quarter. The majority of our referrals in the initial quarter came in equal numbers, (36 each) from the Police in the form of No Further Action outcomes and those released under investigation or pre-charge bail, (see attached MOJ quarterly return document in **Appendix 2** for full details). This trend appears to be continuing in the first quarter of the second year especially around pre-charge bail and Turnaround officers are already having an impact through presenting interventions completed, positive activities children are engaged in and advocating for the children in Court when they approach sentence.

This year we have set up an even more robust programme with the addition on a new partnership project with Brentford football Club through their Community Sports Trust, with whom we have a long-standing relationship. This programme will provide Turnaround children with individual mentoring and introduction to a range of sporting activities that can be accessed through the club. We are providing short-term tutoring support to those struggling with exams or education more broadly through Vibe Tutoring as we understand how vital educational attachment is in terms of desistance. We also recognise that parents need support in maintaining appropriate boundaries and coping with challenging teenage behaviour in often difficult, financially limited, and unsupported circumstances, where there is a single parent caring for children with a range of needs. The team have already made an excellent start in terms of securing engagement from the eligible families, and we are positive about achieving our stretching target of working with 40 children in the coming year.

In addition to Turnaround we have also appointed an Early Intervention Officer who is tasked with intervening with children in primary schools and during the transition to secondary school who are identified and referred by partners in schools, police and community safety teams as having come to their attention with regards to behavioural difficulties, anti-social behaviour or showing early vulnerability or signs of exploitation. The aim of this Early help offer is to assist in reducing the likelihood of school exclusion, assist smooth transition from primary to secondary school and provide support to address the factors leading to ASB as well as positive diversionary activities. This approach will be fully embedded into practice this year with the intention of reducing first time entrants, early school exclusions and racial disparity.

13. Diversion

Ealing YJS seeks to divert as many children away from the justice system as possible based on the referral. The approach to Community resolutions, and data sharing by the police results in children being referred into the Out of Court team for Safeguarding support as an alternative to the justice system. This approach results in partners working closely together from YJS, health, police, education, children's services, or other partner agency to provide a needs-based approach to supporting the child. This holistic support at an early stage of a child's offending pathway has resulted in a clear reduction in first time entrants into the criminal justice system.

Children who are referred to the YJS Out of Court team following their arrest also benefit from holistic support, particularly from health partners (Liaison and Diversion and a dedicated forensic psychologist), social care professionals and skilled YJS staff who are co-located and work together, sharing relevant information to support the child and family. The YJS team is trained in Cognitive Behavioural Therapy (CBT) and trauma informed approaches to support the

children in a way which seeks appropriate outcomes as an alternative to appearing at Court.

The IYS works closely together to refer children within the team from the YJS to either the Targeted Youth Workers or into our dedicated connexions advisors to provide longer term support. Targeted Youth Workers also form a key part of our targeted prevention work, receiving referrals to support vulnerable children in a youth centre setting. In the last year the targeted youth workers have worked with over 75 children directly.

The YJS early prevention support and diversion has been demonstrated by working in both primary schools with police partners to highlight to children the dangers of offending behaviour, as well as in secondary schools through the LION project where pupils identified as being at risk of exclusion in school are supported by an 8 week half day programme to re-enthuse them back into education.

Youth Justice Liaison and Diversion Priorities for 2023

- Youth Justice Liaison and Diversion to see children at the earliest opportunity of contact with criminal Justice System. Priority is given to children in Police stations, if they have been missed (out of hours, no cover), we will follow them up in the community.
- To signpost more children to appropriate services for additional support.
- To offer a health screening for children, out of court and post court to help support appropriate interventions. This will allow us to better support all children.

14. Education

Ealing YJS in partnership with Connexions are currently undertaking the Self-Assessment for the SEND quality mark which will bring further focus to this important area of partnership. As part of this we are extending our board membership to include the senior leader responsible for SEND.

The Connexions service also undertook a review of the ETE (education, training and employment) provision in the YJS based on the findings of the HMIP Thematic '*A joint inspection for education, training and employment.*' An action plan was produced to improve the service offer.

Consultation with our PMB members raised an area of priority around supporting schools and alternative provisions around managing the risks and restrictions associated with children on conditional bail and remand to Local Authority care. A number of difficulties around managing children with both non-associations with other children in the same provision and those whose curfew hours or exclusions can become a barrier to them engaging with their

education. The YJS are always mindful not to put forward restrictions which affect attendance at school unless there are significant reasons as to why this is necessary. We make a commitment to assist schools by returning matters to court to amend restrictions where possible and if not possible to provide support in managing the issues arising, e.g., the child not able to return to school due to exclusion and curfew restrictions was facilitated to undertake his exams at our offices. The Alternative Provision task force has already improved proactive support in Ealing Alternative provision with our staff member seconded there providing additional support in collaboration with the rest of the team. The Turnaround programme is also supporting children on pre-charge bail, so these officers can directly support schools in dealing with these matters as do the officers supporting Bail Support programmes. Our Education Panel will be used as a forum to raise, address, and escalate these matters.

The Alternative Provision Task Force is described fully in the Evidence-Based practice section below and will continue to develop this year with our seconded IYS Officer beginning to supervise YJS children on Early intervention programmes to further connect our services.

We are expanding our volunteer base, train some of these volunteers in Restorative Justice and the longer-term plan is to be able to offer these trained volunteers to Ealing Alternative Provision (EAP) to assist them in dealing with internal conflicts to prevent them escalating and leading either to the pupils not being able to attend EAP in person or from exclusion. This Conflict team aims to have an impact on overall exclusions, children being placed on Academy 21 and short-term exclusions which disrupt children's education.

Connexions are working with alternative provisions to offer short-term tutoring to NEET (not in education, employment or training) children at Westside Children's Centre. This will directly benefit YJS children who will be able to access this service, it will also help to ensure the smooth transition into education from custody until more permanent placement can be found. A business plan is being developed before consulting with schools.

15. Restorative Approaches and Victims

The existing victim offer in adherence to our statutory responsibilities is outlined in the section focused on the new Key Performance Indicators. The aim for this year is to increase the take up of services from victims through wider public engagement and increasing the value victims place on engagement with our service. The new managers with focus on Restorative Justice and Victims will increase our capacity in these 2 areas this year as the improvement work that they have begun to implement is further embedded and developed. The RJC Accreditation means that we will once again be able to train staff and panel

members in house and the plan is to extend beyond the YJS into other services including school's police. As capacity develops within our volunteer pool we want to extend our services to our alternative provision initially to offer restorative practices to schools in order to resolve conflicts and prevent suspensions and exclusions in this cohort who have already faced challenges in the education system.

Our Victim Support Officer specialises in supporting children who are victims of crime. This offer of support is continuously developing in its trauma-based approach with the aim of mitigating the impact of these experiences, especially to repeat victims and to avoid them influencing these children to become involved in anti-social behaviour or seek inappropriate retribution.

We are seeking to maximise all opportunities for restorative Justice and have established positive links with London networks and with neighbouring boroughs who can offer assistance where a case is large or complex.

16. Serious Violence and Exploitation

Ealing has a violence profile that matches many other London Boroughs with street robbery and violence against the person featuring at the top of the problem profile of children's offending. While by no means the borough most affected by street crime, gangs and child exploitation, Ealing does have these concerns in abundance along with domestic and other categories of violence.

Ealing YJS has strong and long-established links with all the key stakeholders in the Serious Violence / Serious Youth Violence arena. YJS is a participating member of several multi-agency meetings: Op MAVES, (the operational and strategic multi agency child exploitation (MACE) Panels), weekly Serious Youth Violence/Child Criminal Exploitation (CCE) panel, weekly police Violence Reduction Unit, cross-Borough intelligence sharing, the contextual safeguarding Spaces Panel and Multi-Agency Public Protection Arrangements, (MAPPA). The YJS convenes a weekly Senior Leadership Team risk review meeting and detailed 'Risk of Harm and Safeguarding' Panels, providing management oversight and guidance. These are all coordinated with the wider multi-agency meetings and individual (and group) strategy meetings and linked strategically to the Ealing Safeguarding Board.

Ealing YJS Police have a constable dedicated to reviewing high risk YJS children (and their associates) and maintaining coordination with internal and external partners.

Ealing has a dedicated CCE team within Childrens Service, which coordinates the Op Maves (MACE) panels and works closely alongside the dedicated Metropolitan Police Service West Area Police CCE Team, the MAST

Adolescent social care team, Locality Teams, Leaving Care Team and the ECIRS Front Door Team. There is an Adolescent Network Practitioner who monitors trends and networks and informs practitioners strategically and operationally. The NRM process is considered and instigated at an early stage across all agencies. Delegation of NRM determinations and support is being piloted and Ealing may in due course have greater direct involvement in decisions around modern slavery.

Ealing's Community safety Unit is extremely proactive in identifying concerns and working in partnership to deploy resources and innovative strategies to tackle violence. For example, they have made use of injunctions to limit the effects of inflammatory drill videos and the behaviour of harmful individuals, CBOs to exclude exploiters and violent people from specific locations or from associating with vulnerable children and adults. Their work also includes licencing, especially relevant where Ealing has a large night-time economy with associated alcohol related violence.

Ealing has a mature 'Prevent' response to extremist risks with a dedicated local police team and council staff who are an intrinsic part of the risk management panels mentioned above. Where YJS have Counter Terrorism concerns the wider 'Prevent' Team is consulted at the earliest opportunity for advice, specialist support and intervention.

YJS has sexual offences trained staff for children convicted of sexual violence or Harmful Sexual Behaviour offences. Such cases (and other 'non-conviction' ones are discussed in conjunction with the local police jigsaw unit so the legal framework and opportunities for Sexual Offences Prevention Orders and the like are explored.

Ealing YJS will continue work with schools and their designated safeguarding leads (DSL) to develop a wider response to exclusions; it is recognised that vulnerabilities are more easily exploited when children have limited timetables and no clear pathway to achievement in adulthood. The YJS run a group programme in high schools aimed at re-engaging those at risk of exclusion and offer individual support for children struggling outside mainstream education. There are close ties with alternative provisions in particular due to a member of the team being seconded into the Alternative Provision Task Force.

Ealing YJS ensures that serious incident notification reports are submitted promptly and that opportunities for learning are identified and implemented expediently, through this or other such review mechanisms. These messages and directions are communicated to all staff and partners.

In the coming year the YJS intends to build further on the strong partnership we have with regards to serious youth violence, we recognise that missing periods are both signs of exploitation and often the pinch points during which violence occurs and we are progressing plans to support parents more effectively both through the provision of guidance and through specific individual and group targeted support to parents of children who are either involved in or vulnerable to exploitation and SYV. We have developed a partnership programme for these parents to come together and both share their experiences and learn from local professionals specialising in CCE supported by Ealing Parents Network and influential local parents with exploitation experience. We also plan to look at training staff in Non-Violent Resistance techniques which can be taught to parents to better manage boundary setting and aggression at home.

Knife possession is an ongoing issue for children, and we are seeing a punitive approach from local courts following changes to the 2nd knife offence legislation. We will continue to offer robust alternatives to custody in these cases using the requirements to provide external controls with help to manage future risk whilst also re-engaging them with ETE and positive activities. Part of Ealing's package to address knife crime has been delivery of the Aspire Higher programme in partnership with Safety Box, led by credible messengers who encourage the children, through motivational activities to look at their identity, aspirations, experiences of discrimination and goal setting for their future. We have also recently introduced follow-on mentoring for individuals completing the programme from Safety box. Feedback from children has been positive about these programmes and once evaluated we hope to continue with this approach incorporating any lessons learned.

We will deliver the Turnaround Programme and Project Engage which commences in July which will provide early intervention to divert children from further involvement in offending behaviour and that this will have an impact on Serious Youth Violence in the future. Both programmes provide children with opportunities around mentoring and positive activities as well as Turnaround offering individual support to parents through the Family Lives Project, which aims to help parents to better manage their children's behaviour as well as providing practical support to the parent.

17. Detention in Police Custody

The YJS reviews all cases where a child is detained in police custody to explore if there were missed opportunities which did not place the child first. The information is provided by the police and the ESCP and the YJS reports back into the ESCP. The information is also shared with the Out of Hours Emergency duty team manager to investigate to ensure every opportunity is taken to take a child out of custody at the first available opportunity. The police is challenged

if a child is detained for a long period of time or overnight so they can review their practice.

The YJS provides an Appropriate Adult service of all young people and vulnerable adults who need the service, and it is a condition of the SLA that they will have legal representation provided.

18. Remands

Ealing YJS had 6 children remanded to YDA in 22-23 with 3 of those children spending 7 days or less in YDA before a second Bail package securing their release and 3 children spending 7 – 9.8 weeks on remand prior to release on bail/RLLA or sentence. Of these remanded children only one received a custodial sentence, with one more child being sentenced to custody having not been on remand. There were 2 children remanded into local authority accommodation, (RiLAA) in 22-23. The data across 22-23 is depicted in the table below.

Indicators	Apr	May	Jun	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Number of YP on remand in YDA	1	2	1	1	0	3	3	2	1	0	0	0
Number of YP on remand to Local authority care												
Number of YP sentenced to Custody	0	1	0	0	1	0	0	0	0	0	0	0

In 23-24 our commitment to keeping remands to Youth Detention Accommodation at an absolute minimum due to the harmful impact it can have on children remains high priority in the work of the YJS, especially as remands disproportionately impact on Black and Minoritized Ethnic Communities. Our Reducing Custody, Remand Management and Constructive Resettlement Strategy remains central in our continued delivery of low custodial remands. Our strong relationships with Adolescent Social Care, Leaving Care teams and local Police mean that we are able to identify potential Remand cases at the earliest point and work together with Police, Social Care and legal representatives to formulate robust alternatives to custodial remands which

limit the harmful impact to children whilst also protecting the public from further offending.

The Turnaround programme is consistently targeting children on pre-charge bail with officers providing support to get children back on track but also advocating in Court and having a greater knowledge of that children, their family circumstances and their engagement with services which assists in combatting remands and custodial sentences. We are currently planning for the inception of Project Engage, which will utilise the teachable moment when children are arrested and held in police cells to introduce a positive role model who will mentor them towards accessing appropriate services and activities aimed at diverting them from further contact with the Criminal Justice System.

19. Use of Custody

Ealing YJS had only 2 children sentenced to custody over the past year in May and September 2022. Both males were identified by police as gang nominals affiliated to a local gang and one was given 12 month and the other 18-month sentences in response to serious drug supply and violence related offences associated with criminal exploitation. These males are both from Black and Asian Minority Ethnicities communities and were already Children Looked After, (CLA) by Ealing at the time of sentence indicating disproportionality. Exploitation was a key factor in both of these boys being sentenced to custody despite extensive effort to safeguard them and enable them to gain some distance from those exploiting them.

Use of custody has consistently been a high priority for Ealing YJS due to the detrimental impact of imprisonment on children and it will continue to be. We are working to further expand our range of resources and programmes to ensure that all children known to the YJS are engaged in constructive, culturally appropriate, child first interventions which fully engage them, tailor to their needs, and provide a pathway into desistance and safety. We have altered our PSR's to make them more trauma-informed and effective in conveying children's experiences of development trauma and discrimination whilst highlighting their diverse intersectional needs and issues relating to identity which we hope will help the Courts to make the best decisions. This year we are looking to further train the team in practical implementation of trauma-informed approaches which we hope will enable us to become more effective in reducing the use of custodial remands and sentences.

Our problem profile indicates that violence against the person, robbery and drug-related offences are the most common offences coming to court and occasionally leading to a custodial sentence therefore we will concentrate further effort towards both preventing these offences and to intervening

appropriately with those who commit them to prevent re-offending. We will work closely with Colleagues in Community Safety to offer a joined-up approach to tackling these offences, particularly Robbery.

There has also been an increase in sexual violence since the pandemic, which the team are responding to. As well as using skills learned on the AIM 3 training to address behaviour directly related to sexually harmful behaviour. The management team are focused on developing a counter-narrative to Toxic Masculinity and online influencers advocating harmful, oppressive, and derogatory behaviour towards women. Our approach will also be guided by the recent listening exercise conducted by Ealing Community Safety team focused on Women's safety in the borough and dovetail with the Council's Violence Against Women and Girls Strategy. Our approach will centre on addressing the low-level behaviours that without challenge can grow into problematic views and behaviours, this will include a focus on harmful behaviours online.

Ealing YJS staff have been trained by 'Just for Kids Law' so there is a greater awareness of rights and legal opportunities and pitfalls during police investigation and at and after Court.

20. Constructive Resettlement

We had one child to resettle into the community from custody this year. Our practice on this case was guided by our Reducing Custody, Remand Management and Constructive Resettlement Strategy. Despite small numbers the YJS has positive partnership links to social care, which assists in securing accommodation on release and Connexions are imbedded in our team which assists us in identifying education placement for release. Resettlement will continue to start at the point of sentence, with officers conducting welfare checks as well as the planned review meetings and developing a positive relationship with the child and advocating for them whilst they are in custody. Our challenges with this are around continued exploitation of children on release, as custodial sentences fail to disrupt the grooming that has taken place from an early age and sometimes make children feel that they need these bonds more following their experiences in prison. Ealing Children's Services has a developed Contextual safeguarding approach which we are hopeful will further our ability to disrupt and address the exploitation of children more effectively to further reduce its impact on children and them being sentenced to custody or returned for related offences.

21. The Key Priorities for Ealing YJS 2023-24:

The YJS will deliver on the YJB Key Performance Indicators which are being introduced in an enlarged format this year. In addition, we will be delivering on:

1. **Reduce disproportionality based on ethnicity in Ealing Youth Justice System**
2. **Propagate the child First approach across youth justice partnerships**
3. **Enhance our Early Help offer, with particularly for health and education**
4. **Increase victim participation and the use of Restorative Justice**
5. **Develop new ways to tackle Exploitation, Robbery and Knife crime**
6. **Enhance our relationships with Schools and colleges, helping them to manage risks and reduce exclusion of YJS children**
7. **Keep children out of custody**
8. **Reduce violence against women and girls and sexually harmful behaviour**
9. **Look after the wellbeing and diverse needs of the team**
10. **Increase parental support and community engagement**

22. The Standards for Children in Justice Self-Assessment Findings Overview and action taken

The findings from the previous Standards for Children in Justice Self-Assessment indicated good performance around our strategic and operational Out of Court disposal work, with strengths in assessment, planning, implementation, participation of children and parents, the strength of relationships and in effective partnership working, highlighting our work with the police.

The strategic and operational at Court work was also judged as good with strengths highlighted again in partnership working with police and health to inform Court work, our skilled team, quality assurance procedures, PMB representation, positive Court relationship and positive feedback. The further inclusion of diversity needs was raised as an area for development, and we have subsequently delivered whole team Unconscious bias, identity and experience of discrimination, cultural competency, and diversity and PSR training to provide development in this area.

The strategic, in the community work was rated good but the operational was assessed as requiring improvement. Strategically strengths were identified in our assessments, plans our child focus, management of orders, partnerships and engagement with children and parents. Engagement was also seen as a strength in the operational standard but the audit around management of orders was skewed by some individual performance which has subsequently been addressed and focused improvement work and additional training completed with the team to ensure consistent high-quality practice.

The strategic work in secure setting was assessed as requiring improvement whereas the operational work was good. Our management of risk and need and engagement with children and parents were seen as good but despite our challenge to the secure estate the services provided to children in custody remained lacking. Whilst there have been low numbers, we have continued to challenge the secure estate and have more recently had some positive results in ensuring the remanded and sentenced children are able to complete courses and examinations in custody that their health needs are met and that there is a stronger response when safeguarding issues are raised. Strategic issues were raised regarding the environmental and service quality issues raised in custodial environments, our head of service has been vocal in raising local and national issues with regards to custody, aiming to encourage improvement. Increased relationships with leaders in the secure estate through our engagement in the resettlement pathfinder have also assisted in addressing these issues. Strengths were observed operationally in our pre-emptive preparation and early identification of the risk of custody, our communication with the secure estate, safeguarding, planning and delivery. It was noted that greater joint working was needed in managing risk and safeguarding in these cases. Over the past year we have further strengthened our joint planning and delivery with social care with the current perception of joint ownership of these case with the professional team communicating well and involved from the earliest point. Our health team have also worked closely with us to ensure that children's health needs are met. One of the challenges we have faced recently is obtaining accurate monitoring information from the Electronic Monitoring Service to appropriately manage risk this is to be discussed at the next Heads of Service Meeting.

For Ealing the area of transition required improvement. Early identification and tailored planning for transitions was good with personalised intervention plans including transition work and arrangements as was joint working with social care on transitions. The Resettlement strategy clearly governs the transition from custody to community and is understood and adhered to but the absence for over a year of a probation secondee and the staffing difficulties in local offices have made it difficult from transitions to adult services to run as smoothly as possible. There are often difficulties transferring children looked after placed in other areas and transitions from YJS to YJS reduced considerably following the pandemic and now seem more challenging to achieve expediently. We do have regular meetings with our probation colleagues regarding the suitability of transfer and take a practical approach when the child's best interests would be served through remaining with the YJS rather than transitioning to adult services. The oversight has been improved with clear pathways for escalation to prevent drift.

Each year Ealing YJS organise an external practice inspection audit which scrutinises cases across the team using the HMIP selection criteria in addition to regular management case audits. This is designed to highlight good practice and any areas for improvement as well as giving officers a chance to practice presenting their cases in a similar way to that expected in the HMIP inspection to increase confidence in this process. An improvement action plan is then drawn from the audit feedback report prepared. Ealing's last practice inspection audit was in September 2022 the areas for improvement and the actions taken is outlined in the improvement plan attached in **(Appendix 5)**

23. Workforce Development

In the past Ealing YJS staff have participated in a range of individual training as identified in their learning and development plans through both the Inset London-wide shared training programme and the Council's Continued Professional Development provision including Disproportionality and Youth Justice, social media and children, Mind Your Language and Contextual Safeguarding. Earlier this year we undertook an audit of the team's EDI training and whilst most were well trained in this area somewhere followed up to refresh their training. We also brought Wipers in to deliver Unconscious Bias training to the whole team to refresh this area, which was well received. Ealing YJS has a long-standing relationship with the local Somali Advice Centre, and we recently invited them to deliver cultural competency training around the Somali culture to the team which appears to have impacted greatly on their understanding of the intricacies of this culture and the sensitivity and understanding needed when dealing with these families whose lack of previous experience of "state" can lead to mistrust and misunderstanding unless dealt with appropriately.

We also brought in Small Steps and Police SO15 Counter-Terrorism unit to R refresh training in far right, Islamic and other forms of extremism such as Incel the ever-changing prevent arena as the past year has seen an increase in children being referred to prevent two of whom were dealt with in the Out of Court Team. This training has provoked greater thought about the children's vulnerability to extremism and what we can do to provide an early counter-narrative to this.

Ealing YJS has historically had a stable workforce with good retention of staff, however in 2022 due to promotion, re-structure and retirement we have had an influx of new team members, who whilst experienced in their own right came from partnership agencies so we felt that training on developments in legislation in Youth Justice was pertinent to enable the team to most effectively advocate for children and assist in the Court arena. The training was delivered by Just for Kids Law and was incredibly useful and well received. The impact on the

confidence of the team in Court is evident both in their behaviour at court and their report writing and Bail and Remand to Local Authority proposal which we hope will have an ongoing impact on custodial remands and sentences.

As already mentioned all frontline officers and the Ealing Safe Early intervention Team were trained in the Your Choice CBT model which has received continued funding for the coming year. New members of the team will be trained this year and those already trained provided with refresher training and all continue to receive regular clinical supervision as part of this project.

Managers participated in training on Inset around effective Quality Assurance and management coaching as well as refreshing EDI training on Its about Race and Unconscious Bias Training focused on leading under the EDI agenda. Two managers also took part in leadership training in the form of the Aspiring Leaders in Youth Justice programme and the Leaders for London programme which appear to have been of great benefit in terms of both their networking and practice development.

Consultation with the YJS team and the PMB as well as management analysis of training needs has identified some specific areas in which training would be beneficial for this year. Firstly, despite having had Trauma-informed training as a team and staff having a good understanding of trauma and its impact on future behaviour, which is evidenced in assessments and reports both managers and frontline officers would like further training in this area to enable a more advance approach to practical interventions around trauma. Our current way of working aligns with the Enhanced Case Management model but this year we would like to further structure and tailor Ealing YJS's model to ensure we are having the optimum impact and improving outcomes as much as possible. Two officers have recently completed the Inset Trauma-informed practice training and will feedback their learning to the team. We would ideally like to be able to offer this trauma Recovery Model Training to the whole team and if it appears fit for our purpose, hope to commission this, cost permitting.

Creating a counter-narrative around unhealthy masculinity patterns has been highlighted as a training need. The Serious Youth Violence and Victims Managers will be taking the lead on this and has already provided a team briefing. A smaller working party will look at creating resources to use with children to address this issue as well as us working directly with partners Tender to deliver a healthy relationships group work programme. As this develops there will be further in-house training for staff.

Whilst the number of girls working with the YJS is very low we are recognising in wider services such as F-CAMHs that there is a growing trend with girls being exploited and recruited into local criminal networks. Whereas our previous

focus had been on girls being sexually exploited by gang members, whilst this continues there now seems to be a shift towards vulnerable girls being groomed for greater involvement in criminal exploitation. In response, as a team we need to update our training and our strategy to work with girls ahead of these young women potentially coming into the YJS. We have previously had useful training from Abianda and it is likely that we will reach out to the third sector to deliver this training. Girls Champions will also be appointed in both pre and Post Court teams to ensure continued focus and development around their specific needs. The success of the cultural competency training from the Somali Advice Centre has prompted discussion around organising similar training around other groups represented in Ealing, e.g. Polish, Albanian. Our senior practitioner has a focus on children's participation and will be embedding a diversity project which will involve children in this agenda through them producing blogs or Vlogs which inform officers about their cultural norms and values giving insight into societal constructs.

Four Officers will be participating in the Unitas Child First Training to increase their knowledge in this area and managers have been tasked with assessing and developing the level of collaboration achieved with children to improve engagement.

Four Officers will also participate in the Youth Justice Effective Practice Course, which is offered to all YJS staff. One member of the out of court team has also applied to undertake the new Youth Justice Apprenticeship.

Our health team will also be providing monthly internal training presentations on neurodiversity to help to inform the team who regularly encounter neurodiverse needs. The complexity of children's need has increased raising the need for us to work with local F-CAMHs to provide monthly clinical supervision to discuss these cases as well as supporting staff wellbeing.

24. Evidence-Based Practice, Innovation and Evaluation

Ealing YJS has delivered the following evidence-based programme and initiatives many of which are continuing into this year due to their success.

Turnaround

The MOJ funded Turnaround programme started in the final quarter of 2022 and has been successfully implemented by the team. The guidance provided was flexible but based on evidence-based practice from the Supporting Families Programme proven to have successfully used an Early Help Model. It encourages a joined-up, multi-agency approach which focuses on the child's needs not their behaviour. It utilises a lead practitioner to facilitate input from

multiple professionals to assist the child. The programmes ultimate aim is preventing children on the cusp of the criminal Justice System from re-offending. We focused on the needs of children and formulated an offer including personal tutoring to alleviate difficulties in school, Mentoring to provide positive role models to introduce children into tailored positive activities, individual parenting coaches for parents needs support, individualised sports activities and basic skills input to improve the outcomes of these children. We have had the advantage of being able to use the pilot version of the new OOCDF focused Asset+, which provides a robust and holistic early help assessment.

Early intervention

Working with the impact of exploitation and regularly experiencing those groomed from an early age rise in status and begin to be used to groom others we wanted to be able to support schools at the age when vulnerable children are targeted by exploitative adults which can be as early as 8 years old. In the previous year we created and recruited to the position of Early Intervention Officer who would provide support to these vulnerable children at an earlier age with the aim of preventing them from being further exploited, being excluded or becoming involved in ASB. We are in the process of developing a referral route for primary and secondary schools and hope to be receiving referrals and providing an intervention programme for these children by September 2023.

Your Choice

The Your Choice programme is a London Councils led initiative which aims to build on the positive aspects of a child through a CBT approach as an alternative to offending through the creation of hooks or incentives which divert a child away from crime, particularly serious youth violence. Ealing is in year 3 of the Your Choice programme having trained YJS staff in year 1, the Early Intervention in year 2 and year 3 the training will return to the YJS as well as to the Targeted Youth workers. The Your Choice programme is being evaluated through London Council and the IFS.

Alternative Provision Specialist Taskforce (APST) Initiative

The APST works directly with children in alternative provision settings to offer intensive support from experts, including mental health professionals, family workers, speech and language therapists and youth justice professionals. Ealing has seconded a member of the Integrated Youth Service onto this programme to support children during a traumatic period of their lives following exclusion. The secondment has resulted in a greater flow of relevant information relating to the children between partners which results in greater therapeutic support for them. The secondee is being trained as a YJS

caseworker which will allow them to work directly with children who are on an Order to co-ordinate the partners response and provide greater support to the children. This change in role has resulted from good practice findings by the Dept of Education, who are the grant providers. There is a strong correlation between excluded pupils going on to re-offend, so the involvement of the YJS since APSF was formed adds significantly to the support to the children.

The seconded officer has supported the Senior Leadership Team at Ealing Alternative Provision, (EAP) to develop a more holistic assessment of need and efficient information sharing practices between external agencies at point of permanent exclusion. The development of external partnership working has led to a better understanding of individual need and group dynamics playing out amongst students. This has led to a decrease in knee jerk reactions/decision making regarding the placement of children involved in offending behaviour. APST team resource has enabled more flexible programmes to be piloted on site.

This academic year only 1 student is due to be placed on Academy 21 due to risk of serious youth violence. Other options have been sought/supported with APST support in place for other students known to YJS.

APST Coordinator trained to invigilate GCSE exams – Last academic year coordinated travel arrangements & safeguarding protocols so that a student who was on Academy 21 & not able to attend on site due to risk to himself or others, was able to sit 14 GCSE examinations in a private room on site. He started sixth form studying A Levels thereafter. This academic year another student facing serious charges whose bail prevented him from returning to school was able to sit his GCSE's at the YJS offices so that his academic progress was not disrupted. This will remain in place this year for any exceptional circumstances.

Some good practice case examples from the project:

- Liaising with a mainstream school to encourage them to accept a year 9 student for reintegration due to court appearance continually being adjourned for joint enterprise – Outcome of partnership working with YJS to help the school & EAP to better understand the process and feel comfortable with continuing with the reintegration.
- Linking in with Mental Health Practitioner at YJS recommendations made for neuro diverse assessment to be made at EAP – two students as a result had an Educational Psychology assessment and one is currently working with SALT to be accepted for EHCP for autism. This was part of a case involving Channel Programme where all panels attended by APST Coordinator to support decisions made on the case & share information on student progress/any behaviour concerns at EAP.

Lion project

This project was originally created as part of the work of the Disproportionality Action Group and formed part of a MOPAC bid to reduce Serious Youth Violence and Exclusions. Ealing YJS have developed and led this schools-based programme, in partnership with others from the wider IYS in Connexions and the Youth Service. The 8 week, (run on 1 day a week) programme has successfully been run in two schools with pupils identified by the school as being at risk of exclusion. The programme is strengths-based looking at the children's identity and positive role models, teamwork and community, justice and fairness, drug awareness and exploitation to help to motivate them, develop greater self-worth and identify the goals that they want to achieve. The lion project was positively evaluated after the initial programme as having an impact on exclusion and received very positive feedback from those involved. It has therefore been replicated in the past year with 11 children having completed the programme. A pupil on the recent programme indicated that it had made them come to school that day when usually they wouldn't have. The plan for this year is to roll this programme out to two further schools.

Aspire Higher Violence Reduction personal development programme–

We have successfully delivered the Aspire Higher Programme in partnership with Safety Box for the past 18 months. Safety Box prides itself on providing inspirational and credible messengers to motivate children to look at their own identity and behaviour and consider what they really want from life. They are provided with skills to set their own goals and supported to begin to achieve them as well as working towards an accredited AQA qualification. The programme builds confidence, communication skills and self-esteem whilst inspiring children to engage in ETE. The programme also covers non-violent conflict resolution and self-defence techniques.

Research indicates that negative mindsets, like other behaviours are acquired or learned mainly through modelling, observing, imitating, or copying until it becomes a behavioural habit. By employing a pioneering epidemiological model the Aspire Higher program uses advanced personal development and holistic methodologies to pivot the beginning of a behaviour change and a mindset shift. The strategy is to gain a positive shift in mindset which will impact other areas of an individual's life beyond the program. (Safety Box)

The feedback from children on this programme has been consistently positive with 3 children from the last programme requesting to continue working with group leaders as a mentor after the programme which we have facilitated for a further 8 weeks. Safety Box are completing an evaluation of their programme of which Ealing will be involved and now that we have run the programme 3 times, we will complete an internal evaluation looking at the longer-term outcomes for these children and the possible benefits offered by participation.

Ether Programme – We commissioned the Ether Programme in response to the need identified by the Disproportionality Action Group and in line with recommendations from the HMIP Working with Black Boys Thematic. The programme was the 2017 winner of the YJB’s Effective Practice Award. It is an 8 session programme aimed specifically at Black, Asian and Global Majority children involved in the YJS and it uses motivational and inspirational leadership to address issues around race, identity, perception of self, self-esteem, confidence and independent thinking. This programme was incredibly well received by the children who according to them and their officers really benefitted from the programme. We attend to further commission this programme this year.

Prevention and Diversion Tool Pilot – The OOC team at Ealing are currently one of 3 nationwide pilots who are testing and feeding back on the new Prevention and Diversion Tool with the YJB which will replace the Asset+ for use with out of Court disposals. The team have worked hard to thoroughly test this assessment and have had regular review and feedback meeting with the YJS. The assessment is on version 6 and has taken on much of their feedback with a version 7 expected before the assessment rolls out to other areas.

Centre for Justice Innovation – Ealing YJS participated in research for the Centre for Justice Innovation for the Children and children’s voices on youth diversion and disparity report. The report looks at youth diversion and the equal access of these provisions for all through exploring the experiences of children who have been diverted and some who had not, with a focus on how they perceived their ethnicity to have impacted the youth Justice processes and outcomes. One of the findings was that Children and children stressed the importance of positive communication and working relationships. With one child stating *“They were treating me like an actual human. They were treating me like a normal person. ... They were treating me with respect and decency, you know what I’m saying?”* there were many positive examples in the research of children feeling cared for and supported through their interactions with the YJS. The equitable treatment of children at Ealing YJS and the knowledge that we genuinely care about them and want to support them in the best way possible is of the greatest importance to us.

Across the whole justice System children also highlighted that they could be confused around legal processes so one of the recommendations was that engagement could be improved with children by providing relevant and accessible information about legal processes – We provide this information through our child friendly website, electronic leaflets delivered by text as well

as verbally. The recommendations from this research are being presented to the PMB in June 2023 and they will be taken forward into practice.

25. Service Development plan

Ealing Youth Justice Service Development Plan is attached in Appendix 6.

26. Challenges, Risks and Issues

Ealing YJS has a full risk management plan (**Appendix 7**). The plan highlights the current and forthcoming challenges as well as actions being taken to mitigate these threats. The plan is a dynamic document and it is updated and monitored corporately and by the YJS.

Appendix 1

Ealing Youth Justice Service Ethnicity, staff Gender and known Disability Profile

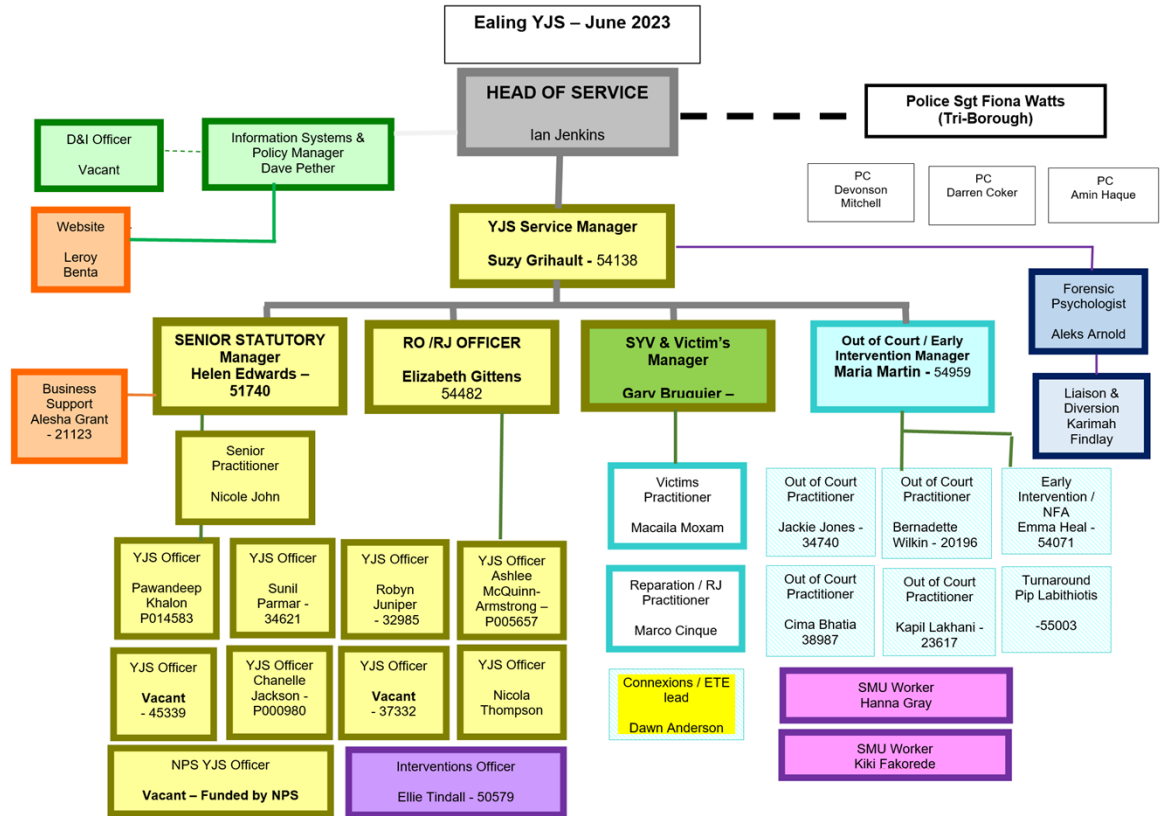
Ethnicity	Headcount	Percentage of total headcount
Asian or Asian British	4	12%
Black or Black British	12	36%
White	17	52%
Total	33	

Gender	Headcount	Percentage of total headcount
Female	24	73%
Male	9	27%
Total	33	

Known Disability	Headcount	Percentage of total headcount
Known Disability	0	0%
No Known Disability	33	100%
Total	33	

Appendix 2

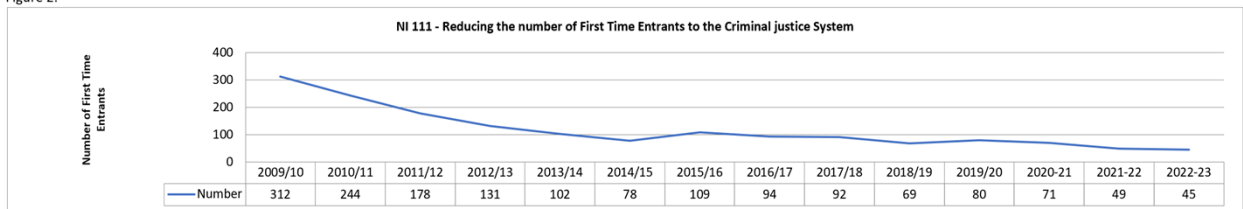
YJS Staffing Structure



Appendix 3 Ealing YJS National Indicator Data

NI 111 - Reducing the number of First Time Entrants to the Criminal Justice System														
Period	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020-21	2021-22	2022-23
Number	312	244	178	131	102	78	109	94	92	69	80	71	49	45

Figure 2:



Remand Bed nights														
Period	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020-21	2021-22	2022-23
Number	2525	2448	1760	1126	1244	989	1397	578	331	1430	440	409	85	187

Figure 4.

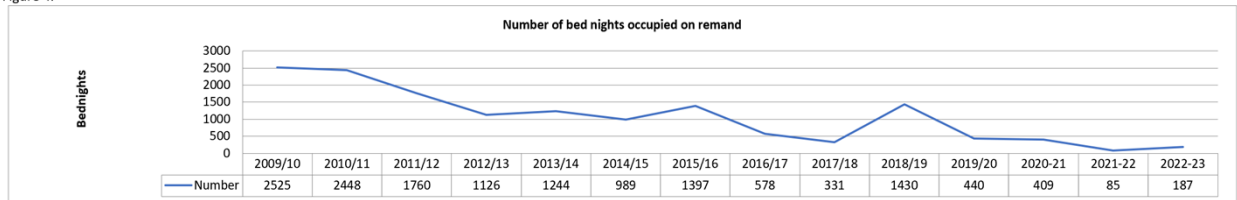
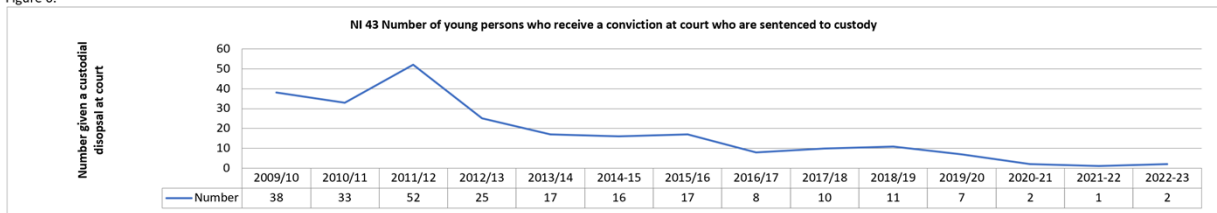


Figure 5: NI 43 - Number of young people who receive a conviction at court who are sentenced to custody

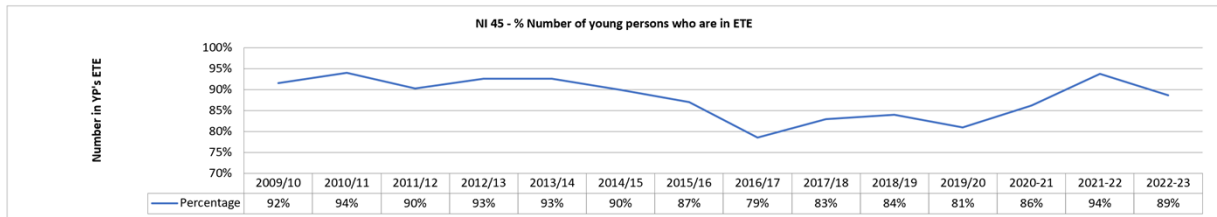
Period	2009/10	2010/11	2011/12	2012/13	2013/14	2014-15	2015/16	2016/17	2017/18	2018/19	2019/20	2020-21	2021-22	2022-23
Number	38	33	52	25	17	16	17	8	10	11	7	2	1	2

Figure 6:



NI 45 - % Number of young people who are in ETE

Period	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020-21	2021-22	2022-23
Percentage	92%	94%	90%	93%	93%	90%	87%	79%	83%	84%	81%	86%	94%	89%

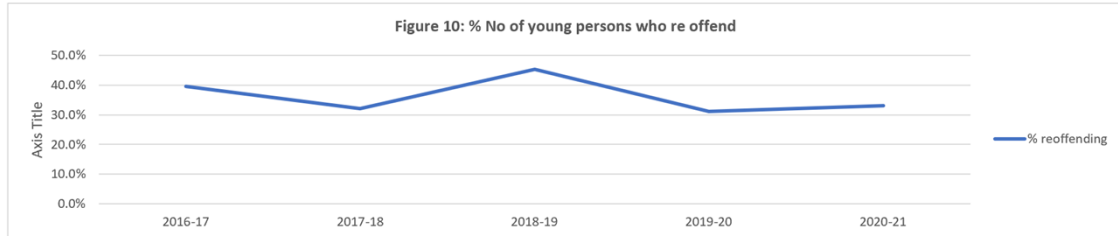


NI 44 - Ethnic composition of offenders on Youth Justice Systems Disposals (using the 10 - 17 mid 2011 population)						
Indicator		2022-23				
		Number	Proportion	10 - 17 Population	10 - 17 Proportion	Proportion Difference
A	Young people of White Ethnicity	19	26%	11218	36%	-10%
B	Young people of Mixed Ethnicity	13	18%	2607	8%	10%
C	Young people of Asian or Asian British Ethnicity	6	8%	9289	30%	-22%
D	Young people of Black or Black British Ethnicity	25	35%	5362	17%	17%
E	Young people of Chinese or Other Ethnicity	9	13%	2318	8%	5%
F	Young people of Unknown Ethnicity		0%	0	0%	0%
G	Total	72	100%	30794	100%	0%

NI 19 - Number of young people who go on to reoffend after receiving a youth justice disposals

(Reoffending rates after 12 months - aggregated quarterly cohorts)

Cohort	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Number in Cohort	190	153	117	135	103					
Reoffenders	75	49	53	42	34					
Re-offences	235	195	224	119	79					
Reoffences by re offender	3.13	3.98	4.23	2.83	2.32					
Reoffences by offender	1.24	1.27	1.91	0.88	0.77					
% reoffending	39.5%	32.0%	45.3%	31.1%	33.0%					



Appendix 4

Ealing Police data NFA's, Restorative Interventions, Cautions, Conditional Cautions and Other

2021	NFAs	Restorative Int. /Triage	Caution	Cond. Caution	Charge	Others (PCR)	TOTAL
Jan	11	10	1	0	11	1	34
Feb	7	2	1	1	12	2	25
Mar	9	7	1	3	12	4	36
Apr	8	6	1	0	5	1	21
May	11	8	1	0	12	4	36
Jun	10	4	1	1	13	2	31
Jul	12	3	1	3	13	1	33
Aug	8	5	0	1	11	2	27
Sep	4	3	1	1	6	6	21
Oct	7	0	0	0	16	4	27
Nov	2	0	1	1	8	3	15
Dec	16	3	1	0	9	5	34
	105	51	10	11	128	35	340

2022	NFAs	Restorative Int. /Triage	Caution	Cond. Caution	Charge	Others (PCR)	TOTAL
Jan	15	4	0	1	13	1	34
Feb	9	4	1	0	9	7	30
Mar	9	1	1	0	14	7	32
Apr	8	0	0	1	9	6	24
May	19	0	2	1	18	4	44
Jun	12	1	0	1	8	2	24
Jul	14	1	1	1	18	7	42
Aug	4	0	1	1	6	5	17
Sep	10	0	1	0	8	4	23
Oct	15	1	0	2	9	8	35
Nov	14	2	1	0	5	8	30
Dec	7	0	0	0	2	8	17
	136	14	8	8	119	67	352

Appendix 5

Improvement plan from last external audit

Ealing Youth Justice Service Improvement Plan – Wardell Inspection Audit September 2022

Area for improvement	Actions	Completion date	Completed Y/N
A. Improve the identification and impact or consequences of diversity considerations and ensure that those identified are considered in planning interventions	1. Introduce a diversity checklist to the post-court team to ensure that all aspects of diversity are being considered	Dec 2022	Y
	2. Brief team regarding areas of Asset+ which should highlight diversity considerations	Dec 2022	Y
	3. Brief managers on where to look for Diversity factors and Quality Assurance on this.	Dec 2022	Y
B. Further Inclusion of the victim's voice in assessments, interventions and their protection from further harm.	4. Develop a victim's policy for the YJS	Nov 2022	Y
	5. Develop and action plan to ensure that the policy is enacted	Dec 2022	
	6. Brief the team further on the inclusion of the victim's voice in Assessment planning and delivery of interventions	Jan 2023	Y
	7. Increase the participation of victims in Restorative processes	Mar 2023	Y
	8. Increase the participation of victims in Referral order panels and restorative conferences	Mar 2023	Y
	9. Re-brief the team on the process in relation to MAPPA eligible cases for involvement of the victim liaison officer	Nov 2022	Y
C. Ensure the correct Assetplus stage is completed	10. Manager to actively check stage in accordance with New QA Checklist	Dec 2022	Y
		Oct 2022	Y

	11. Send out easy access guidance around which stage to do when		
D. Make the assessment of risk of harm to others and the planning to address these risks more specific to the young person and their victim.	12. Deliver a workshop on individualising future behaviours and adverse outcomes and matching the matrix to the ratings	Nov 2022	Y
	13. Brief managers on how to effectively QA the E & C to make sure officers are individualising the risk assessment	Nov 2022	Y
	14. In the above workshop also provide refresher training on personalising external controls, tailoring interventions, 4 P's model and setting targets around specific victims	Nov 2022	Y
E. Strengthen planning around Safety and wellbeing and ensuring that we work effectively with other partners and demonstrate positive joint working and multi-disciplinary management of risk	15. Conduct a Thematic audit looking specifically at joint planning around safety and wellbeing, re-offending and Risk of harm and the delivery of joint working	Mar 2023	N
	16. Further strengthen links with Leaving care, MAST, Edge of Care, Health, Police and Community safety to support joint delivery	Feb 2023	Y
	17. Develop a joint working improvement framework with Social care and other partnership managers	Feb 2023	Y
	18. Proforma for an introduction email to be sent to social workers at the start of YJS work with a joint case outlining roles and expectations to be developed and put in use.	Jan 2023	Y

<p>F. Strengthen the review process, evidencing the impact of interventions, the participation of young people, their parents and other professionals working with them and reflecting the changes in circumstance and progress or lack of it in the updated plan</p>	<p>19. Develop QA checklist for reviews inclusive of questions which should be answered if there has been no change in behaviour or risk.</p> <p>20. Feedback QA of reviews in supervision</p> <p>21. Further development and circulation of a case closure procedure which can be easily and clearly recorded</p> <p>22. Introduce a new professionals review meeting at 6 months/ halfway point to enhance partnership contribution to Assetplus reviews</p> <p>23. Increase evidence of “no Change” and deterioration adaptation of approach and plan through QA and training. Give guidance on questions to be asked if not progress made: Is there something missing/missed in the assessment? Is there something professionals are not aware of? Is there a problem with the plan? Is there an issue with the young person’s motivation?</p> <p>24. Changes in ratings must be backed by clear evidence and changes in desistence factors – managers to check through QA</p> <p>25. Brief team - Final/End reviews should contain an evaluation of the effectiveness of the interventions carried out and if sufficient change has not occurred then the exit plan should be outlined in additional objectives</p>	<p>Feb 2023</p> <p>Oct 2022 Dec 2022</p> <p>Mar 2023</p> <p>Jan 2023</p> <p>Jan 2023</p> <p>Jan 2023</p>	<p>Y ongoing</p> <p>ongoing</p> <p>Y</p> <p>Y</p> <p>Y</p>
<p>G. Foundations for Change – Improve the assessment of the young person’s maturity and their readiness and willingness, (motivation) to work on the</p>	<p>26. Practice development training with the team about maturity and how to incorporate this in the assessment</p>	<p>Nov 2022</p> <p>Nov 2022</p>	<p>Y</p> <p>Y</p>

<p>factors influencing their offending behaviour and ensure that their strengths and protective factors are highlighted in the plan</p>	<p>27. Practice development discussion with the team about looking at the young person's willingness and readiness to approach certain aspects of their behaviour, using the cycle of change to think about how to improve their motivation and reflecting work to motivate them in the plan</p> <p>28. Talk to the team about trying to add at least one strength enhancing objective in the plan</p> <p>29. Use QA and monthly supervision to follow up understanding and use of this new practice guidance</p>	<p>Nov 2022</p> <p>Jan 2023</p>	<p>Y</p>
<p>H. Improve contingency planning around Risk of Harm and Safety and Wellbeing changes in circumstances</p>	<p>30. Deliver training on completing the Contingency plan for ROSH and Safety and Wellbeing training as part of the wider team event</p> <p>31. Complete a case study practice exercise with the team - Contingency plans must be specific, realistic and action-focused with who is responsible for action and timescale, short and longer term before sign-off</p> <p>32. Managers to pay particular attention to this in QA and to refuse sign off if it isn't completed to new specification</p>	<p>Dec 2022</p> <p>Dec 2022</p> <p>Jan 2023</p>	<p>Y</p> <p>Y</p> <p>Y</p>
<p>I. Further strengthen practice around planning and recording of the deliver of the plan</p>	<p>33. Remind officers about sequencing targets and re-enforce practice through QA</p> <p>34. Ensure that direct planning takes place around specific victims, specific external controls & objectives to address ongoing conflict or contact and victim liaison officer involved when appropriate.</p> <p>35. Consider the roles of other professionals and parents in implementing external controls</p>	<p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>

	<p>36. Ensure through QA that other agency plans are integrated into our plan either as objectives or in “other plans in place” this includes MAST, EHCP, CAMHS etc</p> <p>37. Create an intervention matrix for QA managers to ensure that Interventions to be delivered are the most appropriate and focus on driving down the level of risk</p> <p>38. Strengthen implementation, recording, monitoring and reviewing of Additional Controls</p> <p>39. QA manager to ensure that signed plan on multi-media</p> <p>40. Audit cases with a focus on ensuring that sufficient appointments offered in line with National Standards and that contacts demonstrate the implementation of the plan</p>	<p>Feb 2023</p> <p>Nov 2022</p> <p>Dec 2022</p> <p>Feb 2023</p>	<p>Ongoing when new worker appointed</p> <p>Y</p> <p>Y</p> <p>Y</p>
<p>J. Increase understanding of the Risk matrices, assessing a range of future behaviours and adverse outcomes and recording all aspects of the questions in the boxes below.</p>	<p>41. Deliver refresher training to the whole team on the future behaviours and adverse outcomes matrices and how to reflect an appropriate variety of behaviours and outcomes and the impact and imminency and how this translates into appropriate ratings</p> <p>42. Managers to specifically focus on improvements in this area and addressing any continued difficulties through QA and auditing</p>	<p>Nov 2022</p> <p>Jan 2023</p>	<p>Y</p> <p>Y</p>
<p>K. Decrease the time that Asset+ stages are open to try to increase timeliness</p>	<p>43. Data Officer to produce a report on how long Asset+'s have been open to try to reduce the time to 3 weeks maximum</p> <p>44. Discuss performance in supervision and respond to consistently out of time reports</p>	<p>Jan 2023</p> <p>Feb 2023</p>	<p>Y</p> <p>Y</p>

L. Improve the recording and analysis of the impact of social care involvement	46. Look at succinct recording of social care histories and how to provide a narrative or analysis of the impact of this	Dec 2022	Y
M. Improve recording of offence characteristics	45. Provide guidance on the expectations as to how the offence characteristics boxes will need to be filled in going forward and explain use for them	Dec 2022	Y
	46. QA to focus on ensuring characteristics completed appropriately	Jan 2023	Y
N. Improving the consistency of contact recording	47. Remind the team of the expectations around the levels of reporting needed under the scaled approach and how this reduces over time in accordance with risk reduction	Dec 2022	Y
	48. Give guidance on the level of contact expected from a host YOT managing and Ealing child and how this should be recorded	Dec 2022	Y
	49. Ensure that contacts clearly evidence the delivery of planned interventions through further guidance	Dec 2022	Y
O. Engaging Parents in the Out of Court Process	51. Ensure staff appropriately convey the implications of receiving and out of court disposal to the young person and their family and the importance of compliance with this process	Dec 2022	Y

Ealing Youth Justice Service Development Plan 2023-24

Areas for Development	Actions	Action Owner	Timescale to Commence	Planned Outcomes	RAG + Completion Date
1. Disproportionality					
1.1 Reduce Disproportionality of Black, Asian and Global Majority children in the YJS Cohort	<ul style="list-style-type: none"> Review the progress and impact of the existing Disproportionality Action Plan 	HE & SG	Aug 2023	<ul style="list-style-type: none"> Positive impacts of the existing plan disseminated to teams A new cross-partnership action plan Appraisal objectives achieved A reduction in the disproportionality of Black, Asian and Global Majority children in the YJS cohort Ensure pathways and criteria for Diversion support the reduction of disparity Use Child first practice to guard against 'Adultification' 	completed
	<ul style="list-style-type: none"> Set new and stretching priorities for 23-24 across the team 	SG	Aug 2023		Completed
	<ul style="list-style-type: none"> All managers and officers have disproportionality related appraisal objectives 	SG	May 2023		June 23
	<ul style="list-style-type: none"> Incorporate the recommendations of the recent Centre for Justice Innovation: Securing Equal Diversion Report 	MM	Aug 2023		Oct 23
	<ul style="list-style-type: none"> Monitor reduction over the year to scrutinise the progress of actions 	HE & SG	March 2024		In progress
1.2 Develop an Enhanced Engagement	<ul style="list-style-type: none"> Create a working party across the team 	HE & SG	Aug 2023	<ul style="list-style-type: none"> Improved levels of engagement with 	29/09/23

with Black and Mixed-Heritage Boys and their Parents Strategy	<ul style="list-style-type: none"> Consult children and families about what they need Write an enhanced strategy for working with black and mixed Heritage boys 	NJ	Aug 2023	Black and Mixed Heritage boys across the service and a reduction in enforcement action needed <ul style="list-style-type: none"> Enhanced voluntary engagement of this group with Turnaround Increased engagement with ETE 	In progress (ends Feb)
		HE & SG	Sept 2023		In progress
1.3 Improve Community and Parental Engagement	<ul style="list-style-type: none"> Extend our volunteer offer and continue to recruit a diverse range of individuals Continue to develop our work with Ealing Parents Network Deliver the Parents of Exploited Children Partnership Programme 	GB & EG	July 2023	<ul style="list-style-type: none"> Greater opportunity for the public to become involved in the YJS work Better links into the Ealing Parents Network and collaborative working Successful delivery of the Exploited Children Partnership Programme 	Completed Nov 2023
		HE	July 2023		Completed Dec 2023
		HE	June 2023		Dec 2023 (NVR)
1.4 Extending the Child First Approach and disproportionality awareness into local partnerships	<ul style="list-style-type: none"> Offer an Introduction to Child First Principles and practice to local partner's Offer introductory training on trauma-informed practice and 	NJ & GB	Nov 2023	<ul style="list-style-type: none"> Greater understanding of Child First Principles across partnerships Broader understanding and use of the Trauma- 	completed
		AA & EG	Jan 2024		Staff to be trained first
		HE	June 2023		

	<p>Restorative Justice to Schools officers</p> <ul style="list-style-type: none"> Contribute to quarterly feedback to the Courts in partnership with Hounslow and Hillingdon including PSR congruence and sentencing patterns to help gain insight into disproportionality 			<p>Recovery Model and Restorative practices</p> <ul style="list-style-type: none"> Use of restorative approaches to conflicts/issues at school reducing the need for further action Greater awareness from Courts as to any patterns observed with congruence and sentencing 	Completed Oct 2023 - ongoing
2. Early Help and Prevention					
2.1 Prevent children entering the Statutory Youth Justice System through the Turnaround Programme	<ul style="list-style-type: none"> Continue to develop the programme of interventions available on the Turnaround programme Achieve the targets set – working with 40 children this year Provide the Turnaround Team with accurate quarterly return data 	<p>SG</p> <p>MM</p> <p>MM</p>	<p>April 2023</p> <p>March 2024</p> <p>July 2023</p>	<ul style="list-style-type: none"> Impact of the programme on racial disparity in the YJS Further decrease in first time Entrants 	<p>April 2023-ongoing</p> <p>Half-way – ends 2025</p> <p>Q1&2 completed</p>
2.2 Develop and deliver an early help offer to schools	<ul style="list-style-type: none"> Develop an effective referral pathway for schools to refer to the Early Intervention Officer 	<p>MM</p> <p>MM & SG</p>	July 2023	<ul style="list-style-type: none"> A reduction in primary exclusion for children receiving intervention 	In progress

	<ul style="list-style-type: none"> • Preparation of a policy document to guide this area of work • Publicity of this service to schools • Development of Interventions offered as part of this programme • Provision of SMU input to at risk groups in late primary and early secondary school induction programme 	MM MM MM & CGL	August 2023 August 2023 August 2023 Oct 2023	<ul style="list-style-type: none"> • The safeguarding of vulnerable children from exploitation • decrease the likelihood of entry into the Youth Justice Service • Increased positive links with primary schools • Positive transition into secondary school 	In progress
3. Victims and Restorative Justice					
3.1 Increase victim participation with the YJS	<ul style="list-style-type: none"> • Publicise the victim service through wider public engagement • Use victim feedback to increase the individual and public value placed on this service. 	GB GB	Aug 2023 Jan 2024	<ul style="list-style-type: none"> • Increased public awareness of the service, how to access it and what it can offer • Collated victim feedback to inform service development 	In Progress In progress
3.2 Increase YJS capacity to deliver Restorative practices	<ul style="list-style-type: none"> • Train all new Panel members, YJS workers and other partners in Restorative Practices 	EG EG	Oct 2023 June 2023	<ul style="list-style-type: none"> • All YJS officers and panel members trained and able to deliver RJ practices 	Completed Feb 2024

	<ul style="list-style-type: none"> Use individual RJ assessments with each child to engage them in restorative practices 			<ul style="list-style-type: none"> Partners to be able to introduce RJ practices into their sectors 	Completed Dec 2023
3.3 Explore the benefits and practicalities of expanding the YJS Restorative Practices offer into Ealing Alternative provision, EAP	<ul style="list-style-type: none"> Complete a cost-benefit analysis Meet with SLT to look at the presenting needs, practicalities of setting up this partnership Expand the current volunteering portfolio to include this option and discuss interest with existing volunteers. Begin developing pathways if all indications are that it would be a useful partnership 	SG & EG SG & EG EG SG & EG	Aug 2023 Sept 2023 Sept 2023 Oct 2023	<ul style="list-style-type: none"> Clear cost-benefit analysis Volunteers who would like to participate in this opportunity A pathway for referrals to a conflict resolution team A reduction in the need for fixed-term and permanent exclusions from EAP 	Delayed start – due to HMIP Improvement plan
4. Serious Youth Violence					
4.1 Delivery of MOPAC agreed objectives – Lion Programme in schools and Individual support for those involved in/on periphery of SYV	<ul style="list-style-type: none"> Delivery of 2 Lions programmes in relevant schools raising awareness of Exploitation, SYV, Substance misuse and identity 	GB GB	Sept 2023 June 2023	<ul style="list-style-type: none"> Evaluation of the programme and its impact on exclusion Evaluation of re-conviction and exclusion in the 	Completed Feb 2024 In Progress

	<ul style="list-style-type: none"> • Focused individual intervention with 10 individuals at risk of SYV and exclusion • Maintain partnerships with DSLs in local schools 	GB & SG	June 2023	<ul style="list-style-type: none"> • individual support cohort • Continued positive relationship with schools 	Completed and ongoing
4.2 Increased Support to parents of children vulnerable to or being exploited	<ul style="list-style-type: none"> • Develop and deliver the Parenting exploited children partnership programme 	HE	June 2023	<ul style="list-style-type: none"> • Parents having participated in the programme and feedback that it was beneficial to them in end of programme evaluation • Information for officers to give to parents to help deal with the distress of a child going missing • Members of the team trained in NVR who use this to work with parents and children 	NVR completed
	<ul style="list-style-type: none"> • Produce supportive information for parents with regards to missing episodes 	GB	June 2023		Completed
	<ul style="list-style-type: none"> • coach parents in Non-Violent Resistance techniques to help them manage this situation 	GB	Sept 2023		Completed
	<ul style="list-style-type: none"> • Train staff in Non-Violent Resistance to better work with children and parents experiencing exploitation 	SG			ongoing
4.3 Tackling Knife Crime	<ul style="list-style-type: none"> • Run the Safety Box Aspire Higher programme 	EG	July 2023	<ul style="list-style-type: none"> • Delivery of two Safety Box programmes • Enhanced case management in place 	August 2023

	<p>prioritising those with knife offences</p> <ul style="list-style-type: none"> Consider all children carrying knives for Enhanced Case Management Utilise restrictive requirements in sentencing proposals and RO contracts to appropriately manage risks and deter further knife carrying Work with Community Safety to formulate a joint approach 	<p>SG</p> <p>HE & EG</p> <p>SG</p>	<p>Sept 2023</p> <p>July 2023</p> <p>Sept 2023</p>	<p>for suitable knife carriers</p> <ul style="list-style-type: none"> Court confidence in the packages put forward shown in congruence data Joint working with Community safety to tackle Knife offending in children 	<p>Enhanced Case Management delayed by HMIP plan</p> <p>July 2023 – ongoing</p> <p>Ongoing</p>
4.4 Addressing an increase in sexually harmful behaviour	<ul style="list-style-type: none"> See Re-offending work on Toxic Masculinity Using work in schools to raise awareness around healthy relationships Access Aim 3 Training for the team to ensure more officers trained to address this behaviour Interventions Officer to explore community resources working on 	<p>GB</p> <p>GB</p> <p>SG</p> <p>EG</p>	<p>May 2023</p> <p>Sept 2023</p> <p>Feb 2024</p> <p>Aug 2023</p>	<ul style="list-style-type: none"> Raised awareness and intervention capability around Toxic Masculinity More officers trained in AIM3 Add healthy relationships and those supporting victims of sexual harm to our interventions package Successful completion of TENDER Group work Programme 	<p>Completed</p> <p>Sept 2023 ongoing</p> <p>Feb 2024</p> <p>Sept 2023</p>

	<p>healthy relationships and for children having experienced sexual violence to increase our provision</p> <ul style="list-style-type: none"> To run another programme on healthy relationships with TENDER 	EG	July 2023		Sept 2023 (Tender)
4.5 Reducing Repeat Robbery Offences	<ul style="list-style-type: none"> Conduct a deep-dive review into Robbery offences to draw out the commonalities and children most likely to re-offend Robbery consultation with children informing us on the intervention they need to stop Use the data to inform guidance to the team around building appropriate bail and sentencing packages for children committing Robberies Work with the Youth Service to increase the scope of feedback from 	SG & GB	July 2023	<ul style="list-style-type: none"> More in depth data providing a more holistic picture of Robbery in Ealing Feedback from children on what would help them not to commit further robberies to inform delivery A new approach to support desistance from Robbery Clear guidance on Robbery sentencing to be followed by the team Joint working strategy to effectively tackle Robbery 	In progress
		GB & NJ	Aug 2023		In progress
		SG, HE & GB	Aug 2023		In progress
		NJ	July 2023		In progress
		SG & GB	Jan 2024		In progress

	<p>children about Robbery and what would help children desist.</p> <ul style="list-style-type: none"> • Work with partners to develop a joint working strategy to better prevent and address re-offences of Robbery 				In Progress
5. Education, Training and Employment					
5.1 Achieve the SEND Quality Mark	<ul style="list-style-type: none"> • Complete the SEND self-assessment • Complete any corrective work to achieve the quality mark 	<p>EG</p> <p>SG & EG</p>	<p>Sept 2023</p> <p>July 2023</p>	<ul style="list-style-type: none"> • A SEND quality Mark • Improved joint working with SEND • Achievement of our SEND KPI 	<p>Nov 23</p> <p>In Progress</p>
5.2 Support schools and alternative provisions dealing with young people on bail or Remand to Local Authority Accommodation, (RLAA)	<ul style="list-style-type: none"> • Officers supervising children on bail must contact the education provider within the first 5 working days to ensure that they are aware of the restrictions in place on bail/RLAA if they affect hours of attendance or associations at the school and discuss any possible impact 	<p>HE</p> <p>HE</p>	<p>July 2023</p> <p>July 2023</p>	<ul style="list-style-type: none"> • More effective links with schools • Children experiencing less disruptions in their education caused by bail and RLAA restrictions. • Schools feeling confident that they have support in dealing with bail and RLAA conditions 	<p>September 2023</p> <p>July 2023</p>

	<ul style="list-style-type: none"> • Officers to work with the family and the school to achieve the “best fit” solution which enables continued education • Officers to return matters to Court where the restrictions in place mean that the child cannot continue their education unless there is specific reason for this • Officers to work with education providers to facilitate exams taking place • Police have also made a commitment to work with schools to help prevent bail becoming a barrier to educational engagement 	HE	June 2023		June 2023
		HE	May 2023		May 2023
		HE	May 2023		Ongoing
5.3 Further integration of the Youth Justice Service and the Alternative Provision Task Force	<ul style="list-style-type: none"> • The seconded IYS worker in the AP Task Force to supervise some children on orders who attend the AP 	SG	June 2023	<ul style="list-style-type: none"> • YJS Seconded holding cases in the AP task force • Improved outcomes in Education for these cases 	Completed Oct 2023

5.4 Further strengthen YJS relationship with Schools and colleges to enable more effective joint working to prevent exclusion	<ul style="list-style-type: none"> • YJS manager to establish link person in each local school and college to liaise with and create a contact list for the team • YJS representative to offer to attend school meeting to present or have Q & A session to support schools understanding of what the YJS can offer and what is required of children working with us • YJS to establish relationships to allow more joint working without concerns that making contact will trigger exclusion 	HE & SG	Aug 2023	<ul style="list-style-type: none"> • Established contacts in schools and colleges • Increased understanding from schools and colleges as to the support offered by the YJS • Easier exchange of information with schools and colleges • Closer working relationships with schools 	In Progress
		HE & GB	Oct 2023		Completed Nov 23 – ongoing
		SG	Oct 2023		In progress
6. Custodial sentences and Remands					
6.1 To collect and collate more in-depth data on remands and reflect this information back to partners	<ul style="list-style-type: none"> • To take data on how many remands result in custodial sentences back to the Court Users Forum to look at any commonalities 	HE	Aug 2023	<ul style="list-style-type: none"> • Feedback presented to the Court at Court Users Forum • To increase confidence in the use on Conditional Bail and RiLAA 	In progress

	<p>between those that result in custody and those that don't and see what lessons can be learned</p> <ul style="list-style-type: none"> To examine the outcomes of children at risk of remand who receive Bail or RLAA in comparison to those on remand to inform future use 	SG & HE	Oct 2023		In progress
6.2 To further increase the effectiveness of RiLAA process with Social Care	<ul style="list-style-type: none"> Increase understanding of the use of RiLAA in Courts and the reasons why custody must only be used as a last resort by presenting to social care teams Review the procedures around RiLAA with social care and circulate Ensure timely escalation where barriers occur 	HE & SG	Aug 2023	<ul style="list-style-type: none"> Social care teams confident to deal with RiLAA Updated procedure for joint working on RiLAA Demonstration of clear escalation in case notes 	August 2023
		SG	Sept 2023		In progress
		SG	June 2023		September 2023 (joint panel established)
6.3 To continue to reduce custodial sentences and remands to the lowest level	<ul style="list-style-type: none"> Turnaround officers to consistently provide support to children on pre- 	SG	May 2023	<ul style="list-style-type: none"> Children being able to demonstrate to the Court that they have made progress since 	May 2023

	<p>charge bail or release under investigation to provide an early start to increasing stability and adherence with bail conditions and reducing risk ahead of court appearance, keeping as many as possible off the statutory caseload.</p> <ul style="list-style-type: none"> • Use Project Engage to intervene in the teachable moment for those in police cells, providing early help and introduction to positive activities • Further extend the range of interventions available to increase engagement and ensure provision of robust alternatives to custodial that effectively reduce risk • Invest further in advanced training for practitioners in Trauma Informed Practice 	<p>GB</p> <p>SG</p> <p>IJ</p> <p>SG & AA</p> <p>Police, Courts and Community Safety</p>	<p>July 2023</p> <p>July 2023</p> <p>Sept 2023</p> <p>Aug 2023</p> <p>Sept 2023</p>	<p>committing the offence and are able to work effectively with the YJS</p> <ul style="list-style-type: none"> • More children diverted into OOC • Project engage evaluation demonstrating an impact on further involvement in offending • An extended range of interventions • A reduction in custodial sentences and remands due to robust alternatives • Frontline staff trained to a more advanced level in Trauma-Informed Practice • Enhanced Case Management introduced to practice • Increase confidence from partners in the alternatives to custody that can be provided 	<p>Completed Feb 2024</p> <p>Sept 2023</p> <p>Ongoing</p> <p>Delayed by HMIP Plan</p> <p>Sept 2023 ongoing</p>
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	<ul style="list-style-type: none"> Adapt and introduce Enhanced Case Management Increase partners awareness of the damaging effects of custody for children and the measures taken to manage children effectively in the community, (Police, Courts and Community Safety) 				
7. Re-offending					
7.2 Raise awareness in professionals of the current Toxic Masculinity trends and develop a counter-narrative to use with YJS children	<ul style="list-style-type: none"> Increase understanding in the team through presentation on Toxic Masculinity 	GB	May 2023	<ul style="list-style-type: none"> Presentation on Toxic Masculinity delivered to the team A session plan to be used for all children coming through the YJS and 2-3 sessions to be used with those with more entrenched views Team using these resources and feeling confident to challenge these views 	May 2023
	<ul style="list-style-type: none"> Develop a counter-narrative healthy relationships and equality session to be delivered to all YJS children 	EG	June 2023		In progress
	<ul style="list-style-type: none"> Develop higher level sessions to be used with those expressing increased interest and problematic views in this area 	EG	July 2023		In progress
		EG	Aug 2023		Not started

	<ul style="list-style-type: none"> • Train team to use these sessions 				
7.3 Reduce re-offending in the YJS cohort	<ul style="list-style-type: none"> • Re-design the re-offending panel to be more effective in targeting support at those most likely to re-offend • Increase the range of interventions available to engage young people • To provide positive role models through mentoring who can support young people into constructive activities • Reduce drug possession through delivery of 2 targeted groups before summer and Winter breaks to raise awareness of current drugs and there effects and illegality 	SG & GB	Aug 2023	<ul style="list-style-type: none"> • A reduction in re-offences per re-offender • A reduction in the percentage of the Cohort re-offending • Reduction in possession offences in the pre-court team • Extension of the Mentoring scheme into Post-Court • Delivery of 2 SMU awareness raising groups 	Ongoing
		SG	Aug 2023		Sept 2023
		SG	Aug 2023		Sept 2023
		MM	July 2023		Not started
8. Constructive Resettlement					
8.1 Ensure the provision of suitable accommodation at least	<ul style="list-style-type: none"> • Work with Leaving care, Access to Resources and 	Social care ART	June 2023	<ul style="list-style-type: none"> • An updated joint Resettlement procedure around 	In progress through Joint Panel

1 month before release from Custody	<p>MAST teams in social care to review the existing procedures around resettlement accommodation including new KPI timescales</p> <ul style="list-style-type: none"> • Ensure that managers and teams are aware and adhering to this procedure 		July 2023	<p>Accommodation that is adhered to</p> <ul style="list-style-type: none"> • Provision of accommodation to all children leaving custody at least a month before release 	In progress
8.2 Ensure the provision of suitable ETE which begins on release	<ul style="list-style-type: none"> • Ensure that Connexions worker attends initial, penultimate and release planning meetings to secure ETE for release. • Escalate difficulties securing ETE for release expediently to the Education Panel • Interventions officer to source immediate access programmes to engage children until a more permanent arrangement can be put in place 	Connexions	<p>June 2023</p> <p>June 2023</p> <p>Aug 2023</p>	<ul style="list-style-type: none"> • Evidence from contacts of the Connexions worker attending these planning meetings • Evidence from Education Panel minutes that resettlement case escalated • KPI for Education target for resettlement cases hit • A range of immediate access option for ETE available 	<p>June 2023</p> <p>June 2023</p> <p>Nov 2023</p>
9. Child First					

9.1 Enhance our collaboration with children	<ul style="list-style-type: none"> Use the research evidence on collaboration with children to further develop our approach using Manchester's participation principles and feedback from Children to develop further participation 	NJ	Aug 2023	<ul style="list-style-type: none"> An increased understanding of true collaboration Increased evidence of collaboration in assessment and plans A team who are confident in their collaboration with children 	In progress
	<ul style="list-style-type: none"> Complete a workshop with officers to look at engagement and collaboration using the research 	NJ	Aug 2023		In Progress
	<ul style="list-style-type: none"> Officers to share their Child First learning with the team 	NJ	Aug 2023		In progress
9.2 Continue to make the YJS environment Child first	<ul style="list-style-type: none"> Complete the current Child first plan 	SG	July 2023	<ul style="list-style-type: none"> Increase child focus in the service and our operating environment 	In progress
	<ul style="list-style-type: none"> Further review all aspects of YJS work and look at any improvements that can be made to be more Child first 	SG	Aug 2023		In progress
9.3 Propagate the Child First principles and practices throughout our partnerships moving further towards	<ul style="list-style-type: none"> Introduce a standing agenda item for the Board on Child First 	IJ	Aug 2023	<ul style="list-style-type: none"> Input from the board on Child First and board members carry the message back to 	In progress
	<ul style="list-style-type: none"> Provide a briefing/ presentation to 	SG	Nov 2023		In progress

a Child First Youth Justice Service.	Courts, Police and Community Safety on Child First to open further conversation in this area			their own agencies/departments <ul style="list-style-type: none"> Feedback from partners on the conversation about Child First on can be taken forward in their fields 	
9.4 Enhance children's role in informing service delivery and recruitment	<ul style="list-style-type: none"> Train young people to enable them to become part of recruitment panels Provide more formal and informal feedback channels- ideas box/noticeboard, feedback flipcharts with changing topics, consultations Explore training young people in aspects of delivery such as Gym instruction or RJ so that they can get involved in delivery 		Sept 2023 July 2023 Jan 2024	<ul style="list-style-type: none"> Bring young people's perspective into recruitment Increase regular feedback from children on all aspects of the YJS Suitable young people achieving qualifications and work experience at the YJS 	Not Started July 2023 ongoing Not started
10. Health and Wellbeing					
10.1 Increase Health and wellbeing support for the YJS Team	<ul style="list-style-type: none"> Increase clinical supervision – setting up team clinical 	Health – F-CAMHs & West	June 2023	<ul style="list-style-type: none"> Regular reflective safe- space to look at complex cases and 	Completed Sept 2023

	<p>supervision once a month in addition to that offered individually through Your Choice</p> <ul style="list-style-type: none"> • Monthly team shared lunch • Increase easily accessible wellbeing activities in the workplace – fitness, yoga, relaxation/meditation space, walking reflections • Produce a monthly promotion of wellbeing briefing offering useful tips to increase our wellbeing • Improve the working environment to support wellbeing 	<p>London NHS Trust & SG NJ AA & SG</p> <p>AA</p> <p>SG</p>	<p>July 2023 Aug 2023</p> <p>July 2023</p> <p>July 2023</p>	<p>our emotions in response</p> <ul style="list-style-type: none"> • Monthly joyful connexion with colleagues • Team able to participate in short activities designed to alleviate stress and promote wellbeing • Monthly briefing for the team to use to improve their wellbeing • A working environment which promotes staff wellbeing 	<p>Completed Feb 2024 In progress</p> <p>Completed Oct 2023</p> <p>August 2023 - ongoing</p>
10.2 Improve support for children with Speech and Language needs	<ul style="list-style-type: none"> • Apply for funding to obtain in-house Speech and Language support for YJS young people 	Health SEND SALT	Aug 2023	<ul style="list-style-type: none"> • Better direct support for children in the YJS presenting with SLT difficulties 	Completed – currently recruiting
10.3 Improve Health support for YJS	<ul style="list-style-type: none"> • Further progress plans to get a GP to co-locate part-time in 	Health	July 2023	<ul style="list-style-type: none"> • A GP co-located in the YJS building offering direct access 	completed Starts March 2024

<p>Children and their family's</p>	<p>the YJS building to offer increased health support to children known to the YJS and using the Youth centre</p> <ul style="list-style-type: none"> • Apply for funding to bring in a Systemic/Family Psychotherapist to work with YJS children and their family 		<p>Aug 2023</p>	<p>to valuable health provision</p> <ul style="list-style-type: none"> • Fulfil an identified need for systemic work with families who have complex needs to improve future outcomes for them 	<p>Planned for April 2024</p>
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Appendix 6

Risk Management Report

Ealing Youth Justice Service

Risk (Threat to achievement of business objective)	Objective	Risk Type	Assessment of Risk (Assume NO controls in place)			Risk Control Measures	Control Owners	Assessment of Residual Risk (With controls in place)		
			Impact (Severity)	Likelihood (Probability)	Risk Rating			Impact (Severity)	Likelihood (Probability)	Residual Risk Rating
<p>EYJS0001 - Organisational resilience Re structure of the Youth Justice Service may have a short term impact on staff, organisation and service delivery. YJS may lose focus within a wider integrated youth service.</p> <p>Risk Owner : Carolyn Fair</p>	Children and young people grow up safe from harm	Change Management	Moderate 3	Likely 4	Medium 15	<ul style="list-style-type: none"> Communication & consultation Effective consultation and communication strategy in place for all staff and partners inclusive of TU involvement. <i>In Progress</i> Integrated youth service communication Regular YJS & IYS staff meetings reviews and communication of development opportunities. <i>In Progress</i> 	Ian Jenkins Ian Jenkins	Moderate 3	Possible 3	Medium 12
<p>EYJS0002 - Service delivery Possibility of an increase in Covid over the autumn and winter months and additional related risks in connection with Hybrid working.</p> <p>Risk Owner : Carolyn Fair</p>	Children and young people grow up safe from harm	Service Delivery	Major 4	Possible 3	Medium 16	<ul style="list-style-type: none"> Covid Contingency Planning Re enact the Covid contingency plan. Managers to monitor and report on hybrid working arrangements and service user feedback. <i>In Progress</i> 	Ian Jenkins	Moderate 3	Possible 3	Medium 12
<p>EYJS0003 - Data management Risk that IT systems might fail or not deliver the expected quality of reporting and information</p> <p>Risk Owner : Carolyn Fair</p>	Children and young people fulfil their potential	Organisational Resilience	Major 4	Possible 3	Medium 16	<ul style="list-style-type: none"> System back up & data quality System held and backed up on an independent server. Policies and procedures in place to ensure that data quality is regularly reviewed. <i>Implemented</i> 	Ian Jenkins	Moderate 3	Possible 3	Medium 12
<p>EYJS0004 - Data security Loss or inappropriate sharing of information resulting in a data breach and potential ICO investigation.</p> <p>Risk Owner : Carolyn Fair</p>	Children and young people grow up safe from harm	IT & Systems	Major 4	Possible 3	Medium 16	<ul style="list-style-type: none"> Data controller Nominated data controller responsible for monitoring activity and incidents <i>Implemented</i> Digital approach A digital approach is in place with minimal use of paper records/documents <i>Implemented</i> 	Ian Jenkins Ian Jenkins	Major 4	Unlikely 2	Medium 12
<p>EYJS0005 - Service delivery Partnership working - Service is reliant of effective partnership working and information sharing. Service delivery is at risk if this fails or there is a waiting list for services.</p> <p>Risk Owner : Carolyn Fair</p>	Children and young people grow up safe from harm	Service Delivery	Extreme 5	Likely 4	High 25	<ul style="list-style-type: none"> Joint meetings Partners have strong PMB commitment and attendance at 6 weekly meetings is good. Chair and HOS ensure regular attendance, active participation, effective chairing and administration. <i>Implemented</i> 	Ian Jenkins	Major 4	Unlikely 2	Medium 12

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			Impact (Severity)	Likelihood (Probability)	Risk Rating			Impact (Severity)	Likelihood (Probability)	Residual Risk Rating
						<ul style="list-style-type: none"> Secondments A programme of secondments help to maintain and develop strong links with partner agencies and CPD <i>Implemented</i> Waiting list management In order to minimise waiting lists for priority services such as CAMHs, exclusions and additional needs an in house seconded CAMHs forensic psychologist, a specialist in house alternative education advisor have been appointed. <i>Implemented</i> Regulator monitoring Regular monitoring and swift action and negotiation by YJS HoS and PMB Chair should gaps emerge. <i>Implemented</i> 	Ian Jenkins Ian Jenkins Ian Jenkins			
EYJS0006 - Service delivery Unavoidable rise in demand for service and workload due to major incident(s) eg riots, fatalities, gang violence etc, resulting in detrimental impact on service delivery. Risk Owner : Carolyn Fair	Children and young people grow up safe from harm	Service Delivery	Major 4	Likely 4	High 20	<ul style="list-style-type: none"> Resource planning Temporary increase in staff caseloads and a bid for additional resources. Utilisation of the cross west London joint working group to seek support <i>Implemented</i> 	Ian Jenkins	Moderate 3	Likely 4	Medium 15
EYJS0007 - Protection of communities Negative impact on staff and/or the community resulting from a serious incident or fatality where a child or young person is involved as either a victim or a perpetrator. Risk Owner : Carolyn Fair	Children and young people grow up safe from harm	Service Delivery	Extreme 5	Likely 4	High 25	<ul style="list-style-type: none"> Risk management Effective risk management procedures in place. High risk cases regularly reviewed through RoH and ROSH panels. <i>Implemented</i> 	Ian Jenkins	Extreme 5	Possible 3	High 20
EYJS0008 - Budgetary management and control Loss or reduction in core funding, including grant funding, impacting on service delivery Risk Owner : Carolyn Fair	Children and young people grow up safe from harm	Financial Management	Extreme 5	Likely 4	High 25	<ul style="list-style-type: none"> Review Continuous review of systems, processes, to balance available resources, prioritising front line delivery. <i>Implemented</i> 	Ian Jenkins	Major 4	Possible 3	Medium 16

Risk Management Report

Ealing Youth Justice Service

Risk (Threat to achievement of business objective)	Objective	Risk Type	Assessment of Risk (Assume NO controls in place)			Risk Control Measures	Control Owners	Assessment of Residual Risk (With controls in place)		
			Impact (Severity)	Likelihood (Probability)	Risk Rating			Impact (Severity)	Likelihood (Probability)	Residual Risk Rating
						<ul style="list-style-type: none"> Grant funding Constant horizon scanning re new grant funding opportunities and good relationships with existing funders re sustainability. <i>Implemented</i> 	Ian Jenkins			
EYJS0009 - Health & Safety Risk of a serious incident resulting in a staff injury or fatality. Risk Owner : Carolyn Fair	Children and young people grow up safe from harm	Service Delivery	Extreme 5	Likely 4	High 25	<ul style="list-style-type: none"> Staff safety panels Staff safety panels in place to review all incidents <i>Implemented</i> Risk management panel Weekly risk management panel in place to review high risk children and young people. <i>Implemented</i> Policies and procedures Robust health and safety procedures in place, including lone working. <i>Implemented</i> 	Ian Jenkins Ian Jenkins Ian Jenkins	Extreme 5	Possible 3	High 20
EYJS0010 - Service delivery Failure to recruit and retain high quality staff might impact on service delivery. Risk Owner : Carolyn Fair	Children and young people grow up safe from harm	Service Delivery	Major 4	Likely 4	High 20	<ul style="list-style-type: none"> workforce development strategy To build on current stable and experienced staff group use of a development strategy around retention, equalities and career development. <i>Implemented</i> Supervision Regular communication and support to staff provided via regular supervision & appraisal sessions <i>Implemented</i> Training and development Comprehensive training and development offer available. <i>Implemented</i> 	Ian Jenkins Ian Jenkins Ian Jenkins	Moderate 3	Unlikely 2	Low 9
EYJS0011 - Demographic changes Cost of living pressures leading to more families in poverty and potential increases in crime eg Shoplifting, robbery, drugs. Also	Children and young people grow up safe from harm	Service Delivery	Major 4	Very Likely 5	High 24	<ul style="list-style-type: none"> Council initiatives Link and signpost to wider council services and initiatives including good jobs and ETE <i>Implemented</i> 	Ian Jenkins	Major 4	Likely 4	High 20

Risk Management Report

Ealing Youth Justice Service

Risk (Threat to achievement of business objective)	Objective	Risk Type	Assessment of Risk (Assume NO controls in place)			Risk Control Measures	Control Owners	Assessment of Residual Risk (With controls in place)		
			Impact (Severity)	Likelihood (Probability)	Risk Rating			Impact (Severity)	Likelihood (Probability)	Residual Risk Rating
<p>associated risks with a lack of affordable housing and potential for rising levels of substance misuse as pressures increase may lead to an increased level of violence, domestic abuse and safeguarding risks.</p> <p>Risk Owner : Carolyn Fair</p>						<ul style="list-style-type: none"> Welfare support Signposting YP & families to support such as benefit entitlement and foodbanks <i>Implemented</i> Housing Council corporate priority to increase housebuilding programmes and affordable housing accessible to young people ad families. ART team referrals are made to obtain suitable accommodation. Also safer London programmes. <i>Implemented</i> Effective partnerships Effective scholls partnerships. substance misuse issues given priority in JSNA, youth work and interventions <i>Implemented</i> 	Ian Jenkins Ian Jenkins Ian Jenkins			
<p>EYJS0012 - Health & Safety Risk of a serious incident at a community event resulting in injury to a member of the community and or theft/damage to property.</p> <p>Risk Owner : Carolyn Fair</p>	Children and young people grow up safe from harm	Social	Major 4	Likely 4	High 20	<ul style="list-style-type: none"> Partnership plan Partnership plan in pace to monitor, prevent and intervene where necessary. Discussions take place with children and young people re risks and the implications of decisions. <i>Implemented</i> 	Ian Jenkins	Major 4	Possible 3	Medium 16
<p>EYJS0013 - Service delivery Tensions in specific locations in the borough between different groups and across borough boarders may result in an increase in violence and weapon use & reprisals.</p> <p>Risk Owner : Carolyn Fair</p>	Children and young people grow up safe from harm	Social	Extreme 5	Likely 4	High 25	<ul style="list-style-type: none"> Diversinary activities Extended and increased youth service activities into targeted areas to divert at risk children and young people. Working with partners including the Police, local schools & youth services to set up diversinary activities. <i>Implemented</i> Partnership approach Shared intelligence, targeted youth work and social work interventions <i>Implemented</i> 	Ian Jenkins Ian Jenkins	Extreme 5	Possible 3	High 20