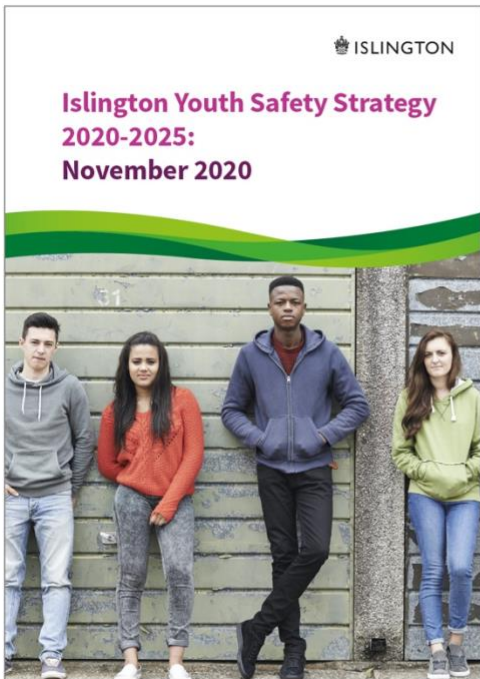


Islington Youth Justice Plan 2023 – 2024



ISLINGTON
For a more equal future

This Youth Justice Plan is aligned to the following Islington strategies:



Islington Youth Safety Strategy
2020-2025



Violence Reduction Strategy
2022-2027



Islington's Plan for Education
2023-2030



Violence Against Women and Girls
(VAWG) Strategy 2021-2026

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Forewords



All of our children and young people are important, talented and wonderful. We want them to thrive and to fulfil and realise their full potential. This is why it is important to work in collaboration, as a highly effective partnership, in order to keep them safe from exploitation, harm and crime. Although we have achieved some amazing outcomes in recent times – such as diverting more young people than ever before from entering the youth justice system in the first place, reducing our first time entrants figures and reducing the number of young people remanded or sentenced to custody – we collectively all have more to do to keep our young people and communities safe. This annual youth justice plan, which is aligned with our Youth Safety Strategy (2020-25), outlines our progress, priorities and ambitions for doing so.

I am pleased to introduce the Youth Justice Plan 23/24 for our borough.

**Cllr Michelline Safi Ngongo, Executive Member for Children, Young People and Families
and Chair of the Youth Justice Services Management Board**



We recognise that many, if not all, young people are concerned about youth safety and youth crime both online and in the community. Young people are sometimes the victim of crime and some are groomed and criminally exploited by other young people and by adults. We are also aware that violence towards women and girls is an important issue that needs addressing and that it also affects young people

Part of our role is to promote youth safety both online (using our social media) and in person at events and activities. We will do what we can to keep young people and our communities safe.

As a youth council we believe that all people should feel safe to go outside and live in the borough safely without the fear of experiencing violence or harm. Everyone has a right to be safe in their environment. That is why we fully support this Youth Justice Plan and will play our part in making it successful.

Young Mayor Aameera and Deputy Young Mayor Areeb

1. Introduction

Youth Justice Services were established as a result of the Crime & Disorder Act 1998 which highlighted the importance of partnership working as an effective approach to tackling offending by children and placed a statutory responsibility on all Local Authorities within England and Wales to create such a service.

The Islington Youth Justice Service is a partnership of agencies comprising of social care, probation, police, health and education. The Youth Justice Service seeks to address the safeguarding and vulnerability issues of children with whom it works, as well as their risk of harm to others and to reduce further offending. The Crime and Disorder Act 1998 further sets out the statutory requirements for Local Authorities to provide an annual Youth Justice Plan. The legislation sets out the responsibilities of the multi-agency youth justice partnership to produce the plan and outlines that it should include the following:

- Measurable outcomes against key performance indicators and National Standards
- How youth justice services in the area are to be provided and funded
- How the youth justice services will be composed, how it will operate and what functions it will carry out

Islington's Youth Justice Plan reviews the service's performance, headlines and key themes over the past year including the service's successes and areas for improvement as well as the overall picture of youth crime reduction in the borough. It also includes the overall objectives of the Youth Justice Service and priorities and plans for 2022-2023.

The Youth Justice Plan 2022-2023 outlines the following strategic priorities for the Youth Justice Service and its partnership:

Early Intervention and Prevention: Ensure that there is a strong focus on early intervention and prevention to prevent children from offending in the first place. This approach also supports children to reduce offending, and a persistent focus on addressing the experience of trauma in children and families lives.

Increase education, training and employment: Increase the number of children and young people in education, employment and training to reduce offending, to create opportunities and improve outcomes.

Children's voices: The voice of children to be embedded through our work and the partnership. Ensure that children influence service delivery by having their voices heard through co-production of designing, delivering and reviewing the impact of services.

Innovation and Learning: To continue to challenge and test ourselves to ensure that learning is built into everything that we do and is embedded into our practice.

Partnership: Work in partnership and act collectively to achieve the best outcomes for children, to reduce re-offending and protect the public. Collaboration is key.

Address Disproportionality: Working in partnership with services to reduce disproportionality, supporting Black, Asian and Minority Ethnic children and families to decrease their involvement in the criminal justice system and improve their outcomes.

Children's well-being: Ensure that children and young people have their health, particularly emotional health and special educational needs met through preventative and specialist services.

Supporting parents: Ensure that parents and carers are supported to parent children through the adolescent developmental stage, including a focus on the risks and opportunities that social media brings.

Preventing and supporting victims: Ensure that our work reduces offending and re-offending to prevent victims, and to support victims of crime in our community and keep them safe.

1.1. Our Vision and Strategy

Islington's partnership is determined to protect as many of our children from harm as possible. Our Youth Safety Strategy outlines our commitment to viewing and responding to youth crime matters through a safeguarding lens, whereby the safeguarding of our children and children is one of our main priorities. Serious Youth Violence is an issue that has devastating repercussions for children and young people, their families, and the wider community. Islington has continued to experience the tragic consequences of knife and gun crime. In 2016, we lost four of our children to knife crime and we vowed that we would never have such a terrible year again.

The Youth Safety Strategy sets out how we will continue to work with our partnership and local communities to keep our children and young people safe, while building upon and strengthening the principles that we set out in our previous strategy. Through Islington's Fairer Together Partnership and our work on this strategy, we spoke to hundreds of children and families in the borough – unfortunately, it is clear that for many of our young people, fear of crime and violence has become a part of daily life. We are determined that this will change. For every young person that:

- is injured or killed as a result of knife crime or Serious Youth Violence – that is one young person too many;
- enters the criminal justice system – that is one entrant too many;

- is sexually or criminally exploited by a criminal gang – that is one victim too many;
- receives a custodial sentence or is remanded to custody – that is one young, imprisoned person too many.

The Youth Safety Strategy sets out our plan to increase the safety of children in Islington over a five-year period. It is based on a comprehensive needs analysis undertaken in Islington with Public Health, our partners and stakeholders, alongside an analysis of 'what works'. The evidence tells us that many of the children who become involved in crime or violence have had a troubled adolescence, but we also know that the causes can start much earlier in life due to Adverse Childhood Experiences.

Islington has invested significant new funding into our work to support families experiencing Domestic Abuse as we know that witnessing Domestic Abuse in early childhood is highly prevalent amongst the most concerning children in the Youth Justice Service and this is backed up by research. This group may have family difficulties, but they are often responding to pressures in their peer group, school or neighbourhood. Islington has developed a trauma-informed approach to youth crime. We see children involved in or affected by crime as children first- exploitation, including county lines, is a child protection issue.

We will do all that we can to assist our children and children in this regard, whilst also prioritising our duties and responsibilities in terms of enforcement and public protection. Indeed, as we have acknowledged and recognised the devastating impact of drug dealing and violence on children and the wider community, we must also ensure that, where appropriate and necessary, that the law is used to protect victims and the public whilst also recognising the importance of supporting children by focusing on their individual needs and reducing contact and impact of contact with the criminal justice system.

Islington Youth Justice Service strives to implement a Child First approach to children that recognises the evidence base of effective prevention being focused on children's needs, strengths and creating opportunities to realise their potential. The Islington Youth Justice Service acknowledges the need to address the structural inequalities that many children face whilst explicitly recognising our responsibilities to the children we work with.

Islington's Fairer Together and Islington Together initiative has set the ambition to make Islington fairer and create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life. We are intent on ensuring that children and young people in Islington have the best possible start in life and that we keep them safe. We want to keep as many of our children and young people away from youth crime and violence as possible and give them all the best possible start in their lives.

1.2. Islington Context

Islington is a small, densely populated inner London borough with a total population of 216,590. The borough is the second smallest in London in terms of area and has the second highest population density in the country. The population profile is on average younger than those for London and England, with 56% being young adults aged between 20 and 39 years. There are approximately 41,780 children and young people aged 0–19 living in Islington, and around 65,470 0–25-year-olds. The proportion of children from global majority ethnic groups is at 58%. In Islington schools, 39% of Islington resident children's first language is other than English.

The borough is one of stark contrasts. In the 2019 Index of Multiple Deprivation (IMD), Islington was found to be the 53rd most deprived local authority in the country and 6th most deprived in London. It has the highest child poverty rate in London (Indices of Deprivation 2019). 27.5% of children reside in income deprived households. According to provisional 2021/22 data, 18.4% of Islington under 16-year-olds live in relative low-income families and 14.3% live in absolute low-income families. Just under 29% of children and young people live in one parent households. House prices are beyond the reach of the average family, and despite incentives such as right-to-buy and shared ownership schemes, around 65% of the borough's families are Council or Housing Association tenants. Most housing is in flats with no outdoor space. Only 13% of the borough's land is green space, the second lowest proportion of any local authority in the country. Overcrowding levels at 9% are below the London average of 11% of households.

Educational attainment has improved in Islington. The most recent Ofsted Official Statistics show that 97.1% of Islington's schools are 'good' or 'outstanding' as judged by Ofsted, which is above the national average of 87% (as at the end of the 2022/23 financial year). The proportion of young people who were Not in Education, Employment or Training (NEET) or whose activity was not known was 4.5% in 2022/23 (compared to 5.2% across the country). Overall, the borough has a high proportion of residents with low or no qualifications (19%) and a very high proportion of highly qualified individuals (57% - level 4 or above), who will generally be working in the professions.

1.3. Inspection Background

Islington Youth Justice Service received its most recent full inspection by Her Majesty's Inspectorate of Probation (HMIP) in November 2015 following the full joint inspection, which took place a year previously. This report was published in January 2016 and cited three key priorities for the Youth Justice Service which were addressing the relationship with the police including co-location; improving management of risk of harm and vulnerability and agencies understanding the interplay between the two; and support, training, resources and guidance for staff. These priorities have now been addressed, along with a number of other key developments and improvements within the overall service.

Following significant improvements in practice and in the national indicators, the Youth Justice Board removed the Youth Justice Service's high priority status in January 2018. The

letter that was sent, by the Board on 23rd January 2018 stated that as part of the YOT Oversight Commissioning Group (YCOG) process it was deemed that Islington would not be highlighted as a priority status due to strengthened and better performance in relation to the key performance measures, where it was noted that Islington has continued to make improvements across all the measures for multiple quarters.

Islington was subject to a Joint Area Targeted Inspection in late 2018 which included the Ofsted and HMIP inspectorates. Islington Youth Justice Service's casework and partnership arrangements were well regarded by HMIP. Islington Children's Social Care was inspected by Ofsted in March 2020 and judged Islington Council's Children's Social Care Services 'Outstanding' and praised an 'unwavering commitment to improving and enriching the lives of children and their families'. As part of the inspection, jointly supervised and managed cases with the Youth Justice Service and Targeted Youth Support were reviewed.

Since Islington's Children's Services was rated 'Outstanding' by Ofsted in 2020, there have since been other very successful Ofsted inspections – the SEND inspection of 2021 and the focus visit of services for Care Leavers of 2022. The Youth Justice Service was featured and given extremely positive feedback in relation to its contribution to both areas.

2.

Child First



2. Child First

Although the number of young people being worked with by the Youth Justice Service has curtailed over the past few years, the complexity of the cases has increased. The partnership and front-line staff are reporting that the young people who are being worked with by the Youth Justice Service in relation to pre-court and post-court work (the latter encompassing community and custodial penalties) have multiple vulnerabilities that are multi-faceted in nature. This, in turn, makes it more difficult to resolve the issues that such young people are experiencing, as their needs relate to safeguarding and risks to others and the wider community. However, the intent to do the best for these young people is shared across the partnership and the Youth Justice Services via our values and ethos to view the young person through a 'child first, offender second' lens.

Islington Youth Justice Service upholds the Child First principals in all the work that we undertake and recognise the importance of considering children according to their age, development, maturation and their potential as they grow into adulthood. In adopting a Child First approach to children within the youth justice system it is equally important to recognise and respond to structural barriers and equalities that they face, including disproportionality and socio-economic factors. Evidence tells us that children involvement within the criminal justice may be at higher risk of coming into contact with criminal justice services in the future and as such early intervention and prevention is a key priority. We further consider the impact of contact with criminal justice serves on children and as such seek to ensure that contact is commensurate and considers the child needs and strengths.

The concept of a Child First approach guides the work of the Islington Youth Justice Service. Some of the measures that we take to adhere to this include:

- Prioritising the best interests of children, recognising their needs, rights and potential
- Ensuring work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children
- Recognising children's individual strengths and capabilities to support their social identity and to support desistance
- Building supportive relationships with children to empower children to make positive contributions to society
- Striving to reduce the criminalisation of Looked After Children

Islington Youth Justice Service has a strong focus on recognising and responding to children complex needs and ensure that all work is undertaken through a trauma informed lens and challenges structural barriers. A reducing criminalisation strategy has been developed by the Head of Service and partner agencies as part of a pan London initiative.

2.1. Voice of the Child

The participation of children in decisions that affect them is crucial to developing services and in their recognising strengths. Islington Youth Justice Service recognises the inherent difficulties in adopting meaningful participatory approaches to working with children within the youth justice context of court orders, enforcement, public protection and an unequal power relationship. The recognition of which is the first step to developing service priorities that listen to children and acknowledge the participation of children is imperative in shaping service delivery that understands the needs and experiences of children to improve outcomes for them. Islington strives to be innovative and consider new ways of working that captures the lived experiences of the children we work with and their diverse needs.

Islington Youth Justice Service seeks to engage children in a range of activities that support the shaping of child led services including Youth Peer Advocates and Parent Champions. Participatory approaches provide children with opportunities to share their unique insights into their lived experiences and can explain 'what works' for them and to be involved in decisions that affect them. Children are represented at the Youth Justice Services Management Board and contribute to developing interventions for our services. The You Lead youth participation group provides children supported by Targeted Youth Support and Youth Justice Service to engage with issues that impact them and to lead on raising participation. Youth Forum Meetings are bi-monthly and are focused on improving services and access to opportunities for children, including employment and training and addressing structural barriers.

3.

Governance and Leadership



3. Governance and Leadership

The council continues to invest into improving the strategic oversight and direction of the Youth Justice Service and has ensured that there is youth justice orientated support mechanisms in place to assist with this. Making residents and the wider community feel safe is a corporate priority for the Council and there is also a central objective to maximise positive outcomes for all children and young people within the borough as outlined in the Council's Fairer Together commitment.

Islington's Children's Services department is led by the Corporate Director for Children's Services who is assisted by several Service Directors including the Director of Safeguarding and Family Support and Director of Young Islington. The Youth Justice Service sits under the latter service area and is led by the assistant Director for the Youth Justice Service, Targeted Youth Support and the Integrated Gangs Team.

The Youth Justice Service has a sound management structure which means that there is capacity for all cases to receive a robust level of supervision which our data confirms. Under the Assistant Director is a Service Manager, two Team Managers and three Deputy Team Managers.

Islington Youth Justice Service forms part of Young Islington, situated within Children's Services. The Youth Justice Service works closely with partners in Community Safety and these relationships are strengthened through the strategic governance arrangements which exist within the Safer Islington Partnership.

The Youth Justice Service also works closely with Children's Social Care and Early Help support services under the Fairer Together department, these relationships are not only strengthened through the strategic governance arrangements but also through continued commitment to improving outcomes for children.

The Governance, Leadership and Partnership arrangements are set out in Appendix B.

3.1. Leadership and Accountability

Oversight of the Youth Justice Service's practice and improvements is implemented through the Youth Justice Services Management Board (YJSMB). Islington's Executive Member for Children, Children and Families chairs the Youth Justice Services Management Board. The Board has appropriate levels of seniority as members and is representative of the key partners required to contribute towards a successful and strategic multi-agency Youth Justice Service and youth crime reduction network.

Senior managers from partner services across the council and externally are consistently represented at the Board. Membership includes the Metropolitan Police, Youth Magistrates Lead, Community Safety, Probation Service, Education, Housing, Safeguarding and Looked After Children's services, Health representatives and the Pupil Referral Unit.

Senior Managers within the Youth Justice Service and Young Islington Directorate attend Islington Safeguarding Children Partnership (ISCP) and associated subgroups such as the Exploitation and Vulnerable Adolescents Subgroup and the Learning/Serious Case Review Subgroup. There is also a representative on the National Referral Mechanism Pilot Panel, Multi-Agency Sexual Exploitation Panel and the Youth Justice Service Head of Service chairs the Islington Group Offending Partnership Panel (IGOPP). The ISCB scrutinise the work of the Youth Justice Service due to the risks associated with sexual and criminal exploitation, children in police custody, mental health, school exclusion and parental capacity.

Youth Justice Service performance is also monitored at the Safer Islington Partnership Board, which is chaired by the Lead Member for Community Safety. In addition, its performance is discussed and overseen by the Council's Scrutiny Committee for Children's Services, and Youth Justice Service performance is discussed at Children's Safeguarding Accountability Meetings which the Corporate Director of Children's Services and Directors of Safeguarding and Family Support and Young Islington have with the Chief Executive and the Leader of the Council. The Policy and Performance Scrutiny Committee also scrutinises Youth Crime and the council's response and service provision to ensure improved outcomes for children and families.

3.2. Role of the Youth Justice Services Management Board (YJSMB)

The YJSMB oversees the improvement and performance of the Youth Justice Service and is furnished with regular and important updates in relation to performance and developments. The board members are clear in the objectives and are formally inducted and provided with an induction pack. YJSMB also oversees Youth Justice Service action plans, which have been drafted to identify gaps, track improvements and ensure actions are implemented to improve service delivery and outcomes of young people.

The Head of Service and Director of Young Islington compiles reports for the YJSMB which includes as standard the implementation of Asset Plus and submission of mandatory reporting data, and any Community Safeguarding and Public Protection incidents since the last Board. The Board also assists the Youth Justice Service to address any barriers in partnership working with key agencies.

4.

Working in Partnership



4. Working in Partnership

Youth Safety is a key objective for the council's Fairer Together agenda and funding to tackle youth crime and prevention services remains a priority. Specialist organisations and charities have been commissioned by Islington to help tackle the root causes and consequences of serious youth violence in the borough. These organisations work closely alongside the Youth Justice Service Targeted Youth Support (TYS) and the Integrated Gangs Team (IGT).

The lead in achieving progress in reducing First Time Entrants to the youth justice system is held by the Targeted Youth Support Service. Targeted Youth Support managers, police and other relevant partners discuss the appropriate disposal in each case and work together to deliver interventions to reduce the risk of reoffending. The Early Intervention and Diversion panel is key to this.

4.1. Health, the Integrated Care Board and Public Health

Islington Integrated Care Board (ICB) continues to work in effective partnership with the Youth Justice Service to support the emotional health and well-being of young people, on the edge of, or on the Criminal Justice pathway. The ICB is an active and committed member of the partnership. The ICB has continued to fund an integrated co-located health team that works alongside the Youth Justice Service. This offer comprises of Forensic CAMHS Psychology, Physical Health Nurse and Speech and Language Therapy.

The Youth Counselling Substance Misuse and Alcohol Service (YCSMAS) and sexual health provisions are commissioned and funded by Public Health and the ICB. The majority of health services are provided by Whittington Health Integrated Care Organisation who provide clinical supervision to staff and this arrangement also means that services are linked into a wider clinical system if needs identified require onward referral for more specialist services.

The health team, alongside case workers, are able to identify health vulnerabilities and risks and provide direct intervention where required, as well as consider referrals into mainstream services as the young person moves out of the Youth Justice Service. A key aim of the service is to identify unmet needs and risks and ensure that children are able to utilise mainstream health services as far as possible. Children known to Youth Justice Services do not always access primary care / community services, which can be due to mistrust of services, and often present in crisis. The configuration of the team is comprised of specialist clinicians in areas where we know this cohort have a high level of need - Mental Health, Speech, Language Communication Needs, and Drug and Alcohol Services.

The ICB has continued to co-commission the Liaison and Diversion (L&D) Nurse post with NHSE and we note the potential contribution this post is making to Islington Youth Justice Service reduction in First Time Entrants. The service offer has been shaped by the national evidence base of the emotional health and well-being needs of young offenders as well as responding to local need. offer into the Youth Justice Service which is now embedded with the service.

The partnership has continued to monitor and review activity on a quarterly basis. Data has been used, alongside a strong published evidence base, to support requests for funding to increase the offer. The Speech and Language Therapist offer was enhanced which has supported increased activity particularly in supporting Youth Justice Service staff and wider partners to understand both the impact of SLCN and interaction and communication strategies that they use with YP and the impact these difficulties can potentially have on young people's compliance / understanding of their orders.

4.2. Multi-Agency Safeguarding Partnerships

The three statutory safeguarding partners (LB of Islington, Islington CCG and the Metropolitan Police Services) have established a multi-agency safeguarding partnership in accordance with statutory guidance Working Together to safeguard Children 2018. The partnership is known as the Islington Safeguarding Children Partnership (ISCP) and has been in place since September 2019. The role of the ISCP is to safeguard and promote the welfare of children through the following objectives:

- Co-ordinate local work to safeguard and promote the welfare of children.
- Monitor and ensure the effectiveness of individual agencies and multi-agency safeguarding work.
- Collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- Challenge each other appropriately and hold one another to account effectively.
- Identify and analyse new safeguarding issues and emerging threats.
- Promote and embed learning and change practice in a way that local services for children and families can become more reflective and effective.
- Ensure agencies share information effectively to facilitate accurate and timely decision-making for children and families.

The Youth Justice Service is represented on the ISCP and has provided input into the processes that exist to support and protect vulnerable young people. The partnership helps to monitor and oversee some of this work by regularly focussing on areas such as missing children, gangs, county lines and exploitation which are areas which affect a large number of the Youth Justice Service cohort. The safeguarding risks posed by violent gang related offending are a consistent and striking issue for Islington and pose a major concern for all agencies working to safeguard children. Criminal exploitation will continue to be an ISCP priority. The Youth Justice Service is also represented on the Missing, Child and Exploitation sub-group that co-ordinates the partnership response to exploitation in all forms affecting children.

The ISCP published a Serious Case Review (Child P) in 2021 that relates specifically to criminal exploitation and violence and LBI participated in a serious case review overseen by Brent Safeguarding Children's Board in relation to Child K. There were recommendations, from both

reviews, relating to serious youth violence and the ISCP requested action plans from Young Islington and Children's Services in relation to these recommendations. The case review sub-group requests regular updates from Young Islington and Children's Services about the progress of their action plans.

The Youth Justice Service works closely with partners across Children's Social Care, including Children Looked After (CLA), Safeguarding and Quality Assurance, Children in Need (CIN) and Independent Futures (Leaving Care Services). There is a protocol in place which outlines the detail of how work will be managed between Youth Justice Service and the CLA teams, and this is being reviewed to reflect Asset Plus implementation and extended across other social work teams. This includes monitoring and joint audit of shared cases, especially those Remanded to Local Authority Accommodation, and those Remanded to Youth Detention Accommodation. A Youth Justice Manager takes a lead on operational oversight of the CLA cohort, and further front-line links are developed through attendance at team meetings and shared training. A joint supervision protocol is embedded to ensure effective and collaborative working between agencies when a child is known to both or multiple services.

4.3. The Youth Safety Strategy and Action Plan 2020/2025

Islington's comprehensive partnership Youth Safety strategy and rigorous action plan, which was launched in November 2020, sets out how we aim to create a better society for all of our children and children through our Fairer Together initiative and partnership response to youth safety and safeguarding of children and vulnerable adolescents.

The Youth Safety plan focuses on a collective partnership response that requires a balance of prevention, and interventions and the use of enforcement where children persist in offending and in presenting a risk of harm to themselves and/or others. The plan places a significant focus on prevention and early intervention, as the most effective way to reduce youth crime and keep children safe is to prevent children getting into trouble in the first place. A key goal is to continue to strengthen our relationship with children and other members of the community because this is integral to reducing youth violence and making our borough a safe place for all. The objectives of the Youth Safety strategy are:

- Protect children and young people from violence, abuse and exploitation
- Foster stronger and safer communities, public spaces and schools
- Safeguard children and young people and support families, parents and carers
- Build the resilience of Islington's children and young people
- Secure school inclusion and maximise academic and vocational achievement
- Addressing inequality and disproportionality within the youth and criminal justice system
- Reduce re-offending for those children and young people who have become more persistent in their offending behaviours
- Empower communities to create a safer environment for all, but especially for children

To achieve these outcomes, we have set out a number of actions and performance measures so that our progress can be robustly monitored and measured. A Youth Safety Delivery group was set up in February 2021, chaired by young people. It is composed of statutory organisations and community partners working alongside children and parents /carers to assess our progress and drive the improvements needed to ensure our children remain safe. For accountability purposes, the Delivery group is also aligned with and reports to the Youth Justice Services Management Board, which is the governance board for matters related to youth safety and youth justice.

4.4. Love and Loss Programme

The Love and Loss program is an emotive knife crime prevention [film](#) which was made by the Youth Justice Service and bereaved families from the Love and Loss group. The group provides peer support to families who have experienced the devastating murder of a child or young person in their family. In the film eleven family members – mothers, fathers, cousins and siblings – bravely share their experiences with candour and dignity. They are determined to support and educate children to make safer choices and want the film to be seen as widely as possible.

The film provides powerful and moving messages about the tragic consequences of knife crime and is used with children as part of youth safety work in schools, Pupil Referral Units and youth work settings. The film is appropriate for ages 11+ and it is recommended that it is shown as part of a structured 1:1 or group work sessions. It has also been shown to children who are being supported via statutory interventions such as those under the supervision of Youth Justice Services and/or supported by Children’s Social Care services. It has been rolled out by Islington’s Targeted Youth Support Service in partnership with the Integrated Gangs Team, Youth Justice Service, Street Doctors, The Shaquan Sammy-Plummer Foundation and to secondary schools and Pupil Referral Units across the borough.

The Love and Loss film has been endorsed by the London Violence Reduction Unit (VRU), the Youth Justice Board and the Metropolitan Police. The VRU part funded the project with the Council. The Love and Loss film won the “Best Innovation” award at Islington Council’s Epic Awards 2020 and a Civic Award was won by the families in 2021.

4.5. Universal Youth Offer

The council has shaped a new youth offer for children in Islington in line with Fairer Together and the borough’s Youth Safety Strategy. Islington offers a range of youth work services to children delivered from various spaces across the borough.

The council, with assistance from external experts, conducted a robust and efficient enquiry to design and future proof a new universal youth offer for the borough. The work included significant stakeholder engagement with young people, elected members, children’s services professionals, youth work service providers, VCS organisations, sector leaders and relevant

council officers. The review, whilst acknowledging many strengths, highlighted the desire for a more inter-connected universal youth offer, with an outward focus that provides children with equal access to opportunities and support. In response, a new universal offer has been designed to sit within the objectives of Fairer Together. Stakeholders said that they want to see more connected, community-based youth provision within localities (north, central and south), supported by a youth work leadership function to support quality and impact measurement as well as enhanced detached youth work to reach children who may never access a youth space or service.

The new Young Islington universal youth work offer is community focused, building sustainable networks across the borough with a shared and coherent vision linking into and building capacity amongst community youth providers and groups. The intention is that the new offer will draw in and convene a range of resources for the benefit of young people as part of a rich and cohesive preventative offer

4.6. Mayor's Office for Policing and Crime

The Mayor of London, as occupant of the Mayor's Office for Policing and Crime (MOPAC) is required by law to produce a plan that explains how the police, community safety partners and other criminal justice agencies will work together to reduce crime. The Mayor's Office for Policing and Crime (MOPAC) is the strategic oversight body tasked with devising the Police and Crime Plan and ensuring that it's delivered over four years.

One of the priorities is keeping children and children safe. The plan sets out how it wants children to grow up in a culture of respect for themselves, others and for the law. The report acknowledges the unfortunate fact that many children experience violence and abuse and live in communities damaged by crime and anti-social behaviour and how the focus is to reduce crimes that cause most harm to young people, such as knife and gang crime, sexual abuse and serious youth violence. The approach – that involves intervening with those children already involved in criminal activity – involves taking tough action against persistent law breakers. The report explains how – despite reducing resources – a collective working arrangement between police and youth services will tackle the challenges of child protection and focus on London's youth in order to make the progress that has not always been seen in the past.

Key goals in the plan include emphasis on preventing children entering the Criminal Justice Service and reducing the number of first-time entrants, addressing reoffending and reducing knife and gun related crime. Practical measures to reach these goals include placing more specialist officers in schools to allow a direct line of engagement between children and the police and to help build trust and confidence. The continued presence of dedicated Youth Offending Team police officers who work closely and in partnership with Local Authorities on a variety of low level and serious offences committed by young persons is another crucial part of the strategy to protect, support and safeguard these people.

The Youth Safety Strategy acknowledges the MOPAC priorities and in turn has identified and developed core activities to focus on these priorities. The eight activities are prevention, identification, engagement, diversion, support, protection and – for the more serious matters disruption and enforcement (including prosecution).

Practically, this will take many forms. Police will work closely with partners to educate children about the dangers of gang activity and violent crime, and how this can be avoided. Youth Engagement Team (YET) police officers will carry out face to face home visits to support families and their children should there be concerns of criminal behaviour. As knives are often secreted in public areas so they can be retrieved quickly, sweeps will take place in crime 'hotspots' in order to remove weapons from the streets and reduce injuries (Operation Sceptre).

By reaching out to the community, links have been developed by police and partners with high profile organisations such as Arsenal Football Club, through its Arsenal in the Community arm, which allow referrals to be made for children to join in professionally run courses that look to develop the skills of young people. Due to concerns about the exploitation of children to be used in 'county lines' drug dealing and 'cuckooing' of vulnerable persons' homes, police have regularly conducted joint patrols with council community officers to provide leaflets and discuss with residents how they can be safeguarded from cuckooing, and how to identify the signs and report swiftly if they feel that this is taking place.

4.7. Violence Against Women and Girls

Islington council embarked on an ambitious programme to transform the delivery of Violence Against Women and Girls (VAWG) services in April 2020. In 2021, Islington and its partnership launched a new five year VAWG strategy. The aspiration is to prevent and reduce VAWG and improve safety and outcomes for victims/survivors and their families and support them to repair and recover from the abuse they have experienced. A particular focus has been the impact of experiencing domestic abuse (DA) in early childhood, drawing on the findings of Islington's 2018 Spark research which highlighted the high prevalence of DA in the backgrounds of the 25 most concerning children in the Youth Justice Service, especially pre-birth and up until the age of 18 years old.

The evidence on the links between domestic abuse and serious youth violence supported the case for additional council investment of £700,000 per annum in VAWG services. Working with our partnership colleagues funding has been secured to enhance VAWG service provision to include a Sexual Health Independent Domestic Violence Advisor role, CCG are contributing to the IRIS project, and London VRU are funding the Children's Independent Domestic Violence Advisor based in Targeted Youth Support. The additional funding has enabled Islington to strengthen and extend our existing VAWG service offer and develop a number of new and innovative services to work with children and families affected by DA. Examples include the Sunflower project which is providing targeted group work to children in primary and secondary schools, and the DVIP YUVA project to work with children using violence in their relationships especially child to parent violence. The new VAWG Workforce Development Team (VWDT)

started in May 2020 to provide training and practice consultations to staff working across the children's workforce and has provided bespoke training and case consultation to the Youth Justice Service, Integrated Gangs Team and Targeted Youth Support.

4.8. Violence Reduction Unit (VRU) Parenting Support Project

In January 2020 the London VRU awarded funding to Islington and Camden councils to deliver a 1-year collaborative pilot project to improve outcomes with a focus on families living in areas affected by gang and youth violence in Islington and Camden. The project delivery was revised to take into account the impact COVID-19 pandemic and extended until March 2022 with additional £100k funding to enable the project to achieve the outcomes.

It provides multi-level parent/carer community based, peer-to-peer support in the context of a public health approach to violence reduction and the project is being evaluated by London Metropolitan University to support the development of an evidence base around peer-to-peer models of parent support across London and will inform future commissioning by the London VRU.

In June of 2003, the Parent Support programme won the Children's Services service award at the London Chronicle Awards.

The VRU Parental Support Team comprises of a Project Manager, two Parental Support workers, two Transition to Secondary school worker and a part time Administrator who are based within the VAWG and Youth Safety Commissioning Service.

The project is providing:

- **Parent peer support and empowerment** – A group of parents have been trained as Parent Champions and are developing and leading on parent led projects and initiatives and this summer one of the parents will be chairing meetings for parents across Islington focusing on keeping children and children safe this summer.
- **Social media awareness raising and training** – Social Switch training where parents/carers will learn to keep safe online and understand how social media can amplify tensions that can lead to violence, with the aim of becoming trained 'internet citizens'.
- **Education training** is being provided for parents/carers to raise awareness of the education system and provides practical advice on how to have positive and constructive conversations about their children with schools to improve educational achievement and prevent fixed and permanent exclusions.
- **Welfare benefits and employment opportunities training** – A whole family approach
- **Online Youth Safety and Diversion workshops** – Delivered by Islington Youth Justice Service.
- **Parent support** – Two Parent Support workers are providing targeted wrap-around

support to 20 families, to build resilience and empower parents to provide a strong, stable, and loving foundation for family members to flourish.

- **Transition to secondary support** – Adding capacity to the existing Transitions project in Islington to an additional 20 families referred by primary schools.
- **Mental health and therapeutic support** – Giving the additional pressures on parental mental health and related measures has created, additional mental health and therapeutic support will be provided to support the team’s work with children and families and provide direct support to the families engaged.

4.9. Transitions Programme

The Home Office Serious Violence Strategy and Islington’s own local analysis highlighted that high rate of school exclusions is a marker for increased risk of becoming involved in, or a victim of, serious violent crime. Islington has had high rates of exclusions and absence in both primary schools and secondary schools. Our parents and families have told us that they need additional community-based services and interventions to support them to keep their children safe and in school.

Increasingly younger children are being identified as vulnerable and at risk in the community, and we know that the transition from primary to secondary school is often a trigger age for concerns to escalate and the pipeline to offending is well documented. This escalation can often lead to children becoming involved in anti-social behaviour, offending, risky peer choices and vulnerability. There are undoubtedly multiple factors impacting young people’s development during this time, but we believe that more preparation for this school transition period, through supporting children and families, developing awareness and getting children engaging with services, will have a significant impact on positive outcomes for children, families and the community.

Young Islington and partner agencies with funding from the Violence Reduction Unit have developed a pilot project focused on the provision of support in the transition from primary to secondary school. The Transitions Project works in 7 primary schools in the Caledonian Road and Andover areas: providing not only direct interventions through 1-1 work, but a targeted approach to intervention for the whole school and the surrounding areas and community local to that school. Support is tailored to meet the needs of the individual child and their family, and is trauma informed. Support is consistent and intensive throughout the transition period; working to support the child and family well into their first year of secondary school.

School and community-based group work is also provided with children identified as vulnerable to risk in the community and therefore at risk of reduced attendance and exclusion. The aim of the group work is to support children to form supportive and safe peer groups into secondary school, develop awareness and build resilience. Parenting workshops further aim to support parents to identify and respond to risks to protect their children, whilst building supportive parent networks and linking families into community-based support services.

Support and training is also offered to staff and teachers within the schools to help develop informed interventions and strategies that are sustainable.

4.10. London Accommodation Resettlement Pathfinder

Islington has significantly contributed to the development of the London Accommodation Resettlement Pathfinder (LAP) with the Youth Justice Service Assistant Director and the Assistant Director for Policy and Commissioning Strategy leading with London Innovation and Improvement Alliance and the Association of London Directors of Children's Services to share and develop approaches to improve outcomes for London's children. The LARP is a key project within this programme to develop provision for residential alternatives to youth custody, thereby reducing over- representation of Black and Minority Ethnic children who experience custody and improving outcomes for young people, victims and communities. Both Assistant Directors have led on the operational strategic work streams and the development of the service specification and commissioning as part of the working group.

4.11. National Referral Mechanism Panel

Identifying and supporting potential child victims of Modern Slavery (Human trafficking and/or slavery, servitude and forced or compulsory labour) is a priority for Islington Children Services. It is also a responsibility set out as authorised first responders under the Modern Slavery Act 2015 to ensure all suspected cases of Modern Slavery are duly recorded and safeguarded within the NRM framework. Further to this responsibility Islington and Camden Children Services have been awarded a national pilot project to undertake devolved child National Referral Mechanism decision making, formally held by the Single Competent Authority. This decision-making includes both the initial Reasonable Grounds decision and the Conclusive Grounds decision for potential child victims. It is hoped that by virtue of devolved decision-making and a specialist and trained multi-agency panel that multi-agency responses, intelligence gathering, and localised child safeguarding can be further strengthened in matters relating to Modern Slavery, helping to also combat child exploitation as a wider matter.

The Youth Justice Head of Service is a core member of the decision-making panel due to strategic and operational responsibility within the agency for Modern Slavery and Trafficking (including County Lines), Child Sexual Exploitation, Gangs and Serious Youth Violence and Harmful Sexual Behaviour. The Head of Service has contributed to an independent evaluation is being undertaken IPSOS to provide evidence to the Home Office with a final evaluation report due for publication in 2023. The Islington and Camden National Referral Mechanism was shortlisted for a Local Government Chronicle Innovation Award for excellence in local government.

4.12. Multi-Agency Public Protection Arrangements

The Youth Justice Service maintains consistent engagement in Multi Agency Public Protection Arrangements (MAPPA) and has attended all Level 2 and 3 meetings at which youth cases are discussed. The Youth Justice Service is also a key partner at the Cross Borough and Multi Agency Child Exploitation meetings, which discuss prominent children likely to engage in serious youth violence and those who are at risk of criminal and sexual exploitation.

The Service Manager or Assistant Director of the Youth Justice Service chairs the Multi Agency Risk Panel (MARP), which discusses MAPPA Level 1 cases, and those other children who pose a high or very high risk of serious harm to others and those in custody or on licence. The relevant partners are engaged in addressing or reducing this risk. Social work practitioners and managers are key partners in the MARP, alongside police, housing, forensic psychologist, National Probation Service, education and Integrated Gangs Team.

4.13. Youth Justice Education Panels

The Youth Justice Service has two panels to maintain strategic and operational overview children open to the service in regard to their employment, education and training. The Youth Justice Service Education Panel for children under the age of 16 meets monthly and monitors progress and engagement of school-age children and children known to Youth Justice Service. This monthly panel monitors the effectiveness of strategies put in place to ensure school age children to be able to access education provisions that are suited to their needs, monitors attendance and attainment.

The Post 16 Education Panel tracks and monitors young people's post 16 progression and ensures those that are not in employment, education or training have appropriate plans and interventions in place to support them to access opportunities. The panel has been established in order to improve the oversight of those children who are not engaged in a form of education, training or employment. Due to the increased risk factor that this presents, the panel aims to use the expertise of each representative, who are specialist in this area, to tackle this issue for children being worked with by the service.

The panels are attended by representatives from relevant stakeholders from Pupil Services, Alternative Provisions, Early Help, SEND, Educational Psychology and Virtual School as well as the Post 16 progress Manager, Progressions Advisor, iWork Coach, Access and Engagement (school attendance) and the Youth Justice Service Education Lead.

4.14. Clinical Specialist Panel (CSP)

The CSP provides a formal framework for multi-disciplinary case formulation and management oversight in relation children with additional and complex needs known to the Youth Justice Service, Targeted Youth Support and Integrated Gangs Team. The panel ensures a co-ordinated approach to the provision of high quality and high impact clinical and health support to young people. The CSP makes recommendations about what it considers being the most appropriate interventions and referral pathways to both internal and external services and revises and monitors specialist and clinical interventions and outcomes.

The CSP ensures fair access to appropriate services and advocates where appropriate to reduce discrimination and to promote diversity in relation to the additional needs of young people. Youth Justice Service and partners have oversight of intervention plans and co-ordinate multi-agency resources in order to support children identified of being in need of additional support. To provide management oversight and support the transition and provision for children with additional needs in the secure estate and identify and ensure appropriate assessment of children as part of court proceedings.

4.15. Safeguarding Surgery

The Safeguarding Surgery allows staff to bring cases for discussion where they have concerns in relation to the progression of a case from a safeguarding perspective. The surgery provides the space for the caseworker to have a discussion with the Head of Service, their manager and a manager from the Safeguarding and Quality Assurance department within Children's Social Care. The objective is also to assist with the wellbeing and risk management of complex cases, including focused reviews of Targeted Youth Supports Out of Court Disposals. There may be potential safeguarding concerns in relation to such a case and whilst the surgery can make decisions about such cases, it is clear that it is not a substitute for the referral of concerns to the 'front door' via the Children's Services Contact Team (CSCT), where there are significant and/or immediate concerns in relation to a child's welfare. The surgery takes place every month. It was highlighted as an area of good practice in the report for the Joint Targeted Area Inspection (JTAI) which took place in December 2018.

4.16. Islington Group Offending Partnership Panel (IGOPP)

Tackling youth and young adult serious violence and gang related activity is a priority for the IGOPP. The Integrated Gangs Team has commissioned the introduction of the IGOPP to co-ordinate appropriate, intelligence-led and evidence based multi-agency partnership interventions with individuals who are involved in, at risk of involvement in or directly affected by serious violence and gang related activity across Islington and neighbouring boroughs. The over-arching purpose of the IGOPP is to safeguard the community from serious criminal behaviour by identifying lead agencies to provide targeted strategic responses to localities and the monitoring individuals to prevent association and involvement in group offending, disrupt criminal behaviour and provide support and exit strategies where appropriate. The IGOPP is co-

chaired by the Head of Youth Justice, Targeted Youth Support and Integrated Gangs Team, the Detective Inspector for the Integrated Gangs Team and the Community Safety Head of Service.

4.17. Multi-Agency Risk Panel and Custody Panel

The Multi-Agency Risk Management Panel (MARF) is the forum where statutory cases which are open to the Youth Justice Service are referred for discussion in order to further safeguard the young person and/or manage the risk that they pose to themselves and/or the general public. The purpose of MARF is to ensure that risk is managed effectively within the Youth Justice Service and that there is high quality management oversight and accountability for all high-risk cases. This should include escalation of cases where necessary to ensure shared multi agency responsibility in improving outcomes for young people. The Panel quality assures management decisions, amend Risk Management Plans, and escalate to other agencies at senior level where this is deemed necessary.

The panel further reviews all custody cases on a monthly basis, and it is attended by key partners within the secure estate. The Custody component of the panel focuses on those in custody and on community licence. The panel is used to plan and implement intervention to meet individual need. This starts in the custodial establishment following sentence or remand to youth detention accommodation and will continue upon release for the length of the community supervision.

4.18. Out of Court Scrutiny Panels

Islington was one of the first areas in London to run Out of Court Scrutiny Panels. These are facilitated twice a year by the Police, who also chair them, in order to quality assure our work and ensure that the decisions that are being made in relation to such disposals are fair, balanced and appropriate. The panel comprises of senior partners from Police, Youth Justice Service, HCMC, CPS, CRC and YJB. At the panel, cases are dip sampled, reviewed and scored in turn by the panel and learning is taken back to the relevant individuals and agencies. These panels have been run to cover Islington and Camden children due to the fact that the Police share the same Borough Command Unit. Islington's cases have been scored positively indicating that the Out of Court Disposal was the right decision made by the partnership for young people.

4.19. Constructive Resettlement

Successful constructive resettlement of children leaving custody is a priority area for Islington. A Resettlement and Custody Panel is held monthly where each young person is discussed from the point of sentence to release date. This is a multi-agency meeting involving staff from custodial institutions as well as relevant services in the community.

Islington Youth Justice Service is part of the North-East London Resettlement Consortium and through this is able to access a range of additional support services for children exiting custody.

These include specialist trauma counselling and support services, mentoring and life skills coaching. There are also positive initiatives to support children into Employment, Training and Education. The Youth Justice Service has a dedicated practitioner who focuses on through care and advocacy for children in custody from the point of sentence and whilst subject to remand.

In recognition of the need to address the impact of young adults on serious youth violence and the criminal exploitation of children in Islington a multi-agency Resettlement Panel has been established by the Integrated Gangs Team in collaboration with the Police and the National Probation Service. The Panel reviews the multi-agency resettlement for young adults known to be involved in group offending and serious youth violence in Islington.

4.20. Research Projects

Young Islington has undertaken a number of research projects with City University Criminologists to enhance understanding of the complexities of offending and serious youth violence within Islington and to inform the strategic development of services and to include the voice of local communities in developing services. The first project, enhancing the work of the Islington Integrated Gangs Team, was published in 2019. The Disproportionality Project was the second of three partnership projects involving Islington Borough Council and criminologists at City, University of London funded by the Youth Justice Board. Haringey Council was also part of this project. The UK Research and Innovation Andover research project in partnership with City University and the Islington Borough Council was published in 2021. The project undertook co-production of detailed biographies for the most prolific offenders in one of the Borough's most deprived areas, the Andover estate. Crucially, the project aimed to include young offenders, their families and carers as an equal voice in research and innovation activities (interviews, multi-media diaries/outputs) to better understand the complex interdependencies of serious youth violence and enhance the local multi-agency approach to addressing and preventing it.

Funded by the London Mayor's Office for Policing and Crime (MOPAC), the Disproportionality Leadership Project is an integrated intensive mentoring programme project across four London boroughs – Camden, Hackney, Haringey and Islington. With Islington as the lead borough who coordinates delivery in partnership with Wipers as delivery partner and research analysis delivered by and co-produced by the research team from Essex and City Universities, young mentees and practitioners. The project will contribute to sustained systems change by developing a new approach to strengthening multi-agency partnership working to address the local drivers of disproportionality in the youth justice system. Crucially, young mentees and mentors will help co-produce individual timelines documenting meaningful changes to young mentees' lives and representing a record of their achievement. Prioritising the voice of young mentees will give them a stake in the research and enhance confidence, social and leadership skills by providing direct experience of co-producing a research project and recommendations to tackle disproportionality.

4.21. Disproportionality Project Action Plan and Working Group

The Islington and Haringey Disproportionality Project and subsequent report funded by the Youth Justice Board explored inequalities in relation to the youth and criminal justice arena and interdependent systems where Black, Asian and Minority Ethnic children are overrepresented. In Islington, this is particularly applicable to Black groups and to Black males in particular. With support from the Youth Justice Board, Islington and Haringey developed a project with City University to identify, address and tackle the reasons why this disproportionality is so prevalent. One of the main areas where young Black, Asian and Minority Ethnic are over-represented is the secure estate. This is particularly worrying as outcomes for children who have been sentenced to custody are significantly worsened.

This project involved evaluating a programme designed to tackle key issues and outcomes relating to the disproportionate representation of Black, Asian and Minority Ethnic children in the Criminal Justice System and beyond. The project has been cited as good practice by HMIP in its good practice guidance following its thematic inspection of Black and Mixed heritage boys.

The Youth Justice Service has a strategic and operational action plan to address the recommendations and wider disproportionality within the Criminal Justice System. The Disproportionality Action Plan was implemented covering each of the areas as identified as recommendations from this project. Through this action plan, Islington Youth Justice Service commissioned the Wipers Mentoring Support and Ether Programme. The Ether programme is a 'Personal Development & Leadership Programme. This highly motivational and inspirational leadership course directly addresses issues around race and identity and perceptions of self, as well as self-esteem and confidence, attitude and behaviour plus independent thinking.' Children who attended gave positive feedback from and found it to be a safe and supportive space. In addition, young people received an AQA accreditation.

The Local Disproportionality Working Group is a monthly space dedicated to exploring disproportionality within Islington and the focus of this group is to develop a local action plan and consider what actions could be taken to work more closely with partners, improve outcomes for children and think about anti-racist practice within the Youth Justice Service. We are currently focussing on adultification, improving practitioner confidence and skill around the use of language and addressing issues surrounding race and Disproportionality in reports and assessments, building wider resources to explore a young person's journey and developing and developing interventions around race and identity.

In addition, a successful bid was made to MOPAC in relation to the area via the The Disproportionality Leadership Project is an integrated intensive mentoring programme (designed and delivered by WIPERS) and research analysis (co-produced by the research team at City and Essex universities, young mentees and practitioners) across four London boroughs – Camden, Hackney, Haringey and Islington. The aim of the project is to contribute to

sustained systems change by developing a new approach to strengthening multi-agency partnership working to address the local drivers of disproportionality.

The intensive mentoring programme will enrol 45 to 60 minority ethnic young people involved in the criminal justice system across the four boroughs. The Disproportionality Leadership Project is the first in the country to use a multi-borough comparative collaboration that prioritises the voices of minoritised young people to develop an in-depth qualitative analysis of disproportionality in the context of an intensive mentoring-leadership programme.

5.

Resources and Services



5. Resources and Services

The YJSMB monitors the Youth Justice Service budget, and compliance with the conditions of the grant from all funding sources, and that the Youth Justice Board grant will be used exclusively for the purpose of delivering youth justice services. Despite the significant financial challenges faced in Islington, with the government's reduced funding and the COVID-19 pandemic Islington's Councillors have continued to prioritise the future and needs of children within the budget. Since 2016, the council put an additional £500,000 investment each year into the budget to address youth crime and to support youth services and the Youth Safety Strategy.

There are a number of partners involved in delivering youth justice outcomes within the Youth Justice Service and they provide important contributions to the multi-agency team. The Youth Justice Service has two police constables, a sergeant, a probation officer, a forensic psychologist, senior clinician, a sexual health worker, a nurse for physical health needs, a liaison and diversion nurse, a speech and language therapist, an educational psychologist, a parenting worker, an education worker and an employment coach.

A structure chart for the Youth Justice Service, including the roles of staff seconded from partner agencies, is attached as Appendix A.

The Youth Justice Service is part of the overarching service which includes the Youth Counselling Substance Misuse and Alcohol Service, with in house access to substance misuse services. The Youth Justice Service works closely with the Islington's Integrated Gangs Team and has link workers at both practitioner and manager level who cross both teams. The Integrated Gangs Team works alongside Targeted Youth Support and the Youth Justice Service and are both managed by one Head of Service. This aims to strengthen the joint working and intelligence.

The financial plan for the Youth Justice Service is based on figures from last year with in-kind contributions from partners. 2 percent has been added to the figures to reflect inflation.

A table showing the financial, staffing and in-kind contributions made by local partners and others is attached as Appendix C.

6.

Performance



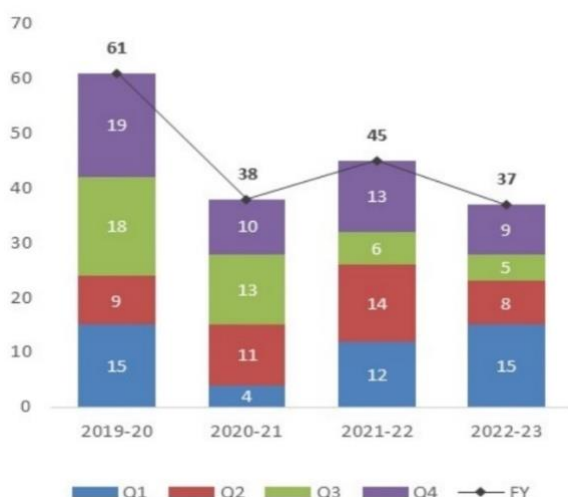
6. Performance

National Key Performance Indicators

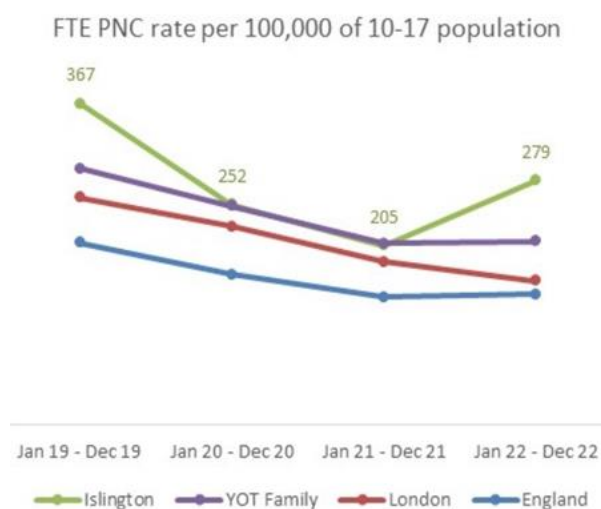
6.1. Reduction of First Time Entrants

In relation to First Time Entrants, Islington saw an increase in 2021–2022, after the sharp drop of 2020–2021. However, during 2021/22, 45 young people entered the youth justice system, which was lower than the years prior to the Covid-19 pandemic. The rates for the borough’s comparators have continued to follow a downward trend, during 2022–2023 the Islington rate of First Time Entrants was above the comparator rates. Our local data indicates that are FTE’s are reducing despite the most recent Youth Justice Board First Time Entrants rate showing an increase. The change in the Youth Justice Board rate was partly due to an increase in First Time Entrants in 2021/22, but also due to a significant change in the population estimates used, following the 2021 National Census (a 13% drop in the estimated population from the previous year).

Number of first-time entrants – Local measure



Number of first-time entrants – YJB measure



Making sustained reductions to the number of first-time entrants remains a significant priority for the Youth Justice Service and the partnership. Much of this can be attributed to the prioritisation of targeted early intervention and prevention for young people who are at risk of entering the youth justice system. Early intervention and identification of young people at risk of offending continues to be a key priority and our partnership response to the needs of those at risk of offending has helped immensely.

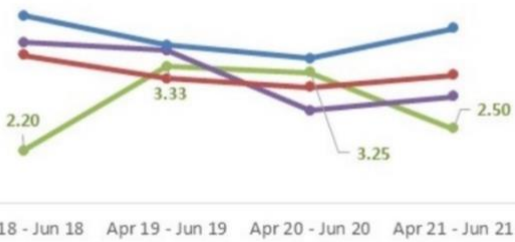
Our commissioned services have been central to this also and we have strengthened our triage interventions to make them better tailored to the multi-faceted (and often complex) needs of young people. This complexity has increased due to the pandemic. More training has also been delivered for practitioners to help with the developing of enhanced assessment and interventions for children triaged has further supported more effective diversion.

6.2. Reduction in Reoffending Rates

For the Re-offending indicator, the YJB performance is based on a rolling cohort of young offenders in one quarter, and their levels of reoffending over the following 12 months. Additionally, the YJB allow a significant time lag in their reporting of 18 months, to allow for potential delays in the recording of outcomes, nationally.

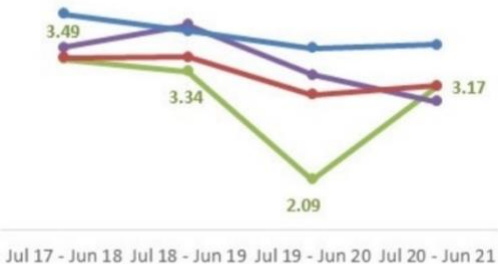
The data for the YJB reoffending measure April – June 2021 for the three-month cohort and July 2020 – June 2021 or the aggregated reoffending cohort are featured in this plan. For the former, Islington’s frequency rate of 2.50 and binary rate of 31.6% are lower than our comparator’s rates. Islington’s binary rate is the fourth lowest of the group of the borough’s statistical neighbours, and the frequency rate is the fifth lowest in the group. For the aggregated reoffending cohort, Islington’s frequency rate is lower than the rates of the London and England comparators, but higher than the statistical neighbours, whilst the binary rate was lower than all our comparators.

Reoffending rates after 12 months - Three month cohorts:
Reoffences per reoffender



Islington
YOT Family
London
England

Reoffending rates after 12 months - Aggregated quarterly cohorts:
Reoffences per reoffender

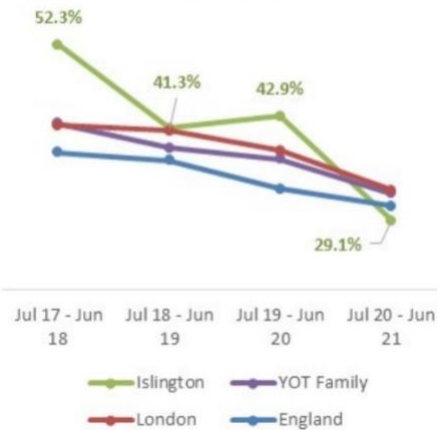


Islington
YOT Family
London
England

Reoffending rates after 12 months - Three month cohorts: Binary Rate

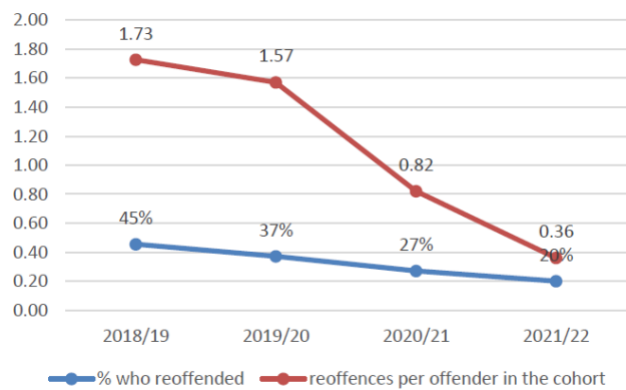


Reoffending rates after 12 months - Aggregated quarterly cohorts: Binary Rate



The performance measures in relation to re-offending continue to move in a positive direction and trajectory with the rate now below the re-offending rates of comparable YOTs. This is a significant achievement given where the Youth Justice Service’s performance was four-five years ago. However, there is no room for complacency as the rates could change due to the impact of the pandemic and the current cost of living crisis. There has been an increase in the number of offences following periods of lockdown and an increase in adverse needs following the impact of the pandemic on vulnerable children. The service has ensured that young people who are at risk of re-offending are identified so that they can be supported and deterred from reoffending.

	FY 2021/22			
	Q1	Q2	Q3	Q4
Number in cohort	11	30	27	25
Number who reoffended	3	6	7	5
Number of reoffences	7	12	26	9
% who reoffended	27%	20%	26%	20%
Reoffences per offender in the cohort	0.64	0.4	0.96	0.36

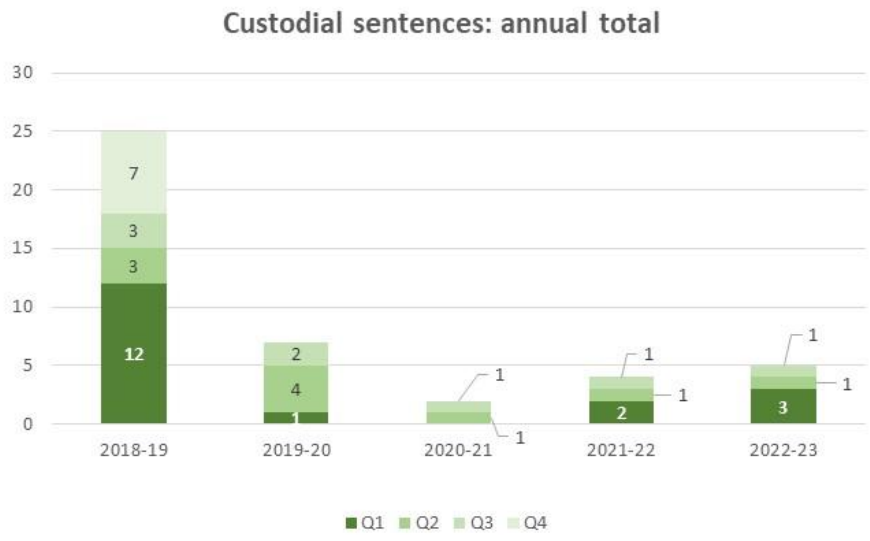


Our re-offending rates, whether using the Youth Justice Board or local formulae, remain higher than we would like due to the fact that we continue to have a small, but significant cohort of young men who continue to offend whilst subject to Youth Justice Service supervision and monitoring. There is a lot of work and action taking place, however, to ensure that this cohort are provided with appropriate interventions via tailored support packages alongside enforcement. Indeed, the embedding of Trauma Informed and Motivational Practice is helping to strengthen the quality of the assessment, planning and interventions to all of our young

people, and particularly to this group of young people who reoffend, almost all of whom have experienced significant traumatic events.

6.3. Reduction in the use of custody

The number of young people receiving custodial sentences has fallen and this is reflected in the decline from 2018 to date. Between January – December 2021, Islington’s rate was 0.11 custodial sentences per 1,000 population. Islington had 9 custodial sentences in 2019–2020. This was a significant reduction for the period and represents a positive downwards trend with 25 custodial sentences for the previous year. 2020–2021 saw a significant reduction in custodial sentences during the pandemic with a slight increase and stabilisation in 2021–2022 with a respective 4 and 5 custodial sentences for the periods. These figures brings us in line with our comparators. This has in part been achieved by improving the relationship between the Youth Justice Service and the local court to the point that the court has increased confidence in the proposals the Youth Justice Service makes and, in the services ability, to effectively supervise high risk young people in the community when the custody threshold has been met. This includes the use of Intensive Supervision and the use of external controls (such as electronic monitoring and curfews) to support children to remain in the community.



There has been a general increase in the time taken between offences and their outcomes. 10.2% of the offences committed in January to March 2021 only had an outcome after more than a year after the offence, an increase from 8.5% of the offences committed in January to March 2020. 51% of the offences committed in January to March 2021 only had an outcome after three months or longer, compared to 54.2% of the offences committed in January to March 2020.

A deep dive analysis was undertaken by the Youth Justice Service to review and ensure best practice was undertaken in relation to the custodial sentences for the period and concluded that the offences were either so serious that no other sentence could be justified or there was significant non-compliance which posed an unacceptable risk to public protection.

In examining the use of the custody threshold, it is important to consider proportionality in sentencing, namely that custody should be used only when the offence is so serious that no other sentence is appropriate. The index offences in relation to the data period for the custodial cohort are such that a community option would be limited. Islington is confident that custody is used when appropriate and that good practice in proposing robust community proposals where appropriate is being systematically and proactively applied by youth justice practitioners and managers. Prevalence of violent and knife related offences is present in 90 percent of custodial sentences during the reporting period.

Whilst it is acknowledged that Islington has made significant progress in reducing the use of custody in recent years and that the process has been robust in ensuring that appropriate and considered recommendation are made to the court where a young person is at risk of custody, there remains a cohort of young people, who by virtue of the seriousness of their offending result in receiving custodial sentences.

All children who receive a custodial sentence or remand are reviewed at the Multi Agency Custody Panel to support sentence planning and resettlement from the point of entering custody, to ensure that there is multi agency planning to maximise successful outcomes for young people who are returning to the community. This is reflected in the Youth Justice Service's resettlement protocol. There has been a review of the use of Criminal Behaviour Orders and similar civil injunctions, and a protocol drawn up with the police and Community Safety, with the aim of ensuring that they are correctly and effectively applied, and that restrictions and timescales are appropriate and realistic.

Key Performance Indicators (from April 2023)

The Ministry of Justice has confirmed the introduction of a number of new Youth Justice focussed performance indicators. An internal review has been undertaken as to current position as to date reporting requirements on the following Youth Justice Board's Key Performance Indicator requirements from August 2023. The reporting data period had 14 young people with closed interventions and no children resettled in the community.

Accommodation: Islington recognises that access to safe and suitable accommodation reduces the risk of reoffending, works closing with partners including Children Social Care to ensure appropriate housing and placement provision. Islington has no children or young people recorded as in unsuitable accommodation as of June 2023. Monitoring of this KPI will allow us to identify any barriers in order to escalate with partners when children are in unsuitable accommodation. No children in the community were released from custody during the reporting period.

Education, training and employment (ETE): There are established links between low educational engagement and attainment and the risk of childhood offending. Education, training and employment continues to be an area of significant focus for the Youth Justice Service, as there is a body of evidence to demonstrate that participation and engagement in education, training and employment are essential to desistance. Subsequently, there has been

substantial investment in the area and initial data reporting indicate a high percentage of school aged children in suitable ETE. As of March 2023, 60% of Youth Justice Service young people were in Education, Training and employment which represented an increase from 56% from the previous quarter.

SEND/Additional Learning Needs: Identifying and responding to special educational needs/additional learning needs and providing support early is a key focus of our work. Data reporting for the period indicates 65% of children and young people have identified SEN Support or an Education Health Care Plan. Educational outcomes for these children and young people are reviewed at the Clinical Specialist Panel and the Education panels to ensure access to suitable education provision.

Mental healthcare and emotional wellbeing: Rates of poor mental health are higher for children across all stages of the youth justice system than in the general population. Islington Youth Justice Service monitors access to mental health interventions via a dedicated clinical and therapeutic health team. Mental Health screening and consultations are completed for all children and young people with in-house provision of treatment and intervention.

Substance misuse: It is recognised that children and young people in the youth justice system are particularly vulnerable to substance misuse. In response to this we monitor access to substance misuse interventions and treatment via a dedicated lead practitioner from the Youth Counselling and Substance Misuse Service. Substance Misuse screening is completed for all children and young people known to the service.

Out of court disposals (OOCs): Islington Youth Justice Service has a clear commitment to the engagement of children and young people on out of court disposal. During the KPI reporting period interventions were positive with 4 Youth Cautions or Youth Conditional Cautions.

Wider Services: In recognition of the importance of multi-agency working in reducing offending this KPI requires monitoring of children and young people who are care experienced or who are referred to Early Help services. Islington Youth Justice service has robust multi agency working arrangements with partner agencies and with targeted early help services. Data reporting for this period indicate a high percentage of children and young people being care experienced or meeting the criteria for referrals to Early Help services.

Management Board attendance: Attendance at the Youth Justice Management Board is monitored and there is a commitment from attendees and senior representation from a wide range of partner organisations and agencies. A clear strategic Action Plan in relation to disproportionality is reviewed at the management board with contributions from partners.

Serious youth violence (SYV): This is measuring the number of proven Serious Violence offences and the proportion of proven Serious Violence offences as a proportion of total offences in the quarter and will look at the demographic breakdowns of children cautioned or convicted for these offences. The reduction of Serious youth violence is a key priority for the Youth Justice Service and the wider partnership. Initial data reports indicate Offences with a

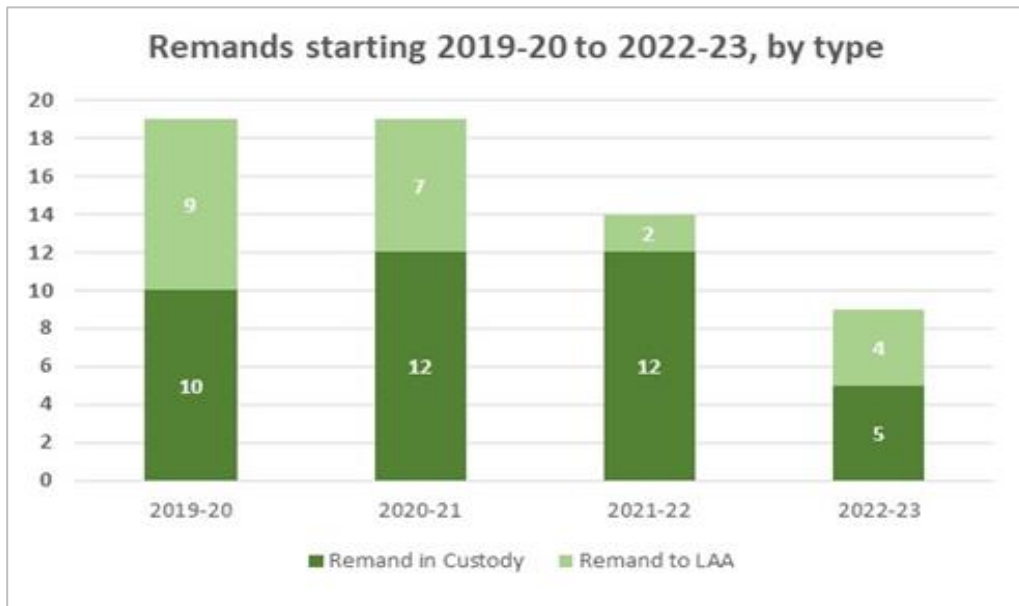
gravity score of 5 or more currently account for 19% of proven offences committed during Q1 2023/24.

Victims: This KPI monitors the number of victims resulting from offences committed by children and young people, the number contacted, and the number engaged in restorative justice opportunities as well as those who requested and were given further information and support. Youth Justice Services have a statutory duty to provide support to victims which is delivered through strong partnership working between the Restorative Justice (RJ) and Victims' Lead and the Youth Justice Service's (YJS) Police.

Local Performance

6.4. Remand data

Islington had a significantly high rate of custodial remands in 2017–2018 with 28 and 21 in 2018–2019 with a reduction in 2019–2020 to 10 custodial remands. The use of overall use of remand has reduced year on year since 2021 to date with 12 custodial remands in 2020–2021 and 2021–2022 with a further reduction to 5 custodial remands in 2022–2023. The data reports a decrease in the use of custodial remand and an increase in the highest gravity offences for remands. Islington continue to effectively utilise and support RLAA as an alternative to custodial remand



The Youth Remand legislative framework requires that the 'sentencing condition' is met during remand proceedings. If it is not clear that a custodial sentence is very likely, the condition would not be satisfied, and the child should not be remanded to Youth Detention Accommodation (YDA). The more appropriate use of remand for serious offences marks a significant improvement in the application of LASPO remand criteria and a reduction in young people being remanded for less serious offences in Islington.

The data insights evidence a reduction and effective use of remand for the highest gravity offences. The serious nature of remand offences evidences an increasingly complex cohort of children for whom the court deem remand as the most suitable outcome in line with the Youth Remand Framework under the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012 and the Police, Crime, Sentencing and Courts (PCSC) Act 2022.

In reviewing the appropriate use of the remand criteria in relation to LASPO and the requirement for overall offence types in relation to YDA indicate that 44 % of remand index offences in 2019/2020 were categorised as violent as opposed to 29% in 2018/2019. There has been an increase in the number of remands related to offences related to violent and high gravity offences since 2019-2020 to date.

6.5. Over-representation

One third of children on remand in England and Wales are from London and ethnic disproportionality of children on remand in London is significantly high. The over representation of children on remand nationally is concerning with over half of young people in remanded being from Black and Minority Ethnic groups in 2021, while the proportion of Black children in custody has increased is 29% over the same period (National Audit Office). This is higher than in the custodial sentenced population nationally (45%) and much greater than in the general 10-17-year-old population (18%).

Islington's remands for Black and Mixed ethnicities reflects the national trend with 82% of children remanded from Black or Mixed ethnicities in 2021-2022 compared to 39% of Islington 10-17-year-olds. White and Asian British were similarly underrepresented compared to the Islington population demographics. Custodial remand data indicate a rise to 84 percent of children from Black or Mixed ethnicities in 2020-2022 and 80 percent in 2022 - 2023.

Similarly, 80% of custodial sentences in 2021-2022 were for children of Black or Mixed heritage ethnicities, compared to 39% of Islington 10-17-year-olds. As such the data represent a disproportionately high number of young people from Mixed and Black groups receiving custodial sentences. However due to the small numbers of young people who received a custodial sentence during the period it should also be noted that variants in percentages can be significant. Comparison against the 2021 mid-year estimates for Islington shows that the over-representation of Black children and young people persists, together with under-representation of children and young people of White or Asian ethnicity.

Broad ethnic group	% of all interventions open during 2022/23	2021 mid-year 10-17 population by ethnic group for Islington
Asian or Asian British	6%	10%
Black or Black British	45%	25%
Mixed	20%	14%
Chinese or other ethnic group	5%	9%
White	24%	43%

Black young people were also the most starkly overrepresented in the Youth Justice Service in 2022–23, making up 45% of Youth Justice Service interventions compared to 25% of Islington 10–17-year-olds (2021 census). White and Asian young people were underrepresented in the Youth Justice Service overall. It remains significantly concerning that Black and Mixed young men are more likely to be disproportionally convicted, remanded and to receive a custodial sentence in comparison to their white counterparts and other groups. Islington produces a yearly annual report to review the use of custodial sanction and a clear action plan is in place to address the over representation within our cohort.

6.6. Borough Wide Overview on Youth Crime

While Islington recorded an 11% increase in Youth Violence and a 4% increase in Serious Youth Violence in 2022 when compared to the same period in 2021, levels are lower than pre-covid. In Islington in there was a 9% reduction in Youth Violence in 2022 compared to 2018, whilst across London there was a 4% reduction. There was a 2% reduction in Serious Youth Violence in Islington in 2022 compared to 2018. Islington was ranked 24th highest out of 32 MPS boroughs for Youth Violence in 2022 (improvement over the last 4 years) and 18th highest for Serious Youth Violence (11th highest in 2021).

In 2022 (1 Jan – 31 Dec) Islington recorded 411 knife crime offences, representing a 7% increase compared to 2021, but this is in the context of a 34% reduction when compared to 2018 (pre-Covid). The 34% reduction compares to a 14% reduction across London. Islington was ranked 14th highest out of 32 MPS boroughs in 2022, an improvement from 2021 where Islington was ranked 11th highest. This data relates to youth and adults.

In 2022 Islington recorded an 48% increase in Knife Crime with Injury (Victims aged between 1 and 24) compared to the same period in 2021, this is concerning but again the levels are lower than that of pre-covid. Islington was ranked 12th highest borough out of 32 MPS boroughs in 2022 for volume.

Islington recorded 30 Gun Crime offences between 1 January 2022 and 31 December 2022, representing a 14% reduction from the same period in 2021 and a 56% reduction from 2018. In 2022, Islington was ranked 29 out of 32 MPS boroughs for volume of gun crime, an improvement from 2021 where Islington was ranked 19th highest. This data relates to youth and adults.

7.

Progress and Service Priorities 2022-2023



7. Progress and Service Priorities 2022–2023

The following service priorities were agreed at the Youth Justice Services Management Board Away Day in July 2022 and have remained targets for the Youth Justice Plan to date. The service priorities have further been reviewed and agreed by the Youth Justice Service Management Board in July 2023. Progress outlined against the priorities has been reviewed and a further priority included in relation to supporting and keeping victims safe. The service priorities in relation to serious youth violence, exploitation and the use of custody are further supported by the overarching priorities outlined in the Youth Safety Strategy.

Ensure that there is a strong focus on early intervention and prevention to prevent children from offending in the first place. This approach also supports children to reduce offending, and a persistent focus on addressing the experience of trauma in children and families lives.

The Youth Justice Service is closely aligned to the Targeted Youth Support Service. Targeted Youth Support focuses on providing early help to children and young people aged 10 to 21 years old, who require additional support to enable them to make informed choices and maintain positive pathways. Despite the continued complexity of the cases, there have been important successes with the cohort. Triage is a non-statutory early diversion intervention offered by Targeted Youth Support. In all Triage cases individual circumstances are assessed and interventions are focused on supporting the young person to decrease risk of any further offending, risk of harm to others and to support their safety and well-being.

Targeted Youth Support further provides review of all young people who are No Further Actioned, Released Under Investigation and Bail to Return after arrest and cases and where a Community Resolution is issued. This process is managed within the Early Intervention and Diversion Panel and is supported by the Turnaround funding. Islington ensures that there are not missed opportunities for intervening earlier and offering a clear and assertive offer of support to children and young people who have been arrested. Islington recognises that charge decisions can be delayed and as such young people may have needs for support during this process. This particularly relevant where young people have been arrested for serious offences and charging decision can be delayed. We want to be confident that where young people have contact with the Police have a support offer in place. This is to make sure we are aware of any concerns there may be about the child or their family so that we can make an early offer of support to prevent issues escalating and entrance into the criminal justice system at a later stage.

The provision of robust and effective early intervention and prevention to children, children and adolescents within the borough who need support, help and protection has continued to be a significant focal point and Targeted Youth Support has assisted with this in relation to vulnerable adolescents. The remit of Targeted Youth Support has broadened and diversified in recent years so that a wider pool of vulnerable children and children can be prioritised. Children can be referred via the duty system with Children's Services Contact Team (CSCT) which often

leads to Targeted Youth Support and Integrated Gangs Team being the lead agency supporting a young person and providing early intervention.

Increase education, training and employment. Increasing the number of children in education, employment and training to reduce re-offending and improve their outcomes.

Education, training and employment continues to be an area of significant focus for the Youth Justice Service, as there is a body of evidence to demonstrate that participation and engagement in education, training and employment are essential to desistance. Subsequently, there has been substantial investment in the area and has dedicated lead manager.

The Education Panels maintain an operational and strategic overview of the ETE activities in relation to all children known to the Youth Justice Service in Islington. This also ensures that the council is meeting its responsibilities, for this cohort, in line with the Raising of the Participation Age (RPA) requirements under the Education and Skills Act (2008). The Youth Justice Service also invested in an I-Work Employment Coach who works with employers and providers to identify appropriate training and employment opportunities for the children being worked with by the Youth Justice Service. This is an additional ETE resource alongside the Youth Justice Service Post 16 Progression worker, who focusses on supporting Year 11 children with their educational outcomes and assisting them to transition to further education. The Youth Justice Service NEET figures have continued to curtail, and we aim to see this continue further this year. Funding is also provided to pay a £100 a week bursary to young people, involved with the Youth Justice Service, who are engaging with a form of employment related training.

As part of the Your Choice programme the Youth Justice Service ETE coaches are leading on developing engagement with new employers and providers (as well as strengthening relations with existing organisations) in order to maximise the opportunities which are available for our young people. The objective is to provide some of our most vulnerable young people at risk of serious youth violence transitioning from school to further education post year 11 during the summer period with employment-based skills that will help their career prospects in the longer term. This took place in 2022 and is planned for 2023 at the time of writing. The Youth Justice Service has a dedicated Keeping Young People Engaged (KYPE) practitioner who is working to support our young people to access placements in their area of interest.

The voice of children to be embedded through our work and the partnership. Ensure that children influence service delivery by having their voices heard through co-production of designing, delivering and reviewing the impact of services.

Children are partners in strategic and governance orientated meetings to ensure that they have an opportunity to influence the shape of the services that are being provided to them. There are existing forums that capture service user voice such as the Youth Parliament, Youth Council and the Corporate Parenting Board. Children now also routinely attend the YJSMB so that their views about the Council's youth crime reduction agenda can be considered.

The Youth Justice Service specifically is continuing to make inroads into increasing and

maximising the voice of children who are service users. There have been a number of well-attended Youth Justice Service participation groups, namely the You-Lead group. The You-Lead groups combines groups of children and young people from the Youth Justice Service, Youth Council and from youth-orientated early intervention services to provide invaluable information and perspectives about young people's needs, issues and challenges in the borough. The You-Lead group monitors service delivery and holds the service accountable via the You Said-We Did action plan.

Youth Peer Engagement Advocate roles have been developed as paid sessional roles for children known to Youth Justice Service, Integrated Gangs Team and Targeted Youth Support to contribute a wide range of forums and to provide opportunities to support children in shaping service delivery. Islington children with experience of the custodial estate and bail support placements have contributed to the London Accommodation Resettlement Pathfinder focus group and co-produced an [animated video](#) for young people. Youth Peer Engagement Advocates contribute a wider range of activities within the services including reviews of interventions, undertaking staff interviews, developing service user feedback and contributing to a wide range of forums.

Islington Youth Justice Service are partnering with the Metropolitan Police Service, Learning and Development Professionalism Directorate to directly contribute to the training of student police officers. We have set up a bi-monthly programme where we deliver a session to student police officers exploring young person and parent/carer experiences of policing covering topics such as race, communication, and neurodiversity. The programme is now embedded within the local police recruit training schedule and has expanded to include contributions from our parent champions.

To continue to challenge and test ourselves to ensure that learning is built into everything that we do and is embedded into our practice.

The Youth Justice Service continues to benefit from a robust workforce development offer. Youth Justice Service staff can access training from Social Care's comprehensive programme of training as well as training courses which have been commissioned in order to enhance and develop staff's overall skillset. All Youth Justice Service staff are trained in the Trauma Informed and Motivational Practice models and embedded in practice.

The Youth Justice Service has ameliorated its reflective practice sessions in order to consolidate this learning and to help with analysis and reflection in relation to casework in order to maximise the achieving of positive outcomes for our children and their families. Learning from Case Reviews will continue to be a focal point of discussion and cascading in the regular service meetings which take place and bring together staff from across the Youth Justice Service, Targeted Youth Support and the Integrated Gangs Service. This has taken place in recent times in relation to the cases of Child P and K respectively.

The Youth Justice Service leads on developing bi-weekly Practice Development Sessions aimed at building innovation, continued learning and developing practice. The leadership team have regular Learning from Good Practice forums that review research and promote critical thinking and learning across the service.

Work in partnership and act collectively to achieve the best outcomes for children, to reduce reoffending and protect the public. Collaboration is key.

The Youth Justice Service is multi-agency in nature and continues to reap the benefits of a diverse and dedicated workforce. Indeed, the partnership response comprising of colleagues from social care, police, probation, education, public health, clinical commissioning group and the voluntary and third sector will continue to be a significant priority.

We are aware that the needs of service users and of the wider community, within a youth crime and serious youth violence context, can only be effectively addressed by these agencies working together in a collaborative and cohesive manner. Islington Youth Justice Service continues to maintain and promote innovation across our partnerships to improve services and outcomes for children involved in the criminal justice system and to promote early intervention and diversion.

Address Disproportionality. Working in partnership with services to reduce disproportionality, supporting Black, Asian and Minority Ethnic children and families to decrease their involvement in the criminal justice system and improve their outcomes.

Islington Youth Justice Service are committed to tackling disproportionality within the youth justice system and as such is currently developing an Anti-Racism Strategy. We continue to explore all aspects of disproportionality and strive to work closely with our partners in order to address these areas through our work. Islington Youth Justice works in alignment with the wider council's strategic vision and plan in line with being an anti-racist organisation.

The Youth Justice Service has continued to address disproportionality throughout a number of work streams including through its ground-breaking Disproportionality Study funded by the Youth Justice Board (2020) and has a dedicated Youth Justice Service Disproportionality Lead who leads on the Operational Working Group and a Cross Borough Disproportionality panel. A number of local London Boroughs form the relevant justice attend the panel and work in partnership to address Disproportionality. There have been key pieces of work completed, including developing discussions with the Courts with regards to Disproportionality, working alongside solicitors to improve understanding around Out of Court Disposals, sharing good practice and building relationships with Police partners.

Islington introduced a trauma informed PSR format in 2019 to include the young person assessment prior to the offence analysis and this has now been adopted by other boroughs across London and is reflected in the Youth Justice Boards Case Management Guidance. Similarly, Islington Youth Justice Service pioneered the inclusion of a Disproportionality with

relevant local data in all court reports. The section highlighting statistics in relation to outcome sentencing for Black, Asian and Minority Ethnic children. This has now further been extended to be included in all bail applications and breach reports. The practice focuses on highlighting over representation and on developing practitioner skills in addressing this confidently in court reports and building an individualised understanding of a child's experiences of disproportionality from the lens of child first, offender second. This is being explored also through sharing good practice examples and has been adopted as a good practice by other boroughs.

Islington Youth Justice Service hold a monthly meeting focussed on topics relating to disproportionality. There is a monthly topic and relevant partners are invited to increase joint working, action being taken and services within Young Islington are invited. Liaison with the Race Equality Network chair in order to share updates on work streams and develop areas of joint working is a key work stream. We are in the process of exploring youth participation and presentations for wider networks. Islington is currently undertaking staff feedback session to contribute to our Anti Racism Policy outlining our commitment to anti discriminatory practice and improving outcomes for children and young people.

The Youth Justice Disproportionality lead liaises closely with the Independent Stop and Search Commissioner for Islington. Through this partnership working we can follow up on stop and search related complaints, holding others to account when necessary. The disproportionality lead also regularly sits on the stop and search community monitoring group which is held once a month. This panel scrutinises the use of stop and search and monthly data and promotes ongoing learning for all involved including training for new police recruits and support and involvement of young people.

Wipers is a commissioned service who we have partnered with since 2019. Wipers deliver the 'Ether Programme' which is a personal development and leadership programme for Black and Mixed Heritage young men. This highly motivational and inspirational leadership course for young men involved with the youth justice system that explores race, identity and perceptions of self, as well as self-esteem and confidence, attitude, and independent thinking. Wipers has been further commissioned to provide specialist and intensive one to one mentoring to our children and is leading on the MOPAC Disproportionality quadripartite programme.

Islington has developed one to one intervention aimed at exploring identity with young people, including improving outcomes for Black and Mixed Heritage young men and exploring issues around race and identity. Islington has several Youth Peer Advocates and through this initiative we have identified several pieces of work around disproportionality for a Youth Peer Advocate to complete which enables increased young person feedback and input. These pieces of work include the development of a feedback survey aimed at understanding the experiences of young people in the youth justice system in relation to race and identity and a youth disproportionality lead.

Monthly clinical supervision is available to all staff and is facilitated by an independent psychologist. The Youth Justice Service's management team have utilised their monthly reflective space to discuss issues around race, in particular thinking about 'whiteness' and opening up conversations about race, identity and intersectionality. Through the monthly reflective supervision space, a staff survey was developed jointly by the management team. A number of questions in relation to staff experiences, of discrimination, management support and views about Islington Youth Justice Services as a culturally safe place were completed and the survey is due to be evaluated.

Ensure that children and children have their health need met, particularly their emotional health and special educational needs through targeted preventative and specialist services.

Islington Youth Justice Services has been awarded the Quality Lead for SEND with a Child First Commendation in 2023. The physical and emotional well-being of children is central to the ethos of the Youth Justice Service and key priority with a dedicated manager to oversee the clinical and specialist staff. There is significant and compelling research in relation to the importance of recognising the needs of children who offend and the prevalence of neurodiversity and poor outcomes. All children known to the Youth Justice Service are provided with specialist clinical and therapeutic intervention and screenings, including speech and language, physical health, sexual health and emotional well-being.

The Clinical Specialist Panel provides multi-disciplinary oversight of young people's needs and special education needs. The educational psychologist and forensic psychologist provide specialist intervention, advocacy and assessment to those with the most complex needs.

Additional resource has been created to provide more support to children and children in relation to their emotional needs. This has included Young Islington funding for additional counselling hours for Youth Counselling and Substance Misuse Service to support the increase of complex cases. In addition, CCG have funded a permanent SEMH/Targeted Youth Support Counselling post, a specialist SEMH counselling and Clinical triaging post and dedicated Youth Counsellor and Substance Misuse Worker in the Youth Justice Service.

Ensure that parents and carers are supported to parent their child through the adolescent developmental stage, including a focus on the risks and opportunities that social media brings.

A dedicated offer provides consultation and training for practitioners and supports parent and carers in understanding, supporting and managing the challenges of adolescent development and risk taking. A key focus of the role is to strengthen positive relationship and parenting capacity through evidence-based intervention and collaboration. Strengthening parenting initiatives include parenting groups and Parent Champions. The Violence Reduction Unit funded Parent Champions co-deliver training across Islington and Camden and co-facilitate sessions for other parents and carers in the locality. The Parent Champions and Parenting Worker complement the wider offer for parents and families cross Islington and support the delivery of disproportionality programmes. This approach strengthens community cohesion, supports

parents' voices in the communities they reside and complements contextual safeguarding considerations when building cohesion and responding practically to families who have experienced adversity in our communities. Addressing child to parent/carer domestic violence is also supported through a specialist advisory based in Targeted Youth Support and delivery of Non-Violence Resistance training for parents led by the Parenting Worker and the Youth Justice Service Senior CAMHS Clinician.

The role of social media in young people's lives became increasingly important as an area for intervention and support, highlighted further by COVID-19. Additional training has been provided by the Parent Champions in relation to social media for practitioners, parents and a targeted programme of interventions sessions on social media safety and emotional well-being for children. Significant concerns remain in relation to social media as a feature in escalation and triggers for serious youth violence and as such is reviewed and responded to through multi agency risk management forums and the role of the Integrated Gangs Team analyst.

Ensure that our work reduces offending and re-offending to prevent victims, and to support victims of crime in our community and keep them safe.

Restorative Justice is considered with all new cases within the Youth Justice Service, regardless of there being a direct victim or an indirect victim, as an overriding principle of Restorative Justice is to improve local community relations and to make it more cohesive. A Restorative Justice assessment is completed once a young person receives a new order from court or where existing young people have re-offended and there is a direct victim. This assessment supports case managers to consider how restorative approaches and victim awareness work can form part of a young person's intervention plan and help contribute towards desistance from offending. Re-offending risk is tackled through analysis of information from the tracker tool, from which early reoffending risks are identified and targeted interventions delivered to children and allocation of appropriate resources.

Victim information is used to inform the Early Intervention and Diversion panel (EIDP) where cases which are suitable for an Out of Court Disposal are discussed. It is vital that the victim's feelings and wishes are taken into consideration where possible. Victim information regarding the impact an offence has had on them assists with assessments, Pre-Sentence Reports and Referral Order panel reports. In addition, victim information and engagement also helps with considering licence conditions when a young person is due for release from custody. This ensures that the victim's voice is heard at every stage of the process.

New Priority for 2023 - 2024:

Consider the adverse impact of domestic abuse experienced by children and young people in their families and in their own relationships. Ensure that commissioned services are responsive and effective to respond and reduce this prevalence.

8.

Workforce development and Good Practice



8. Workforce development and Good Practice

Islington Youth Justice Service's workforce development and training offer is aimed at developing individual capabilities and confidence to deliver high quality practice through understanding and meeting the bespoke needs and expectations of young people. Through our team meetings, appraisal and supervision processes we work with staff to set and achieve personal development goals. Staff are encouraged to discuss their training needs with their line managers and make requests through them. The training that we commission is aligned with maximizing each team members contribution towards creating a fairer Islington. We have a strategic approach to commissioning, being clear about what outcomes we want to achieve from internal and external providers. Post-training feedback is encouraged. A key objective of our training is to challenge and test ourselves, so that learning is built into everything that we do.

The Youth Justice Service continues to benefit from a robust workforce development offer, which supports practice and development to help us all to achieve better outcomes for our children. During the period between January 2022 and June 2023, seventy-two different training events were made available and attended by practitioners and managers. Training focused on range of practice development and evidence based practice needs identified through quality assurance processes and evaluations.

In addition to the formal training that is available, all Youth Justice Service staff are trained in Trauma Informed and Motivational Practice models and these are embedded in practice. The Youth Justice Service has ameliorated its reflective practice sessions to consolidate this learning and to help with analysis and reflection in relation to casework to maximise the achieving of positive outcomes for our children and their families.

Learning from Case Reviews will continue to be a focal point of discussion and cascading in the regular service meetings which take place and bring together staff from across the Youth Justice Service, Targeted Youth Support and the Integrated Gangs Team. This has taken place in recent times in relation to the cases of Child P and K respectively. Islington Children's Services offer a Quarterly Training and Development Programme, which Youth Justice staff can access if it is in line with their training needs. Training ranges from core Safeguarding and Family support training and training in relation to harmful sexual behaviour and modern slavery. Multi agency training is also offered by Islington Safeguarding Children Partnership (ISCP), such as Safeguarding and Information Sharing.

9.

Quality Assurance



9. Quality Assurance

Quality assurance is an umbrella term which embraces all activity that contributes to service improvement by satisfying the organisation that agreed standards are being met. Islington Youth Justice Service is an organisation that prides itself on delivering high quality services for some of the borough’s most vulnerable and complex young people. Quality assurance is more than meeting targets and counting activity; it is a qualitative approach which measures standards and identifies areas for improvement. It should be both systematic and themed. It should focus on internal processes but also those we share with others, such as our integrated teams and our partnerships with key agencies. Good quality assurance ensures that we are doing the right things to a high standard. It should help us notice and attend to new challenges, build on and replicate our successes, and plan for future needs.

A wide range of quality assurance activities take place within the Youth Justice Service and these activities are interlinked through three foundational activities that come together as the Quality Assurance Framework.

High Level QA	Internal QA	External QA
<ul style="list-style-type: none"> • Practice & Outcome Board • Practice Week/Fortnight • Learning from Case Reviews and/or Learning Reviews 	<ul style="list-style-type: none"> • QA of day to day practice, processes • Case File audits • Observations • Hearing and responding to younger people (service user forums) 	<ul style="list-style-type: none"> • HMIP Inspections • YJB self-assessments • YJB – Data Returns; audits • External/ independent commissioned auditors • Stakeholder feedback • Peer audits

9.1. Practice and Outcome Board

The Practice & Outcomes Board provides strategic oversight to the Youth Justice Service in relation to delivery and outcomes. The Board meets bi-monthly and is chaired by the Director of Young Islington. Practice themes are identified through Practice Information Reports compiled by Islington’s Performance Team, supplemented by data from the Youth Justice Service Technical Officer. Practice is analysed across the teams to monitor volume, complexity, responsiveness and timeliness of the services. The Board identifies areas of good practice and areas for improvement that are fed back into organisational learning, training, coaching, and service development. This includes outcomes in relation to National Standards and other measures.

9.2. Practice Fortnight

The Young Islington service has been part of Practice Week since its inception in 2017 when it was launched by the Safeguarding and Family Support service in Islington. Practice week provides the opportunity for senior managers to be involved with frontline practice and to undertake direct observations of practice and intervention delivery. Practice Week has taken place twice a year for the past two and a half years and is an ongoing activity and process.

The aims of practice fortnight is to ensure Senior Managers to gain a deeper understanding of current frontline practice and ensure that senior officers get to meet children and/or their families and seek their views on the quality of service delivery; encourage dialogue about approaches and effectiveness of our practice across our service and improve the visibility of Senior Managers. An overview report is produced with an associated action plan and is shared with all staff in the service. The most recent review focused on the principles that guide the delivery of work across Young Islington and as such the following principles were central to the interventions being delivered and observed as during the Practice Fortnight:

- **Strengths Based** – Evidence that the young person’s positive attributes have been considered, reviewed and used in interventions. This helps in the setting of shared goals
- **Trauma Informed** – Evidence that the difficulties the young person (and/or their family) has faced has been recognised by the worker. This will include showing empathy
- **Relationship** – Focussed: Evidence that the worker has focussed on building a solid professional relationship with the young person to help achieve and sustain change
- **Evidence-based** – Evidence that any proven models, approaches and techniques have been incorporated into the intervention and into practice
- **Evaluative and Self Reflective** – The worker has demonstrated thought and innovation in their approach.
- **Anti-Racist and discriminatory Practice** – There is a clear commitment to anti racist, anti-discriminatory and anti-oppressive practices and consideration of cultural matters, competence and protected characteristics

9.3. Reflective and Clinical Group Case Supervision

Reflective Group Case Supervision is provided monthly as part of the Motivational Practice Framework and is facilitated by the Deputy and Team Managers. The case is presented by the case manager and relevant specialist workers will be invited to attend. Group Case Supervision aims to support development of good practice through metacognition, coaching and quality professional discourse. The framework reflection on cases to be made collectively within the context of a clear shared approach including multi-disciplinary expertise enables them to jointly problem solve and test each other's analysis and working hypothesis. Reflective Group Supervision does not replace and is complementary to the Youth Justice Service Supervision Policy and Group Clinical Supervision. Group Clinical Supervision is completed on a monthly basis by an external facilitator and all staff are offered one to one clinical supervision sessions.

9.4. Audits

The Youth Justice Service comprehensive audit process will continue in the Youth Justice Service. Audit activity is varied and includes collaborative case audits both internally and with partner agencies, case management audits, themed audits and dip-sampling. These activities take place on a continual basis and are collaborative joint audits with the managers and case managers reviewed at the Learning from Good Practice forum. The continued audit activity and quality assurance procedures have demonstrated that the quality of casework across assessments, planning and intervention delivery.

9.5. National Standards

The National Standards self-assessment was completed in 2020 and provided to the Youth Justice Board to support with monitoring adherence to national standards in line with statutory responsibilities. The self-assessment process was undertaken with strategic partners from the Youth Justice Service Management Board with focused leads from relevant areas in both the strategic and operational domains. The findings of the self-assessment were positive with all areas having evidence of outstanding and good ratings.

In January 2021 Islington was selected for a validation process of the self-assessment in relation to NS4: In secure and NS5: Transitions by the YJB. Positively, the findings of the YJB's quality assurance of Islington's self-assessment were consistent with our submission of a 'good' rating. The findings of the self-assessment have been incorporated into the Youth Justice Service Action Plan in Appendix D.

Standard 1: Out of Court disposals

The Out of Court disposals strategic self-assessment was completed in collaboration with the police and found the judgement to be outstanding in all areas. The operational self-assessment for out of court disposals also found all areas to be outstanding.

Islington was the first London YJS to implement scrutiny panels of the process. Islington has twice-yearly scrutiny panels, which assess the decision-making processes and the outcomes of the out of court work. These meetings are multi-agency and are attended by representatives from YOS, Police, the local court and the Crown Prosecution Service. This helps with ensuring that the quality of the work is continuously reviewed. Islington has now had four such panels in conjunction with Camden (who share the same Police BCU). The scrutiny panels for OoCd work has been rolled out across many YJS departments as a recommendation as good practice by the Metropolitan Police. The multi-agency partnership and Board members who assessed this part of the assessment were satisfied that systems are in place to assist with continuous improvement.

Evidence from NS self-assessment 2020

Standard 2: at court

The court strategic self-assessment was undertaken in collaboration with the Clinical Commissioning Group Commissioner and the Youth Lead Magistrate. The self-assessment found all areas to be rated as outstanding except for participation and engagement and information transfer with the Youth Custody Service with a rating of good. The operational self-assessment further found all areas to be of a good or outstanding rating.

Disproportionality is a key priority for the YJS and for most courts with which it works, particularly Highbury Magistrates. The issue is addressed routinely at the Court User group; magistrates have received training on unconscious bias and staff in the YOS have received recent disproportionality training. All cases showed that YJS staff explained the court outcome with the child. This is evidenced on the YOS database and on the court results documentation. In addition, staff take great effort to attend court proceedings with their young people, particularly for serious matters and where a custodial sentence is possible. Staff attend all Crown Court hearings with their children. The multi-agency partnership and Board members who assessed this part of the assessment were satisfied that systems are in place to address and tackle disproportionality.

Evidence from NS self-assessment 2020

Standard 3: in the community

The community strategic self-assessment was carried out in collaboration with a senior colleague from the education department and one of our commissioned organisations. They found all areas to be outstanding with one area rated as good. The operational self-assessment also had all areas outstanding apart from engaging children where the rating was good. The self-assessment noted a holistic approach to supporting and understanding the behaviour of children via clinical and therapeutic support as a strength that is evident in cases.

The investment by Islington in a resource-intensive and multi-agency system for children – including high level universal, targeted and specialist interventions – means that children who offend and who are under YJS supervision benefit from very robust and child and adult focussed approaches. This enables children to achieve the outcomes that they need and deserve. The interventions and supervision that children receive in the YJS are multi-faceted and involve a variety of key stakeholders who are specialists in their areas. The case review process means that partners can be brought together throughout the order to collectively monitor the case and to collectively address any concerns. All of the audited cases demonstrate the aforementioned and that children in Islington benefit from a rich offer when under YJS supervision.

Evidence from NS self-assessment 2020

Standard 4: in secure settings

The secure setting strategic self-assessment was completed in collaboration with senior officers from children's services and housing and found the judgement to be outstanding or good in all areas. The operational self-assessment rated all areas as good except from assessments where it was assessed as requiring improvement due to children's health, safety and education in custody requiring more detailed assessments. This was deemed to be by virtue of the need for improved information sharing from the custodial estate. This has been addressed by the custody panel for all young people where assessments are reviewed and the custodial established attendance at the multi-agency panel.

Ensuring that safeguarding procedures are paramount and followed for children who are placed in the secure estate is essential. This is particularly important because children can often be more vulnerable within such settings. All audited cases show strong evidence that safeguarding principles are addressed by YJS staff and that regular assessments are completed.

The multi-agency partnership and Board members who assessed this part of the assessment were satisfied that the YJS and staff in the establishment make safeguarding of the detained children a main priority.

Evidence from NS self-assessment 2020

Standard 5: transition

The transitions strategic self-assessment was completed in collaboration with the National Probation Service and a colleague from Community Safety and found the judgement to be outstanding or good in all areas. The operational self-assessment rated all areas as good. The self-assessment found evidence of planning and leadership at all levels, together with strong governance and clear responsibilities in place to minimise, as far as is reasonable and practicable, any potential for the negative impact that any transition may have for a child.

The YJS's transitions work for children is evidenced via the comprehensive and detailed assessment via the robust Assetplus tool. This leads to the formulation of child-friendly intervention plans which prioritise the work and areas that are most important to focus on including transitional work. The cases audited for the self-assessment generally showed that high quality assessments are completed for children being worked with and that appropriate transitions are taken account of. The audits show that Islington partners and the YJS work well to engage with the child and their parents and to support them through the various strands of the transitions system. Resources ensure that partners are able to work together effectively and harmoniously so that the child's journey can be as positive as possible. The multi-agency partnership and Board members who assessed this part of the assessment were satisfied that the YJS does what it can to ensure that children being supported by the YJS have access to effective transitions interventions.

Evidence from NS self-assessment 2020

9.6. Evidence based practice and innovation

The Youth Justice Service has formally adopted some key principles which will underpin the delivery of Youth Justice Service interventions in Islington. These have been communicated to partners to ensure a shared approach.

The Youth Justice Service practice is informed by the 'Good Lives Model' a strengths based approach to desistance, which is based on the idea that we need to build capabilities and strengths in children and young people who commit crimes, in order to reduce their risk of reoffending. Good Lives also links closely to the theory of desistance which underpins the Asset Plus model.

In addition, Islington Youth Justice Service possesses the ethos of actively embedding restorative approaches in all areas of our practice. We aim to maximise the use of restorative justice in the administration of court orders, to involve and empower victims and enable children to repair the harm their offending has caused. The Youth Justice Service also acknowledges and accepts the research that concludes that many of the children engaging in criminal activity have experienced serious traumatic episodes and/or events which is contributing towards their behaviour. By the time children become known to the Youth Justice Service, they have often experienced a range of issues which might include bereavement, violence, abuse, discrimination, marginalization and neglect. These factors can not only heighten the risk of negative choices, but can affect brain development in adolescents, blunting emotional development and inhibiting an ability to empathise, develop self-esteem and positive relationships. This is also linked to an increase in risk taking behaviour and negative coping strategies such as substance misuse, gang affiliation and offending behaviour. Trauma informed practice does not seek to excuse offending but emphasises the need to understand the reasons behind their offending. It is only by understanding these reasons that we will be able to equip ourselves with the knowledge, skills and tools to support these children and help them to effect and sustain change in their lives.

All staff in the Youth Justice Service, Targeted Youth Support and the Integrated Gangs Team have undertaken training in relation to the Motivational Practice Framework, Unconscious Bias, Anti-Racism and Trauma Informed Practice that is embedded in good practice across the services. Benefits of the Motivational model include an increase in the client's awareness of the potential problems caused, consequences experienced, and risks faced as a result of a particular behaviour. The approach also helps practitioners to help clients envision a better future for themselves and people that they are close to and become increasingly motivated to achieve change. It helps clients think differently about their behaviour and consider what might be gained through change. This is a significant model for children involved in offending and there is an evidence base about its effectiveness.

Additional focus of practice and the evidence base to the work of the Youth Justice Service is recognising and up skilling practitioners in relation to the complex needs of children and particularly in relation to emotional wellbeing, special educational needs and disabilities. The

Youth Justice Service have regular practice workshop that include training and awareness raising of neuro-disabilities and the implications for practice. Practice workshops focus on utilising the skills and expertise of the clinical and therapeutic to support Youth Justice Service practitioners in embedding good practice in relation to Social Communication, Attention Deficit Hyperactivity Disorder and theoretical and psychological models such as Attachment Disorder.

10.

Service Development




10. Service Development

Islington Youth Justice Service is committed to preventing children from offending and strive to create communities that are safe for all. Our strategic approach and guiding principles of a Child First approach is in line with the Youth Justice Board's Strategic Plan. Islington Youth Justice Service is continuing to ensure that outcomes for children are the best that they can be through regular oversight of the Youth Justice Service Action Plan and through the incorporation and learning from good practice from HMIP inspections and the Youth Justice Board's strategic pillars to drive service delivery. Performance is regularly monitored by the Practice and Outcomes Board and specific action plans are in place to address over representation within our cohort. This includes a specific operational and strategic action plan that considers learning and best practice to reduce disproportionality.

Working in partnership is a strength of our service and we recognise the importance the contribution of partnership agencies in supporting children with complex needs within the criminal justice system. Participation and the voice of the child in developing and sharpening our services is a key area for development. The roles and voices of the Youth Peer Advocates and Parent Champions are central to our vision for the year ahead and in shaping the future of Islington Youth Justice Service.

Performance continues to improve in relation to the outcomes for our children and as such we continue to strive to ensure that this is not only maintained but improved through challenging ourselves and ensuring achieving the best outcomes for children is our priority. The Youth Justice Service Action Plan outlines our responses to challenges, improvement and risk to service delivery. Islington Youth Justice Service and the partnership have prioritised learning from HMIP inspections and particularly from those areas which have been rated as 'Outstanding'. This has assisted us in our ambition to deliver the most effective and high-quality services for children, victims (and families) who are in need of support and protection. To support and drive service provision a self-assessment comparing key components of Islington's youth crime services against published inspection themes and outcomes has been undertaken. The Learning from Inspections Self-Assessment and Action Plan gives an overview of actions that have been progressed and planned following the inspection of other Youth Justice Services.

The Youth Justice Service Action Plan is attached as Appendix D

Signed by: 

Michelline Safi Ngongo – Executive Member for Children, Children and Families – Youth Justice Services Management Board Chair

This document will be reviewed in line with Youth Justice Board requirements on an annual basis

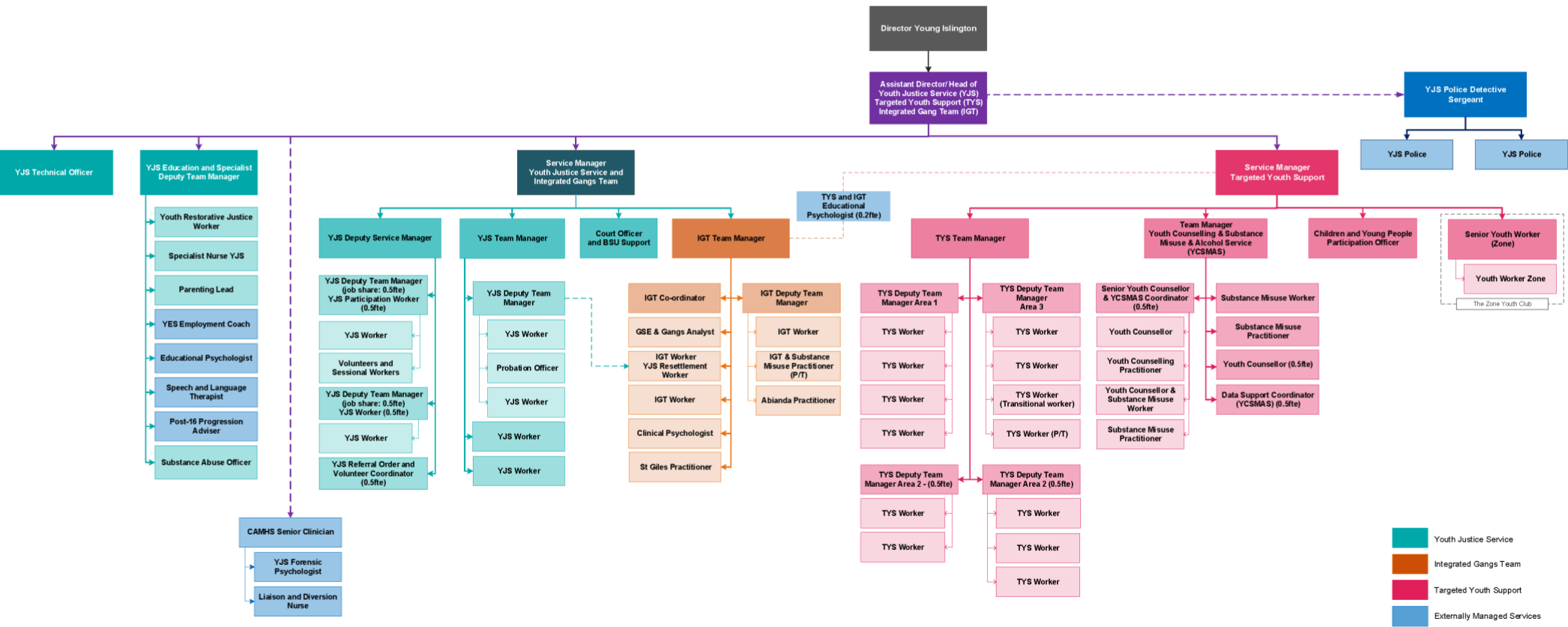
Appendices

Appendix A – Youth Justice Service Structure



Young Islington

Youth Justice Service (YJS), Targeted Youth Support (TYS) and Integrated Gangs Team (IGT)
(Updated July 2023)

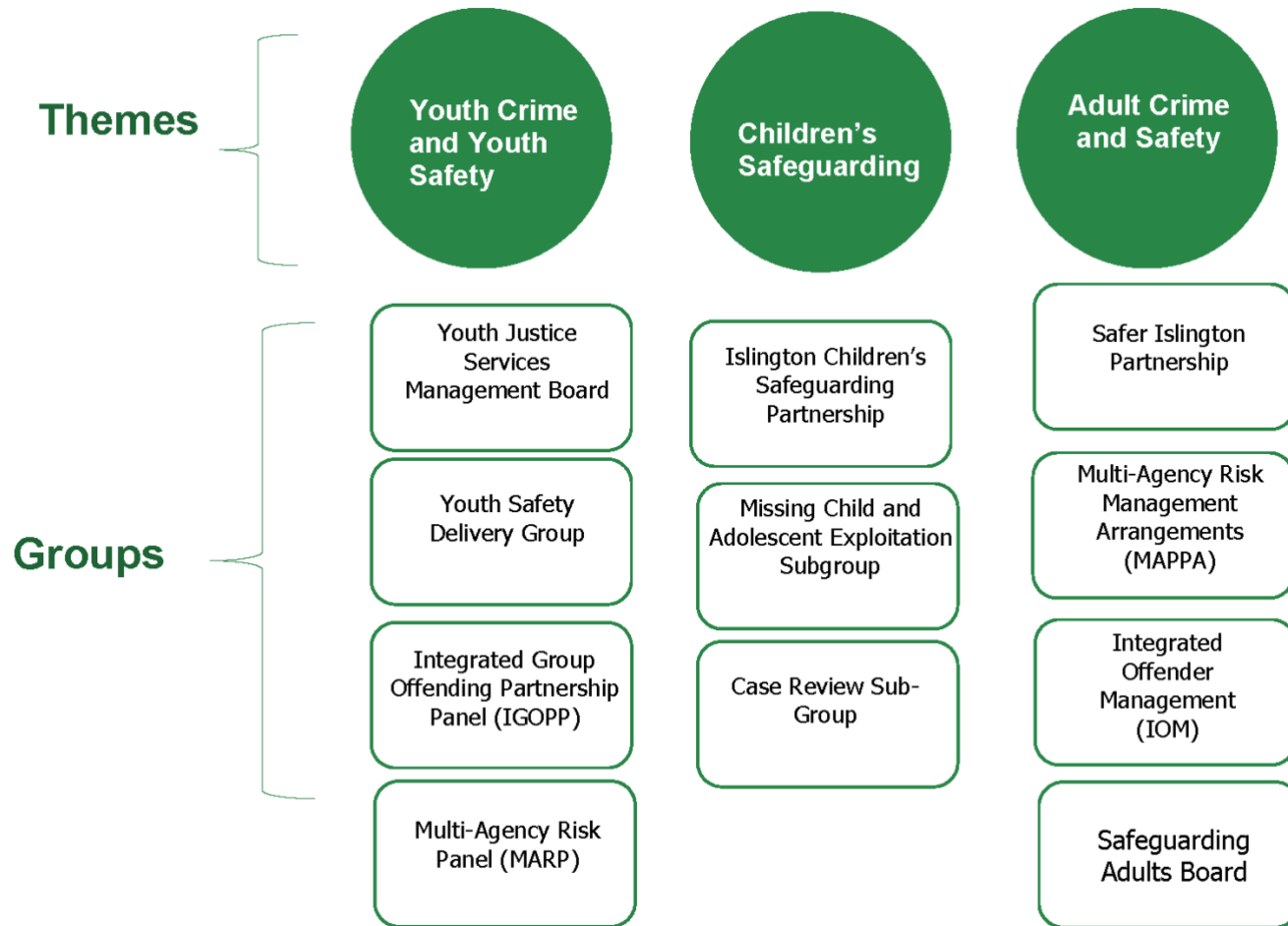


Youth Justice Service (YJS)

Integrated Gangs Team (IGT)

Targeted Youth Support (TYS)

Appendix B – Governance and Partnership Structure



Appendix C: Youth Justice Service Budget Plan 2023 – 2024

Youth Justice Service Budget				
Costs and Contributions				
Agency	Staffing and Costs	Payments in-kind	Other delegated funds	Total
Police		151,949		151,949
Police and Crime Commissioner				
Probation		25,476		25,476
Health		370,336		370,336
Local Authority	966,659			966,659
Youth Justice Board	519,451			519,451
Other				
Total	1,486,110			2,033,871

Appendix D: Youth Justice Service Improvement Plan – May 2023

The Youth Justice Improvement Plan is aligned with the inspection framework of Her Majesty's Inspectorate of Probation in respect of domains one, two and three which are Organisational Delivery, Court Disposals and Out of Court Disposals.

1. Organisational Delivery

1.1 Governance and Leadership

The Governance of the YOT supports and promotes the delivery of high-quality, personalised and responsive service for all children and young people.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
1.1.1	Review membership of the YJSMB.	The current attendee list will be reviewed to ensure that all members are relevant and representative of the group required.	Curtis Ashton/ Jane Bennett	July 23	This will help the Board to continue to strengthen the youth crime strategy and reduce youth violence in the borough. This target is partially completed and additional members have been invited to future board meetings. A particular area focus is in relation to strengthening the ETE offer.	
1.1.2	Ensure that all of the priorities agreed at the YJSMB meeting (July 2023)	The priorities that were agreed for the year ahead will be distributed to members of the Board.	Curtis Ashton/ Jane Bennett/ Catherine Briody/ Jenny Duggan	July 23	Meetings have taken place with partners to discuss the priorities that should be included. This was revisited	

	are cascaded including the vision statement.					with members at the board meeting in July 23. Young people have also been consulted
1.1.3	Ensure that there is regular service user participation and contributions at the Board.	Representatives from the You-lead service user forums that have been facilitated within the YJS will be invited to the Board to deliver presentations and updates about their views.	Curtis Ashton/ Jane Bennett/ Raj Jalota	July 23		Continuing to capture the voice of young people is essential when directing services for them and when planning for complex areas such as youth crime.

1.2 Workforce and Quality Assurance

Staff within the YOT deliver a high-quality, personalised and responsive service for all children and young people.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
1.2.1	Launch a staff survey.	Feedback from the staff survey will be collated and an action plan produced to tackle the issues raised.	Jane Bennett	September 23	Staff will have their views listened to which will both increase morale and efficiency and the quality of the service delivered. Staff report feeling more satisfied at the current time.	
1.2.2	Continue to review caseload monitoring tool at management meetings.	The Performance Team produces a report that contextualises cases.	Jean Bogle/ Jane Bennett/ Rachel Ivens/ Sally Leach	Ongoing (completed)	This has been actioned and assists with the allocation of cases within the team and with the monitoring of caseloads for staff.	
1.2.3	Review workforce development offer for staff which embodies evidence-based and best-practice models in work with young people and their families.	An offer encompassing staff training needs will be updated.	Jane Bennett	Ongoing (completed)	This has been completed and outlines a detailed plan for the team which will enhance their work with young people. Staff also receive group clinical supervision which will embed the learning and model.	

	1.2.4	<p>Audit of supervision notes to be completed.</p>	<p>TM oversight to increase in terms of offering reflective supervision on complex cases to DTM and this to be recorded on children's case files.</p> <p>Each young person's case file to evidence monthly supervision and quarterly in depth reflective supervision or more frequent when needed.</p>	<p>Jane Bennett/ Esthi Raja/ Zoe Adamson</p> <p>Simon White Helena Shine Shelley Holsgrove YJS managers</p>	<p>June 23/ Ongoing</p>	<p>Managers are able to support staff and the young people through this approach. Sessions are more reflective and outcomes-focused leading to better quality work with young people and their families and sustained change.</p>	
	1.2.5	<p>Further enhance Quality Assurance mechanisms.</p> <p>Arrange at least one more OoCD scrutiny panel within the year.</p>	<p>Review and update the Quality assurance framework.</p> <p>Scrutinise findings from Quality Assurance activities in management meetings, create and implement necessary action plans.</p>	<p>Jane Bennett Esthi Raja Zoe Adamson Shelley Holsgrove Catherine Marshall YJS managers YJS Officers</p> <p>Curtis Ashton/ Phil Mansell/ Jane Bennett</p>	<p>July 23</p> <p>January 23</p>	<p>The quality of practice is improving, in part due to these systems including dip sampling. Management scrutinise QA activity on a monthly and regular basis</p>	

1.3 Multi Agency Partnerships

A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.

Education						
What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
1.3.1	Enhance the strategy to reduce the numbers of YJS and TYS disengaged from ETE through the identification of apprenticeships and other ETE opportunities.	All young people open to YJS to be allocated to the appropriate ETE specialist. Continue with Education and post-16 panels	Jane Bennett Becca Bryce Lorraine Blythe	September 23	Work continues to ensure that this continues to be a major protective factor for young people	
1.3.2	Strategy to be strengthened which focuses on ETE participation for the persistent and high risk cohort including those due for release from custody.	Project to be launched which focusses securing and sustaining some of the highest risk offenders in ETE.	Curtis Ashton/ Siohban Scantlebury Jane Bennett Rebecca Bryce Lorraine Blythe	June 23	This has been launched to get the most vulnerable cohort of YJS offenders into ETE. Funding has been secured to support this which includes summer programmes.	
1.3.3	All YJS young people to receive an educational assessment from the appropriate worker.	The YJS caseload list will be used to ensure that all young people have been screened and referred to the appropriate worker.	Jane Bennett/ Esthi Raja/ Becca Bryce Shelley Holsgrove Zoe Adamson	Ongoing	There is now a firm and robust offer for the cohort to support the assessment of cognitive impairment and other issues.	

			YJS officers/ workers Dean Ryan Samuel Hargreaves			
1.3.4	Identification of additional and more suitable Alternative Provision places.	Work continues to identifies appropriate additional AP places, including those which are out of borough.	Candy Holder/ Jane Bennett Curtis Ashton/ Sarah Callaghan	September 23	There has been progress in this area, but there are still access and safety issues with some young people that is adversely impacting on their educational attainment.	
Social Care						
What we want to do		How we intend to achieve	Who will lead on it	Timescale	Outcomes/Impact	RAG
1.3.5	Re-promote the work of the teams, including attendance at specific team meetings.	YJS managers will attend Social Care team meetings at regular intervals.	Jane Bennett/ Esthi Raja Simon White Shelley Holsgrove Zoe Adamson YJS managers	October 23	A number of meetings have taken place thus far this year, with more of these being planned.	
1.3.6	Continue to gain expert advice from Safeguarding Leads to enhance practice of staff and the protection of young people.	Review Safeguarding Surgery.	Jane Bennett/ Deborah Idris	September 23	This is another mechanism to keep young people protected and safe. The surgery enables staff to refer cases they are concerned about. The surgery is also used as a quality assurance	

						mechanism. Staff report they are feeling more confident with safeguarding risks and staff have been able to challenge partners on particular cases of concern.	
1.3.7	Create further join up in the planning and reflecting for young people know to YJS and CSC.	Joint Supervision to continue take place between Social Care and YJS for all YJS cases which are CLA, CP and CIN The weekly YJS/CLA/CP/CIN list will be used to ensure that all cases receive this. A log will be kept to track completion.	Jane Bennett/ Karen Gibbings Mel Davies Deborah Idris	Ongoing/ September 23		These have commenced for all YJS cases and staff are reporting that it is helping them to further enhance the quality of the service that is being provided to young people by both services.	
1.3.8	Ensure that service provision and outcomes for the most complex young people are of the highest quality.	Continue with specific Quality Assurance activity for children known to both YJS and CLA.	Karen Gibbings Zoe Adamson Jane Bennett Catherine Isaacs	Ongoing		These have commenced and are helping to enhance practice within our Corporate Parent remit and responsibilities for young people.	
1.3.9	Review the Placement offer for young people who are remanded to Local	Placements Review to take place for YJS CLA cohort (as part of wider placement review).	Angela Elliot/ Jane Bennett/ Curtis Ashton/ Laura Eden	September 23		Young people will have a placement that is better able to meet their needs and	

	Authority Care or who are Looked After and offend.	Project to be launched that reviews placement stability and explores the commissioning of other placements for young people with multiple, complex needs.			more likely to reduce their offending behaviour.	
Police						
	What we want to do	How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
1.3.10	The protocol between the Police and the YJS to be reviewed and updated where required.	Senior Police Officers and YJS Head of Service to review the content and update where appropriate.	Gemma Inglelew/ Phil Mansell/ Jane Bennett	June 23	To keep the public safe, the protocol is reviewed at regular intervals to reflect changes in practice and local trends.	
1.3.11	Police representation and contributions to be continued and reviewed with in respect of MARP and Early Intervention and Diversion panel.	Ensuring that there is continuous police representation at the panels Strengthening risk management processes.	Phil Mansell/ Gemma Inglestew David Toyloy Sakira Suzia	July 23	Police representation and contributions are strong and significant and help to manage the risk posed by the cohort.	
1.3.12	Police attached to the YJS to be Trauma Informed in their thinking regarding adolescents.	Provide refresher Trauma informed training if needed.	Phil Mansell/ Jane Bennett/ Mary Day/ Gemma Inglestew	October 23	A more trauma informed lens in casework.	

Courts

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
1.3.13	Feedback form to continue to be used in relation to Pre-Sentence Reports (PSRs), especially for cases which are at risk of a custodial sentence and feedback to be reviewed.	Continue to ensure that it is attached to Pre-Sentence Reports.	Eshi Raja Shelley Holsgrove/ Court staff	Ongoing	In order to improve and maintain the quality of PSRs, this is to continue to be attached to all reports from July onwards and feedback collated and relayed to the team.	
1.3.14	Develop a deeper understanding of roles and develop the relationship with the court to improve confidence in YJS.	Promote the work of the YJS and partner agencies with the magistrates	YJS managers/ Amanda Gibbons/ Court reps	April 23	Open Evening took place which has further enhanced the relationship and improved confidence, evidenced by court disposals	
1.3.15	Ensure that sentencing is fair and take measures to monitor the sentencing of BAME young people.	Continue with PSR paragraph for Black and Mixed race boys. Ensure extension to breach and bail recommendations.	Jane Bennett Esther Raja Shelly Holsgrove/ Courts	Ongoing/ July 23	At the time of writing, 80% of Islington young people in custody are from a minority background. These measures to measure congruence are significant following the Lammy review and the disproportionality events/forums which have taken place in recent times. This will give the issue a more	

					local focus and analytical approach.	
Health						
What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
1.3.16	Review the emotional, mental health, substance misuse, physical issues or speech and language issues for all our young people and ensure appropriate referrals made and services in place.	Compulsory screening to continue to be used for all young people e.g. worked with via the Asset plus and identification of services needed to address issues and ways of working.	Jane Bennett YJS managers Danielle Dewsbury YJS Officers	July 23	There has been improvement in the numbers of young people referred to all the health experts within YJS. The health offer continues to be robust and well-used.	
1.3.17	Additional scrutiny at managerial level to ensure that young people had their health needs identified and responded to appropriately.	Clinical Specialist Panel membership to be continued with and membership reviewed.	Jane Bennett Danielle Dewsbury	July 23	The meeting takes place every month to review the quality of the offer.	

1.4 Information and facilities

Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children and young people.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
1.4.1	YJS Policies and Procedures to be updated.	Review and update all relevant policies and documents.	Jane Bennett/ Esthi Raja/ Curtis Ashton/ YJS Managers	March 23	This has been completed, but will be continuously reviewed.	
1.4.2	Service Level Agreements and Protocols to be reviewed.	Review and update all relevant protocols and SLAs.	Curtis Ashton Jane Bennett	September 23	This is in the process of being completed.	
1.4.3	More alternative venues to be produced and circulated to staff so young people can be seen in the most appropriate place.	List of all suitable and safe venues for young people to be collated.	YJS managers/ Dawn McKenzie	September 23	Staff are being supportive to young people by seeing them in alternative venues to guarantee their safety (due to postcode or gang issues). Further venues are being identified.	
1.4.4	Ensure the child's data base system is more effectively utilised via upgrade.	Upgrade with CACI (provider) to be progressed.	Curtis Ashton/ Jane Bennett	March 23	This is taking place in order to monitor the Child View database and maximise its use and efficacy.	

1.4.5	To evaluate young people's health outcomes and the service they received – annual reports.	Through annual reports and analysis of the offer.	Sheron Hoskings/ Jane Bennett	September 23	The relevant annual reports are being worked on.	
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2. Court Disposals

2.1 Assessment

Assessment is well-informed, analytical and personalised, actively involving the child or young person, their parents/carers and significant others.

What we want to do	How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG	
2.1.1	Asset Plus assessments, pertaining to young people being worked with continue to be of the highest quality.	Caseworkers and managers to ensure that all assessments capture the factors that can led to desistance.	Jane Bennett Esthi Raja Zoe Adamson Shelley Holsgrove Catherine Marshall YJS managers YJS Officers	July 23/ Ongoing	Internal and external audits have identified the quality of some assessments as good. We aim to improve further still to ensure that all important areas pertaining to the needs of the young person are captured. Highest quality accurate assessments of young people will lead to better tailored plans and an increased likelihood of achieving desired outcomes.	

2.1.2	Dynamic and continually reviewed assessments for young people which change as their needs and risks change.	<p>Continue to complete the Asset Plus assessment at least every three months for Youth Rehabilitation Order cases and DTO licences and a new assessment to be completed for every case where there has been a significant event.</p> <p>Worker and managers to ensure that assessment focusses on young person's needs from a strengths-based approach and from the perspective of the victim/community.</p> <p>Significant attention to be given to the young person's safety and well-being and risk level.</p> <p>Management oversight processes will ensure that review assessments are completed where required.</p>	<p>Jane Bennett Esthi Raja Simon White Zoe Adamson Shelley Holsgrove Catherine Marshall YJS managers YJS Officers</p>	July 23/ Ongoing	<p>Continuous assessment captures changes in the young person's circumstances which means services are better tailored to the current needs and risks.</p> <p>In order to protect the safety of the young person, this is a significant part of the assessment which has to be countersigned by managers. Managers are very robust in their QA of this part.</p>	
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2.2 Planning

Planning is driven by the assessment, holistic and personalised, actively involving the child or young person, their parents/carers and significant others.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
2.2.1	Refresher practice workshops to be delivered to caseworkers and managers to strengthen the quality of plans.	Feedback to all managers and practitioners the outcome of their audits and the lessons to learn to improve SMART plans for young people.	YJS managers	September 2023	This is a regular part of the training cycle. Staff receive feedback on the quality of their plans.	
2.2.2	Planning to reflect intervention sequencing.	Child Friendly plans to be reviewed to ensure sequencing of interventions.	Esthi Raja	September 2023	Child friendly plans are currently in use across the service.	

2.3 Implementation and delivery

High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
2.3.1	A wide range of interventions are utilised to enhance the likelihood of young people changing and reduce offending behaviour.	Interventions Review.	Marcus Miller/ Catherine Marshall	July 23	Excellent tools are being used across some of the service.	

2.3.2	A range of reparation and unpaid work opportunities to be created which enable young people who have offended to repair the harm they have caused to the community (whilst learning new skills in the process).	Identify new projects, charities and organisations that can be used as reparation projects for young people being worked with.	Natalie Cameron Zoe Adamson	July 23	To reduce the re-offending rates and improve restorative justice principles, a range of programmes have been identified by the Prevention and Specialist Officer, including schemes to support charities, and has been circulated to the team.
2.3.3	To ensure that the intervention provided is tailored to young people's specific learning styles.	Health and Social Communication screenings to continue to be completed for 100% young people.	Jane Bennett Esthi Raja Zoe Adamson Shelley Holsgrove Catherine Marshall YJS managers YJS Officers.	July 23	In order to help with maximising engagement, the importance to the team of using this has been identified in internal audits.
2.3.4	Ensure that victims of crime are involved in decisions about actions to be taken, and given the opportunity to engage in restorative processes and carry out a peer review with a statistical neighbour.	Police and YJS Victims/Restorative Justice worker to ensure that victims are contacted as early on in the process as possible (to maximise engagement). Design a leaflet for all victims. More direct mediation sessions to take place	Doug Christian/ Danielle Dewsbury Phil Mansell/ Gemma Inglestone David Toyloy Sakira Suzia	July 23	All victims are being contacted and a leaflet has been designed to send to them in order to maximise engagement and the use of restorative justice approaches. Take up for direct mediation services to be strengthened.

		between the offender and the victim.			Peer review completed with Hammersmith and Fulham.	
2.3.5	Develop additional services that take into consideration the needs of the disproportionate number of Black and minority young people who are involved in offending in the borough or on the periphery of offending.	Explore best-practice examples that have benefitted young Black and minority people in other local areas.	Curtis Ashton Jane Bennett Catherine Briody Catherine Marshall	Sept 23	To address the over-representation of Black and minority young people, the interventions review is also looking to capture interventions that are proved to be effective with the cohort.	
2.3.6	Consider the impact and well-being of females being forced to carry drugs and/or weapons in the offer to young people entering the YJS.	Exploring this assertion with young women and men who are being worked with.	YJS managers YJS Officers Raj Jalota/ Natalie Cameron	October 2023	This will be discussed in the participation group of young people and beyond (e.g. in one to one sessions with young people).	
2.3.7	Carry out work to understand the impact on 'snitching' of young people and their view of it.	Explore this issue with the YJS cohort.	YJS managers YJS Officers Raj Jalota/ Natalie Cameron	October 2023	This will also be discussed in the participation group of young people and beyond (e.g. in one to one sessions with young people).	

2.4 Reviewing

Reviewing of progress is well-informed, analytical and personalised, actively involving the child or young person, their parents/carers and significant others.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
2.4.1	Ensure that every young person's plan and intervention is reviewed regularly so their needs are best met and the risks reduced.	<p>Caseworker to review key targets with young person and reinforce progress and areas for improvement.</p> <p>Monthly reviews to take place with young person/carer.</p> <p>80% of review meetings taking place at least every three months.</p> <p>YJS Multi-Agency Risk Panel to continue to cover custody cases standardly.</p>	<p>Jane Bennett Esthi Raja</p> <p>Zoe Adamson Shelley Holsgrove Catherine Marshall</p> <p>YJS managers YJS Officers</p> <p>Jane Bennett</p>	<p>May 23</p> <p>October 23</p>	<p>This has been introduced in order to help young people understand what areas they have improved in and those which they need to prioritise.</p> <p>Practice Week did not identify that cases weren't being reviewed with is positive. This needs to be triangulated with further case file auditing activity.</p>	
2.4.2	Young people to be offered the opportunity to have a service following the conclusion of their order.	100% of cases to have a clear exit plan, which is recorded in Asset Plus (Pathways and Planning) and involves the young person's input. This target is	<p>Jane Bennett Esthi Raja Zoe Adamson Shelley Holsgrove Catherine Marshall YJS managers</p>	May 23	When an order is concluding, a step-down meeting is compulsory to ensure that the young person still has support when required.	

		linked to the planning and conclusion meetings objective. Data reporting to be completed for step downs.	YJS Officers Jean Bogle			
2.4.3	To ensure that volunteers and panel members are kept abreast of key developments to help them with their role.	Panel members to continue to receive full group supervision. Head of Service and Director to attend on occasions.	Zoe Adamson Doug Christian La'Vonne Ryan	September 23	This is to ensure that timescales and quality of service is being maintained.	
2.4.4	Service User mechanisms to be maintained in order to elicit feedback from service users about the quality of service provision.	The YJS participation Board is to be continued which will strengthen the YJS's user voice systems.	Natalie Cameron Raj Jalota Jane Bennett Esthi Raja	July 23	The first Board took place in July 18 and was attended by a number of young people. The feedback from young people was collated and presented to YJS staff and senior officer s.	

3. Out of Court Disposals

3.1 Assessment

Assessment is well-informed, analytical and personalised, actively involving the child or young person, their parents/carers and significant others.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
3.1.1	Continue to ensure that all relevant young people have had an Asset Plus assessment completed, which focuses on safeguarding, risk management and desistance.	The YJS has the ethos that OOC assessments need to be completed at the same high level as higher risk domain two cases.	Zoe Adamson Natalie Cameron YJS managers YJS Officers	July 23/ Ongoing	All OoC cases are assessed thoroughly using Asset plus in order to gain a richer picture of the young person's needs. An internal review panel is being established with TYS.	

3.2 Planning

Planning is driven by assessment, holistic and personalised, actively involving the child or young person, their parents/carers and significant others.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
3.2.1	100% of cases to continue to have SMART objectives set with clear and concise target dates.	Pathways and Planning part of Asset plus to be completed in a child-focussed and friendly way.	Jane Bennett Esthi Raja Zoe Adamson Shelley Holsgrove Catherine Marshall	July 23/ Ongoing	Caseworkers and managers have received external training in relation to SMART planning. The quality of plans	

		The plan will be discussed with the young person and their carer in an initial planning meeting.	YJS managers YOS Officers		is strong and needs to be sustained.	
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3.3 Implementation and delivery

High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.

What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
3.3.1	Assess the previous level of satisfaction with OoC disposals from a service users perspective.	Contact past service users via questionnaire and/or home visit.	Natalie Cameron Raj Jalota	May 23	We have commenced service user forums in the YJS based on current service users. Securing feedback from young people who have received an intervention in the (recent) past is also significant and has been done. More of this will take place.	
3.3.2	Additional specific and tailored programmes to be developed for OOC disposals.	This ensures that the interventions review also focuses on the establishment of programmes for the OOC cohort.	Jane Bennett/ Esthi Raja/ Zoe Adamson/ Catherine Briody Curtis Ashton	July 23	The interventions review will ensure that there are short and effective interventions available for the cohort.	
3.3.3	Continue to ensure that victims of crime are	Police and YJS Victims/Restorative Justice	Doug Christian/ Becky Bryce	May 23	Where the focus was previously on statutory	

	involved in decisions about actions to be taken, and given the opportunity to engage in restorative processes.	worker already ensure that victims are contacted as early on in the process as possible (to maximise engagement) and this will continue.	Phil Mansell David Toyloy Sakira Suzia		orders, we have concluded that maximising victim participation is essential to preventing further offending in young people. Victims for the OOC process are also now being contacted and a leaflet has been designed to send to them in order to maximise engagement and the use of restorative justice approaches.	
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3.4 Joint working

Joint working with the police supports the delivery of high-quality, personalised and coordinated services.

What we want to do	How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG	
3.4.1	Joint audits of some OOC disposals to take place with the Police.	Ensure that a % of cases that have not been selected for scrutiny panel are looked at, or where a 1 was not achieved are jointly audited by YJS and Police to assess quality and impact. In addition, the internal review panel being established with TYS will also	Jane Bennett Phil Mansell/ Gemma Ingelstew	September 23	This is important in order to help enhance the quality of service provided to the young people at this pre-court stage. The review panel (internal) will take place every quarter and will be attended by the relevant managers in TYS and YJS.	

		assist with analysis and improvement work.				
3.4.2	Pre-Court Panel to be reviewed as part of annual review.	Review of the membership and outcomes to see if any improvements are required.	Jane Bennett Phil Mansell/ Gemma Inglestew/ Police colleagues YJS Managers	July 23	The membership is reviewed annually alongside its functioning and outcomes.	



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