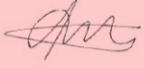


## Executive Summary – Camden Youth Justice Service Plan 2022/23

Welcome to the 2023/25 Camden Youth Justice Service Strategic Plan	2022/23 Performance and outcomes for children, children, families, and communities	2022/23 Key achievements and 2023/25 YJS priorities
<p>The Plan gives an overview of the work of the Youth Justice Service in Camden and sets out details of performance over the past year. In Camden we continue to aspire to make Camden ‘a better Borough, where no-one is left behind’ We continue to work together, in Partnership, to make our communities, families, and children safe; the Youth Justice Service has a key role to play by:</p> <ul style="list-style-type: none"> <li>• Diverting children away from the Criminal Justice System, where appropriate</li> <li>• Helping prevent offending and reoffending</li> <li>• Reducing the use of custody</li> <li>• Contributing to multi-agency public protection and safeguarding</li> <li>• Adopting the Camden Resilient Families model of practice</li> </ul> <p>The YJS does this by working together with its key partners – the Police, Children’s Services, Health Services, Probation, Community Safety and both voluntary and private sector providers - to deliver high quality and effective services to children, their families and the victims of offending. The overall effectiveness of the YJS continues to be monitored by the Government against three key National Indicators which are linked directly to the Service’s core aims.</p> <p>The last few years have seen change and challenges within the team. The strength and resilience of the service has meant staff have continually adapted and responded to how we work with children and families.</p>	<p>2022/23 has seen continued progress in both reducing the number of First Time Entrants to the Youth Justice System and the reduction in the number of children receiving custodial sentences. There is still work to be done on reducing re-offending and this remains the YJS’ priority moving forward:</p> <p>Local data shows that 24 children became first time entrants during April 2022 to March 2023. This is a 33% reduction on last year’s figures.</p> <p>Local data shows no children received a custodial sentence this year compared to 2 children who received 3 custodial sentences in 2020/21.</p> <p>The most recent local data for October 2020 – September 2021 for re-offending shows 17.6%, 15 of the 85 children re-offended within the time period, a decrease on the previous year (Binary rate). There was a small increase in the number of reoffences from 2.38 to 3.53 (Frequency rate)</p> <p>YJS data shows that 30/55 (60%) of children were in Education, Training or Employment, at the end of their order, a small decrease from 43/66 (65%) in 2021/22.</p>	<ul style="list-style-type: none"> <li>• Sustained reduction in FTEs, custody, and remands, as well as reduction in seriousness of reoffending</li> <li>• Disproportionality work continues: Both the Board and cabinet have endorsed the YJS disproportionality action plan which has seen operational and cultural changes within the service</li> <li>• Improved ETE working partnerships, including Kings Cross Estates paid work experience project, and the launch of the Coffee Employability Project, <i>Honest Grind</i></li> <li>• New Peer Advocates in post</li> <li>• Feedback on priorities and performance was gained from partners, staff, children and parents through the Stakeholder Engagement Event on 23<sup>rd</sup> May.</li> </ul> <p>The 2022/23 performance data combined with both local and national drivers have led to the following service priorities for 2023/25:</p> <ul style="list-style-type: none"> <li>• Maintain and continue the work on tackling Disproportionality</li> <li>• Improve and increase ETE opportunities/interventions</li> <li>• Continue to invest in the staff teams’ development and wellbeing</li> <li>• Evaluate and evidence Camden interventions and approaches</li> <li>• Continue to use feedback from children and families to improve the service</li> <li>• Strengthen the Prevention Approach provided within the YJS</li> <li>• Responding to social inequality.</li> </ul> <p>On behalf of the Management Board, I am pleased to present the midway update for the Camden Youth Justice Strategic Plan for 2023-25.</p> <p style="text-align: center;"></p> <p>Signature Martin Pratt Chair of Camden YJS Management Board.</p>

## Introduction, vision and strategy

Camden YJS is part of the Integrated Youth Support Services (IYSS), which incorporates the YJS, Youth Service and Youth Early Help, Connexions, FWD (substance misuse service) and Evolve (Reducing Serious Youth Violence & Exploitation). The YJS is closely aligned to its partners in Community Safety and the Police through its strategic governance.

Camden YJS is a forward-thinking service that seeks collaboration with staff, partners, children and families at all key stages to check the Service is on the right track.

This Plan has had collaboration from children, parents, staff and the Board. Each setting has focused on what the service would like to 'retain and rethink' in the service offer; new and continued priority areas are a product of these consultations and discussions.

New census data for Camden (2021) shows significant increases within the Other and Mixed groups. Other has more than doubled and Mixed has increased by 30%. Analysis of the YJS cohort shows that both Black and Mixed children are overrepresented in the Youth Justice Service.

	2011		2021		Camden YJS cohort	
	10 - 17 yrs		10 - 17 yrs		10 - 17 yrs	
	Total	%	Total	%	Total	%
Asian	2,773	19%	3,367	20%	6	10%
Black	2,593	17%	2,503	15%	13	21%
Mixed	2,593	17%	1,987	12%	12	20%
Other	592	4%	1,304	8%	4	7%
White	7,198	48%	7,444	45%	26	43%
Total	15,749		16,605		61	

## Child First

Camden is proud of its embedding of Child First practice. The YOS has rebranded to a Youth Justice Service and have children designing a new logo. The most recent end of order feedback from children over the last year details how strong and influential the relationships built with YJS workers have been; with 86% stating they are doing more positive things since their order ended, and 87% less likely to offend since working with the YJS. The team and partners have attended training on trauma informed practice that has diverted a focus on understanding underlying need rather than the presenting behaviour. This has been a natural addition to the current psychologically informed approach to engaging children. The new PSR templates provide a narrative of the child through a trauma-based lens before focusing on the offending behaviour. One of the priorities in the last 2 years has focused on increasing participation with children, to ensure service developments are collaborative and always informed with a child's perspective at the centre of it. The YJS has developed some short films on aspects of the service to support understanding and engagement after children said leaflets often are not read or kept. In the last year a child from the service received a Camden Youth Award for resilience despite adversity and for tenacity, never giving up, working hard for others including his grandparents and young siblings and for working hard to give himself a brighter future; and another child who went on a residential trip to South Africa with a group of children from a youth hub. Staff are committed to promoting opportunities, funding places and supporting children to see their potential to achieve in their areas of interest.

Camden's YJS Peer Advocates fed back that YJS meeting rooms are unpleasant to meet in. As a result of this feedback, the YJS will be moving to a different part of the building enabling the service to use the old Registrars meeting rooms. These rooms for appointments are much bigger, newer and will also mean YJS children will have their own entrance to the building. The Peers and other children will also be involved in the décor for the reception area and the meeting rooms. Part of the space will be a dedicated room for CAMHs colleagues to utilise with clients. Staff will also move above these offices, which may lead to some

disruption and a slight change in working procedures whilst the team adapts to having a duty working at the entrance, which is change to current working arrangements.

## **Voice of the child**

Feedback is gathered in a variety of ways including end of order surveys (facilitated by Peer Advocates); Reparation Evaluation Forms; Regular Focus Groups/Feedback Topics; ad hoc feedback projects (such as CAMHS survey, to explore barriers to accessing CAMHS, and Rob Knox Documentary on knife crime). Feedback is also gathered from Peer Advocates; they review interventions, policies and have been involved in developing new reparation projects.

Feedback gathered from reparation projects is shared with project facilitators and sessional staff for each project. All projects are receptive to feedback and are keen to implement changes based on this. Focus group/one-to-one feedback can inform relevant areas; once collated it is shared with the lead staff in that area to consider what changes need to be made. Feedback is also used to create better materials and interventions for children; such as using feedback to inform the promotional videos, for creating leaflets and posters, and how to shape new interventions.

Feedback has also been used to inform commissioning of projects, for example a focus group of children and staff surveys were carried out in May 2022 to get feedback about Street Doctors, which informed further commissioning of three First Aid Workshops.

Feedback from children on reparation has been used to create the script for the promotional video for reparation, so children new to the YJS can watch and understand what to expect from reparation from the point of view of someone who would have experienced it.

Children have also been supported to give their ideas for a new YJS logo, that would represent how they have experienced the YJS, and what they feel it stands for, through making design boards. These ideas were passed onto the Mosaics reparation project who are supporting children on reparation to make the logo. A number of children have fed back they enjoy cooking and would like to do this as part of their reparation, and as such, a new reparation project has been developed with the Community Kitchen, as a way for children to give back to the community (by providing a meal to support with the cost of living), as well as developing their own daily living skills by learning to cook.

Feedback is most often gathered in person with the child. It is largely qualitative information to allow for more in-depth description and understanding of their experiences. There are some scaled rating questions for how children experience each reparation project (how they found the venue, quality of staff, how organised the session was), but the most helpful feedback tends to come from open questions. Due to Camden's small cohort, feedback has more recently been gathered on a one-to-one basis and has taken place online if that better suits the child, or if they are unable to attend the office due to safety/risk issues.

Exit surveys once children finish their orders, are completed by the Peer Advocate with the child where possible, either in person or on the phone with a child, to allow for some impartiality, and hopefully encourages children to be more honest in their responses.

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

There were no changes to the structure, governance and partnership arrangements for the year 2022/23 however, the Head of IYSS, the Director of Early Intervention and Prevention and the Executive Director of Supporting People have announced their retirements recently. Tim Aldridge has been announced as Camden's new Executive Director for Children and Learning. Tim Cosh will be the new Head of IYSS. The strategic changes within the division and directorate will mean a period of transition and require resilience from YJS staff and the Board until the successors are settled into post.

Camden IYSS currently sits within the Early Intervention and Prevention Division under the Supporting People Directorate. The YJS and IYSS will now move into the same directorate as Camden's Family Help and Safeguarding Division (FHS) under Rashida Baig.

The YJS Management Board has been chaired by Martin Pratt, Executive Director of Supporting People and Director of Children's Services. His successor, Tim Aldridge will take on the role of chairing the YJS management board from Autumn 2023. The Executive Director also chairs the Vulnerable Adolescent Strategy Group, is vice chair to the Camden Safeguarding Children Partnership Board and sits on the Community Safety Partnership board. Another key strength to the board has been Martin's role as chair of the Association of London Directors of Children's Services (ALDCS), enabling effective engagement with key partnerships and boards at a strategic level and representation of YJS in this forum.

The membership of the YJS Management Board consists of partner organisations that contribute to reducing crime, improving safety in Camden and improving long term outcomes for children and families: Metropolitan Police, Community Safety, Probation Service, Voluntary Sector, Health, Education, Children's Safeguarding and Social Work, and the Integrated Youth Support Service, Magistrates representative, voluntary sector, three Cabinet members: for Young People and Cohesion, Safer Communities and Best Start for Children and Families. The Head of Integrated Youth Support Services is line managed by the Director of Early Intervention and Prevention.

As an integrated service, the YJS benefits from working alongside the Youth Service and Youth Early Help Offer, Education/Connexions, Evolve, Health (Child Adolescent Mental Health Service), Sexual health, Speech and Language and substance misuse), Police, Probation and the Community and Voluntary Sector. This enables smooth working relationships and easy transfer of cases through and across the teams as appropriate. The YJS works closely with Children's Safeguarding and Social Work, the Multi Agency Safeguarding Hub, and the Transformation Team. The Resilient Families work continues to enhance partnership arrangements and ensure families are at the centre of this approach.

## Board development

The Board continued to meet every other month throughout 2022/23, chaired by Executive Director of Supporting People and Director of Children's Services. Once the new chair is in place, they may wish to review the Board. Camden has created a new position, Director of Education Commissioning and Inclusion, who will be invited to attend the board. It is anticipated this will help continue the improved partnership working to support children remain in education.

## Progress on previous plan

Priorities for the YJS plan in 2021/23 were as follows:

- i. Continue to perform well against National and Local Indicators of performance.
  - a. Reducing FTE
  - b. Reducing re-offending
  - c. Reducing use of custody
- ii. Increase the participation with children and families including the modernisation of how the team interacts with children and families
- iii. Maintain and continue the work already started on Disproportionality
- iv. Improve and increase ETE opportunities/interventions
- v. Improve the transitions experience for children through and across the service
- vi. Produce clarity and clear guidelines around contextual safeguarding/extra-familial risk
- vii. Invest in the Youth Justice Staff teams' development and wellbeing

- i. Continue to perform well against National and Local Indicators of performance.

### **Achievements:**

- Further reduction in FTE
- No custodial cases and low remands
- The OoCD Scrutiny Panel in November 2022 scored 1s and 2s on all cases and the Panel agreed with all the outcomes for all cases.

- ii. Increase the participation with children and families including the improvement of how the team interacts with children and families

**Achievements:**

- Participation framework established, regular and themed feedback sought
- Peer Advocates recruited
- Positive feedback received from children ending their orders through the end of order feedback survey.

## iii. Maintain and continue the work already started on Disproportionality

**Achievements:**

- Updated disparity data has been shared with YJS Management Board
- Adultification training being rolled out to YJS and IYSS services
- Re-established 7 borough disproportionality operational group
- Uptake of MOPAC mentoring scheme for Camden children from global majority.

## iv. Improve and increase ETE opportunities/interventions

**Achievements:**

- Received the Quality Lead Award from Achievement for All
- Paid work experience placements continues and is expanding
- 1 child completed the Deferred Exclusion Programme with rollout to entire borough
- Launch of Honest Grind Coffee initiative with some children working for money
- 7 of the Reparation Projects enable children to receive an AQA and 8 AQAs were presented to 7 children during 2022/23

## v. Improve the transitions experience for children through and across the service

**Achievements:**

- Exit plans is a new focus for priority with YJS children, this will include stepping down and transitional work
- Joint supervision with LAC colleagues is now embedded in practice and it's hoped this will reduce unnecessary placement moves and support joined up assessments on risk and wellbeing when moving between placements
- Strong partnerships working with Evolve to support children turning 18
- Retaining caseloads or closely co- work cases for looked after children living in other boroughs.
- The YJS Clinical Consultation will run a workshop with staff to discuss the transition process for those needing mental health support once children reach 18

## vi. Produce clarity and clear guidelines around contextual safeguarding/extra-familial risk

**Achievements:**

- Workshop delivered to staff on how to respond to contextual safeguarding and importance of engaging with partners, considering locations and peer groups
- Camden, and neighbouring YJS in Islington now hosting local National Referral Mechanism panels to reduce long delays with the national framework.
- Embedded a safety planning tool for staff to use with children and families
- Utilising the intelligence from the exploitation and violence analyst to consider trends and groups coming to attention by meeting weekly with the Evolve analyst and consulting gangs' police on individual cases
- Guardianship initiative in Regents Park ward has provided a range of guidance, including an animated video on contextual safeguarding and what it means for residents in Camden. This has been produced by residents and children.

## vii. Invest in the Youth Justice Staff teams' development and wellbeing

**Achievements:**

- Established during lockdown, regular monthly workshops for all staff continue to take place
- Continued access to health and wellbeing through Camden's corporate offer to staff
- Continuation of Practice Forum for front line staff which is a *manager-free* zone to discuss all practice issues
- The *Say Anything* online anonymous 'box' for staff to feedback/make suggestions on anything relating to the Youth Justice Service continues to be used and acted on by management
- Continue to enable staff to work flexibly whilst maintaining the service needs, to ensure a better work life balance

- All staff are involved in a champion lead area, connected to the Service priorities, enabling staff to lead in an area they may not usually work in. This gives staff an opportunity to lead and bring change which benefits the service and in turn gives them more experience for their professional development
- One of the champion areas is for staff development and wellbeing group. Established in March it has pulled together a wellbeing corner in the office, with books to borrow and emergency supplies from, antihistamine to phone chargers

## Resources and services

Camden YJS use the YJB grant, partner contributions and available resources to deliver these services and believe they produce the following benefits and outcomes. Performance will be improved in 2023/24 as detailed throughout the plan.

Please see Appendix 11 for Budget Costs and Contributions 2023/24.

## Performance

Post pandemic, caseloads continue to be low and manageable. The Service has shown great resilience and adapted to changes over the past few years.

Between 1 April 2022 and 31 March 2023, 103 offences led to 41 children receiving criminal justice outcomes. This averages 2.5 for each child. Of the 41 children, 7 received more than one substantive outcome in 2022/23. This is a decrease compared with the previous year, where 161 offences led to 61 children receiving criminal justice outcomes. This shows that both the number of offences and those who are committing them, have reduced.

Of the 103 offences leading to criminal justice outcomes, 27 (26%) were for Violence against the Person, and 20 (19%) were for Drug offences. Theft and Handling accounts for 17 (17%) of offences which is an increase and a change to previous years breakdown. This could be a knock-on effect of the cost-of-living crisis and will be monitored throughout the coming year.

The ages of children in the cohort have changed from previous years the number of 15- and 16-year-olds in the cohort have decreased with this age group accounting for 30% of the cohort compared with 56% in the previous year.

The cohort has been steadily shrinking since 2015/16 and it remains to be seen whether levels will return to pre-pandemic status, albeit there are few signs of this thus far. Arrest rates and Release Under Investigation (RUIs) in Camden for children remain low.

Key achievements for 2022/23:

- Further reduction in First Time Entrants
- Further reduction in remands
- Zero custodial sentences
- Reduction in number of offences that children are committing
- Continued work on disproportionality
- Improved educational working partnerships
- Launch of innovative coffee making project

## Reducing First Time Entrants

First time entrants continue to decrease according to both local and national data. This also reflects the national picture when first time entrants have declined across England and Wales.

Locally Camden has seen a continued reduction since 2016/17. In the period April 2022 to March 2023, 24 children became First time Entrants compared with 36 in 2021/22. This is a 33% reduction.

PNC (Police National Computer) data shows a 21% decrease in FTE. The period October 2021 – September 2022 shows a figure of 27 compared to 49 the previous year. The current rate per 100,000 is 163 which is similar to the London average and above the England averages (168 and 156 respectively). In comparison to Camden's family group of comparable Youth Justice Teams, Camden sits below average, where the average number of first time entrants is 51 with an average rate of 211 per 100,000 across the family group.

Youth Early Help (YEH) sits alongside YJS in the Integrated Youth Support Service to focus on early identification of, and response to, emerging problems for children. YEH is a voluntary service, offering open access youth provision as well as targeted one to one support via casework for children and their families. This work supports the YJS to achieve a reduction in First Time Entrants by diverting children on the periphery of the Youth Justice System.

The unnecessary criminalisation of looked after children cross partnership protocol was agreed and finalised in 2022. This involved participation with Placement pathways, Police, Youth Justice, CPS and Children Looked After service. The protocol outlines expectations on how professionals respond to looked after children who offend. There are monitoring provisions in place that the corporate parenting board will oversee to ensure the protocol is being effectively implemented. It is anticipated this will support a further reduction in first time entrants and influence reoffending rates with the children looked after cohort.

## **Reducing Re-offending Local data**

Camden YJS tracks re-offending using local data in real time. Local live tracking gives the YJS a more current picture of re-offending data compared to PNC data. Whilst PNC and local data provide different numbers and cover different periods, it is clear that the results are similar enough to draw confidence on the accuracy of the local data.

Camden's current cohort (October 2020 - September 2021) consists of 85 children who were tracked for twelve months.

Binary (number of offenders):

Data shows 17.6%, 15 of the 85 children re-offended within the time period, in comparison to 30%, 26 of 86 children in the previous year. This is a decrease on the previous year.

Frequency per reoffender

Re-offences per reoffender has increased from 2.38 to 3.53. In real terms that's 15 re-offenders who committed 53 reoffences, compared with 26 re-offenders who committed 62 re-offences in the previous cohort.

In summary; local data shows that the number of children in the cohort has been consistently low over the past 4 years. The main change for this cohort is the very low number of children reoffending, over half of these are reoffending in the first month, highlighting again, the small but persistent group of children responsible for the majority of the re-offending, 3 of the children committed 26 (49%) of further offences.

## **PNC data**

Most recent PNC data (April 2020– March 2021 cohort) shows a decrease in binary rates but an increase in the frequency of re-offending, this reflects local data:

Binary (number of offenders):

Binary rates show a decrease of 13%. 33.7%, (32 of the 95) children re-offended during the period April 2020– March 2021, in comparison to 47% (47 children of 100), in the previous year. The binary rate is in line with the London average (33.2%) and the Family average which is 31.8%.

Frequency per reoffender

Re-offences per reoffender has increased from 3.43 to 4.03, an increase of 17%. In real terms that's 32 re-offenders who committed 129 reoffences compared with 47 re-offenders who committed 161 re-offences in the previous year. Camden's reoffences per reoffender rate is higher than the rate for London and the YJS Family group (3.15 and 3.11 respectively).

A challenge in this area is the ability to track reoffending rates once a child turns 18 years. Discussions at senior level have concluded consent must be sought to extract this data from each child before police can provide the information. A new consent form is being produced; however, it is likely an incomplete picture will remain with this data. This is particularly so with almost half the cohort of 22/23 were aged 17 years.

## **Reducing the use of custody**

### **Local data**

During the period April 2022 – March 2023, there were zero disposals that resulted in a custodial sentence. In the previous year 3 of 94 (3.2%) sentences were custodial.

### **PNC data**

PNC data shows that in the period January – December 2022, there was one custodial sentence, compared to one in the same period in the previous year.

In comparison to the family group of comparable Youth Justice Services, Camden sits below average where the average number of custodial sentences given is 4 with a rate of 0.15 per 1,000.

Camden is proud of its decreasing levels of custody that have been maintained over the past 4 years, seeing an 88% decrease since 2018/19. These low levels are a result of ongoing focused and collective hard work within the team and its key relationship with the court. Reducing the use of remand was identified as a priority after a sudden increase in 2018/19. Audits, analysis and planning, endorsed by the Board led to operational changes that have secured lower numbers of remand.

## **Education Training and Employment (ETE) & Partnership working**

YJS data shows that 30/50 (60%) of children were in Education, Training or Employment, at the end of their order. This is a small decrease from 43/66 (65%) in 2021/22. This measure only provides a snapshot, and HMIP recommends the YJB revise this to a more meaningful measure as part of their Thematic ETE inspection.

It is hoped the new Education KPI will better reflect the children's positions.

## **Priorities**

YJS priorities for Camden for 2023/25 as agreed in partnership with staff, children, families, and the Board:

- Maintain and continue the work on tackling Disproportionality\*
- Improve and increase ETE opportunities/interventions\*
- Continue to invest in the staff teams' development and wellbeing\*
- Evaluate and evidence Camden interventions and approaches\*
- Continue to use feedback from children and families to improve the service\*
- Strengthen the Prevention Approach provided within the YJS\*
- Responding to social inequality where possible by offering practical advice, vouchers for food, exploring links with housing colleagues to signpost families.

\*areas that overlap with YJB prescribed priorities outlined below in report.

## **Children from groups which are over-represented**

Tackling disproportionality in the Youth Justice System has been a core priority for Camden YJS since 2018, triggered by the Lammy review in September 2017 on the treatment of and outcomes for Black, Asian, and Minority Ethnic groups in the Criminal Justice System. The data informs us that Black, Asian and Minority Ethnic children collectively are disproportionately represented in the Criminal Justice System, and often receive worse outcomes. However, when looking at specific ethnic backgrounds there is significant overrepresentation for Black and Mixed Heritage groups and under representation for Asian groups, thus demonstrating a considerable imbalance and inequality. Significant work has been undertaken and achieved by Camden YJS and the 7-borough disproportionality group to influence change and achieve better outcomes



for Black and Mixed Heritage children. Some elements of the sub regional work have drifted since the pandemic, however, the group has recently reinstated to set new targets and areas of focus.

2022/23 data shows that White children commit 59% of all offences within Camden in comparison to 11% being committed by Black children. White children committed 76% (13/17) of the most of serious offences (gravity 5-8). There were no custodial outcomes, but one child from the Other ethnicity was remanded but was later determined to be age 21. The latest data shows that Black children have the highest rate of reoffending. Although due to the small numbers of children, it is difficult to draw conclusions.

Data from other areas such as Children Looked After, Educational exclusions and Exploitation Analyst indicate that Black and Mixed heritage children are also overrepresented. This reflects the culminating vulnerability factors that can interplay before a child reaches the Youth Justice Service. Camden has a Vulnerable Adolescent Strategy Group (which is chaired by the YJS Board Chair) with their updated policy and strategy due to be completed imminently. A working group to thread together data around overrepresentation from services has been set up to consider what action can be taken to mitigate risk in a preventative way. The board police rep has committed to providing localised data for Camden children broken down by ethnicity to understand the picture prior to charge/conviction.

## **Prevention**

Camden's Youth Early Help (YEH) is a voluntary service that offers open access/universal youth provision as well as targeted one to one support via casework for children and their families. The Service aims to ensure children stay safe and be healthy, remain in education, training or employment, become resilient and play a positive role in their communities. Closely aligned with the Camden Resilience Framework, YEH offers challenge as well as support to children and their families in order to address issues and develop resilience so that they are better equipped to cope and because the service has intervened early, less likely to escalate to higher levels of need and higher cost services.

The YJS is currently delivering the Turnaround programme, funded by the MoJ, following the MoJ criteria. Camden already has a vast Early Help offer so the Turnaround programme duplicates much of that and the YJS is unsure that it can meet the targets set. In the meantime, the programme is running and further information will be submitted in next year's Plan.

## **Diversion**

Within YEH, Camden has an Engage service based within custody suites designed to build on relationships formed in custody with youth workers and continue into the community, to divert children away from further offending and into education, employment, or training; to "hand hold" into services to encourage positive contributions to the community and to understand consequential thinking. Children who access this service can get up to 8 weeks support from their worker. We are exploring the potential to utilise Turnaround following initial take up with Engage for suitable cases.

The Camden Deferred Exclusion Programme (DEP) has now been rolled out to all secondary schools in Camden after an initial pilot with 2 schools. The DEP is an initiative that offers 12 weeks intervention for children whose behaviour would likely lead to a permanent exclusion in ordinary circumstances (e.g., Bringing drugs into school or assault). Assuming the child engages with the support the exclusion is removed from their record and they are offered another chance to remain in their educational setting. left

## **Education**

The Headteacher of the H3 Federation represents Education at the Board. H3 is made up of Haverstock Secondary and 2 Pupil Referral Unit sites, (Harmood and Heath). Within this there is the Community Reintegration Base, CRiB, that supports children on site who cannot remain in mainstream school with a view to supporting them return. It has also started a flexible access for children to access PRU's short term as an intervention to prevent permanent exclusions from mainstream schools. The newly appointed director of Education and Inclusion will join the Board and will strengthen the strategic working arrangements between the Local Authority and education providers.

As outlined in last year's report, Camden received some very positive feedback from the ETE thematic HMIP. That said, there is still progress to be made in this important area. Since the recommendations were

published, working arrangements have been strengthened with the SENDCo team, developing a working protocol outlining how services work together where a child has an EHCP.

In October 2022, the Camden Area Partnership was acknowledged with a Youth Justice SEND Quality Lead Award with a Child First commendation. Feedback given stated 'The evidence that has been gathered is comprehensive and fully supportive of the award, framing a Child First Commendation that cannot be pinned on any one measure or initiative: but rather, emerging from strategic intent, investment in provision and the intelligent design of joined-up provision and service teams... ETE opportunities have been secured through diligent partnership-building with a range of 16+ providers, including third sector, colleges and local employers, some offering paid work: desistance activity is effective, continually driving down reoffending rates compared to statistical neighbours'.

The YJS has a Team Manager representative on the CLA Health Panel and the CLA Working Group re. early diagnosis of children and young people with learning disabilities/difficulties and other additional needs. The same Team Manager oversees the educational partnerships, paid work experience, SaLT and Connexions provision.

Strengthening partnership working in Education, Training and Employment has been a priority for the last 3 years, having recognised a select group of 16+ children were not able to obtain or sustain educational placements. The Board continue to have oversight and be supportive of the Honest Grind Coffee initiative that is now mobilised. Underspend from previous remand budgets have been used to provide a paid work experience placement for 16+ NEET children at a pace they can manage. The aim is to be able to be completely responsive to individual child needs and support their learning one small step at a time. So far 2 children have engaged in the initiative. Camden YJS has a Team Manager who leads on building partnerships with educational providers and oversees management of the 16+ Connexions Advisor. Strong working relationships are in place with Kings Cross construction employers, whereby the YJS has delivered safeguarding training and support to work with children who often have complex needs. 3 children went through the Kings Cross Estate programme and 4 children were supported to access Construction Skills Certification Scheme card training through the Connexions Personal Advisor. The Service has also been able to offer personalised support and a child was supported with an appeal for college after his application was declined following disclosure of his criminal record. This appeal was successful. Camden has also recently secured a new partnership with Shelter, offering paid work experience to work in a boutique. The Deferred Exclusion Programme is outlined in the Prevention and Diversion section above.

A snapshot of the current cohort as of June 2023 shows:

**Statutory School age: Up to age 16**

- 17 children are currently statutory school age, of which 12 are being offered the mandatory 25 hours per week (71%)
- 6 of those 12 are attending 25 hours (50%) with the other 6 children attending less than 25 hours (between 16 and zero)
- 3 of the 10 children have Education Health Care Plans (EHCPs) to support with additional learning needs, all of whom are on roll at H3 (all 3 attending less than 7 hours)

Those with an Education Health Care Plan (EHCP) are not attending the mandatory amount of 25 hours of school. Camden's work with children with EHCPs is one of the areas for improvement in the ETE thematic inspection by Her Majesty's Inspectorate of Probation (HMIP) in November 2021.

**Above Statutory School age: 16+**

10 children are currently above statutory school age:

- 5 of the 10 are being offered and are attending 15 hours plus
- 1 is currently working with the Connexions Adviser
- 2 of the 10 children have Education Health Care Plans

Discussions are being had across IYSS management team regarding the potential development of an education re-engagement role. This could support children to remain in school and re-engage where there has been drift. A broader understanding of need across IYSS is necessary before the feasibility of this can be determined.

## **Restorative approaches and victims**

Children who are victims of reported violent crime or where it leads to safeguarding concerns will come through the front door to MASH. These are then processed to consider what, if any, support may be offered and who maybe best suited to undertake this. Some of these children are offered support through the wider youth support services (sign posting and informing) and others maybe allocated a worker under the Youth Early Help offer. This will be a bespoke package of support to enable the child to have a plan and build on strengths.

Camden YJS has a Victim Liaison Worker who is Restorative Justice trained. They meet with children and complete Restorative Justice assessments as well as victim awareness work. The worker also completes victim impact statements with victims and ascertains if they have preference over reparation projects the children should go to, keeps them up to date with outcomes and signposts to supportive services where required. The worker also attends panels to represent victims (including reading out statements) and undertakes Restorative Justice where possible including conferences, and shuttle mediation.

The Referral Order Panel Co-ordinator has recently retired and will not be replaced as part of Camden's ongoing financial savings. This has led to a change in management and support of the volunteers and how the panels are run. As part of this volunteers have been asked to feedback to the YJS on their needs and preferences. This is a very new change and will be reviewed with both staff and volunteers over the coming months.

## **Serious violence and exploitation**

Camden's Vulnerable Adolescent Strategy Group (VASG) meets quarterly. This is a broad partnership space that seeks to bring services together to understand all key areas (and work being undertaken) that link to adolescents being vulnerable. The vulnerable adolescents, tackling risk and exploitation strategy 2023-2025 is almost complete and holds partners to account to strive to do more in a co-ordinated way, to support the most vulnerable children.

Camden recognises the overlapping risks and vulnerabilities associated with youth violence, gangs and child criminal exploitation. Early interventions services, such as Youth Early Help, Turnaround and the Engage programme aim to divert children from the criminal justice system, while the Evolve service can offer transitional support to young adults affected by youth violence or exploitation.

The Reducing Youth Violence & Exploitation Service is part of the Camden Gangs Partnership and forms an important link between the Police and YJS for gang-affected children. The daily Gangs Risk Briefing improves information sharing for gang-affected children and compliments the YJS Police's daily risk briefing. Camden and Islington remain part of the NRM local pilot, with panels taking place monthly to review referrals to determine if there are reasonable or conclusive grounds of modern slavery. The pilot is currently undergoing an evaluation to review its effectiveness. The chairs of the MACE panel also represent the NRM panel. Camden's Missing and Exploitation Analyst holds monthly drop-in sessions for YJS and wider services to discuss current themes in the borough, respond to questions, share anecdotal information and how exploitation may be impacting children. Camden services utilise a Child Criminal Exploitation risk assessment to classify the concerns with clear procedures on next steps dependent on the score/rating. This practice is well embedded across children's services.

A recent pilot, the Regents Park Guardianship and Champions is a model that has grown organically from post lockdown to a large-scale community network of support, celebration, community improvement and keeping residents safe. They have accessed training on contextual safeguarding and developed a video to highlight how residents and businesses all have a role to play in identifying and responding to contextual safeguarding concerns such as exploitation and serious youth violence.

The YJS has a Prevent Lead who provides the single point of contact for any Prevent or extremism related concerns. This person also attends the monthly multi-agency Channel Panel and contributes to case discussion and support packages where appropriate. Where a member of the YJS team is the key worker for an individual who is on Channel, they attend meetings to add their perspective on what kind of support may be most effective. The team also responds to regular information sharing requests with relevant information about any individuals known to the Service. The YJS works closely with the Prevent Team in Camden and are keen to contribute to further developments of Prevent and any changes as a result of the Independent Review or policy change.

Camden's Youth Safety Outcomes Framework, 2022-2025, aims to reduce violence involving Camden's young people; increase young people feeling safe in Camden; and increase trust between young people and those in positions of authority. The Partnership believes that by taking a Public Health approach to youth safety it will achieve these outcomes

### **Detention in police custody**

Within YEH, Camden has an Engage service based within custody suites designed to build on relationships formed in custody with youth workers and continue into the community, to divert children away from further offending and into education, employment, or training; to "hand hold" into services to encourage positive contributions to the community and to understand consequential thinking.

In Camden, in the first instance, Police will ask a parent/carer or social worker to be an Appropriate Adult following a child-centred approach. Camden outsources to a voluntary Appropriate Adult service for children in need of an Appropriate Adult in Camden Police cells in cases where parents are not present. A YJS worker will act as Appropriate Adult where the child has been arrested for a serious offence or if YJS feel this is in the child's best interests. However, if the child is looked after, their social worker or foster carer may be asked carry out this role. If this is not possible YJS will arrange for this service to be provided. Out of office hours, the Emergency Duty worker will make arrangements for someone from the Appropriate Adult service to attend at the police station with a child on request by the police.

### **Remands**

There was 1 instance of remand into custody in 2022/23, a decrease on 2021/22 when there were 4 remands into Custody. There were 2 instances of Remand into Local Authority Accommodation during 2022/23, a reduction from 3 in the previous year. The child remanded into custody did not go on to receive a custodial sentence. All children receiving remands were Asian or Other.

The low number of remands coupled with the introduction of the London Accommodation Pathfinder has led to the need for a workshop for frontline staff on expectations and procedures when these cases do arise. Whilst fortunate there have been so few cases, staff must remain confident in how to respond to and manage these often, high risk, complex cases with confidence. As outlined in previous YJ plans Camden has undertaken focused work in this area following a peak of remands in 2018/19 which has now diminished significantly. The local court team is stable and continues to work closely with the other YJS who service the shared court and HMCTS partners. The local court had their 2 longstanding district judges retire within the same month in late 2022, and the service have been conscious with efforts to build positive working relationships with the new local DJ's.

A recent experience with a remand for a 15-year-old highlighted the difficulties with shortages of placing younger children with an offending profile in children's homes. The cost, in addition to staffing and matching difficulties means it is incredibly difficult to identify placements for children who cannot return home or with family members.

### **Use of custody**

As detailed above, Camden is proud of its decreasing levels of custody that have been maintained over the past 4 years, seeing an 88% decrease since 2018/19. These low levels are a result of ongoing focused and collective hard work within the team and its key relationship with the court. Camden has various processes in place in order to ensure the utmost is being done to prevent custodial outcomes. Joint supervision between YJS staff and Social Work colleagues is firmly embedded, the High Risk and Vulnerability Panel meets monthly to oversee risk and check on actions and changes that may lead to risk of Custody. Clinical Consultations takes place monthly allowing Case Managers to discuss cases with Clinical Psychologists. Case Managers also work closely with Evolve Case Managers regarding older children.

### **Constructive resettlement**

Camden has a constructive resettlement policy which clearly outlines the expectations on the YJS and its partners to ensure resettlement planning is considered from the start of sentence. As outlined in the remand and custody section, the YJS has strong links with the Children Looked After service and Placements Team to support timely identification of addresses for children who cannot return to their family. The YJS works closely with Evolve and New Horizons who can support children as they enter adult services and also support

them whilst in custody. The Evolve team reshaped the bronze meeting to a resettlement panel focusing on constructive resettlement principles to support successful transition into the community. All resettlement cases will have access to specialist services including CAMHs, Parenting, Substance Misuse, SaLT, Connexions and more. The aim is that wherever possible work is completed with the child and their family whilst in custody to enable a stable environment on release. All 16+ children are offered an opportunity to engage in paid work experience placements if they are willing.

The implementation of the London Resettlement Pathfinder will support consistency across boroughs where children are placed in other areas within London. The pending protocol between YJS and 16+ providers will be instrumental in supporting children access educational placements on release.

## **Standards for children in the justice system**

Camden YJS action plan is regularly reviewed and updated to include priorities and is responsive to change in delivery and audit outcomes. The action plan will be reviewed alongside the new priorities put in place as part of the Youth Justice Plan and alongside changes to leadership as described in the Governance section above.

Camden YJS has not completed a National Standards Audit since 2019 as prescribed by the YJB. The next National Standards Self-assessment focusing on Court, will take place shortly and will be completed by October as requested by the YJB.

Camden is fortunate to have a Quality Improvement Officer that leads on themed and full case file audits, co-ordinating the quality assurance work for the management team in a sequenced way that aligns with service priorities and feedback from staff. All auditing is overseen by the Quality and Performance Group (Q&P) and co-ordinated by the Quality Improvement Officer. Results from audit are analysed and shared with the Quality and Performance Group in the first instance and then with the whole YJS and will include areas for improvement, actions and areas of good practice. Audits and results are taken to the YJS Management Board for oversight, challenge and recommendations. Audits carried out are either full case or thematic. In 2022/23 the following work was completed: Intervention Plan Peer Audit review with Islington YJS; internal Pre-Sentence Report (PSR) review exercise; participation in CSSWs Practice Week focusing on Trauma; carried out a Risk workshop as a follow up to a previous risk thematic audit. A full case audit was also recently carried out during March-April 2023.

The Peer Audit with Islington has led the Quality and Improvement Group to review Intervention Plans and a new Plan has been created based on the more child friendly Referral Order Plan. This is the second Peer Audit undertaken with Islington and future audits will be planned.

The PSR review showed that overall PSRs are of a good quality, albeit a little long at times. The review has led to changes in the way Parenting assessment is incorporated into reports to keep them concise. The template has been updated to make it more user friendly.

The findings from the full case audit highlighted that whilst work is to a high standard in terms of assessments, planning, and risk management; standards have fallen in terms of recording, following processes, evidencing work has been carried out, and missing deadlines. Whilst this is not the vital part of the work, it is integral to the high standards Camden sets itself and is essential to ensuring work is carried out and for good case management. It could be that this decline is due to low case loads and the loss of expertise in some areas, for example with no custody cases to work with, staff will forget all the details to holding a custodial case. As a result of this and in order to ensure Camden continues to set and hold itself to high standards the Quality and Performance team are undoing a full review of all current case management processes and procedures in place. Whilst this will take some time, it is hoped that this will streamline processes and remove any unnecessary practice and will result in consistent guidance that all staff can follow. In turn this will mean a better aligned the audit tool and make auditing less onerous and more focused.

## **Workforce Development**

Established during lockdown, regular monthly workshops for all staff continue to take place. During 2022/23 the YJS have internally delivered workshops on contextual Safeguarding, Contingency planning, the Sentencing Act, Peer Auditing, Neurodiversity/Autism Spectrum Disorder, and Supporting and engaging families. Staff have benefitted from Inset training, and a wide range of internal training offered by Camden's Learning and Development department.

The YJS are piloting a buddy system for new appointees to be paired with a member of staff, outside of line management arrangements, to provide an alternative route for support and help to new staff. Anecdotally this has provided new starters with an informal support system which has been welcomed.

External training planned for 2023/24 to date alongside the YJB Inset offer includes adultification training to enhance and incorporate into assessments and Trans Awareness. Internal workshops planned on Bail & Remand and CCE peer learning session are also planned so far.

The Integrated Youth Support Service are currently developing a service wide workforce development plan that aims to meet the needs of the entire service. As part of this an audit has been undertaken to determine what training is needed. A survey has been sent to all staff to create a baseline measure and will be used as a basis for the development plan and training programme for 2023/24. YJS staff are Staff are trained in Trauma Informed Practice, Resilient Families, Case Formulation, Good Lives Matter. The new workforce development plan will ensure this is consistently a basis for working with children across the Service.

Clinical consultations are held monthly by the YJS Clinical Psychologists and are also available for clinical support on an ongoing basis. Staff receive supervision monthly which includes personal development, training needs; diversity and reasonable adjustments and positives of the months and things to pay attention to. Staff are expected to fully contribute to these sessions.

## **Evidence-based practice and innovation**

The main pillars to the Services approach to work are underpinned by evidence based or emerging practice. Trauma Informed Practice, Restorative Approaches, Psychologically Informed and the Resilient Families Framework support the teams professional development, offers consistency in skillset/understanding whilst retaining a truly responsive service that retains a focus on the child's needs. With staff turnover the workforce development plan will be critical to upholding these approaches and standards whilst ensuring continuity between IYSS and other partnership services.

The YJS short videos created to meaningfully support children understand elements of youth justice and ask questions to help them make informed decisions on how they engage access the support available. The Service continues to get feedback from children to determine how to continue to engage them in a way they can relate to easily.

The YJS has developed a number of projects which are being tracked to determine how effective they are. One of the sessional workers has developed a 'Top Boy' intervention which is used 1:1 to support children understand layers of exploitation, gang dynamics, roles and where loyalties really lie against perceptions. It is hoped this can support exploited and/or gang affected children to engage in safe conversations about the TV show without feeling they are disclosing information that may put them or others at risk. The Deferred Exclusion Programme is now available for all secondary schools to refer into, it is hoped this will lead to an increase in referrals whereby all children will be tracked to determine if they return to YJS and/or if they are able to retain their placement in education.

## **Evaluation**

There has not been any formal evaluation of Camden's interventions or approaches at this time. The YJS needs to strengthen its ability to track and evaluate the impact of the work carried out. The interventions lead also quality assures work. The YJS plans to triangulate the resources we have with the participation framework to understand better what supports children to make positive lasting change.

## **Service development plan**

It is important during the preparation of your youth justice plan that you consider and capture detail around the following:

### **Service development**

Many of Camden's previous priorities remain a key area of focus for the service. There is considerable overlap with the priorities identified within this new report template outlined above.

#### **Successful uptake of voluntary interventions**

A key area for Camden YJS over the next 2 years will be ensuring that the service remains equipped and confident to respond to changing cohort needs. The reduction in numbers coupled with a larger focus on short term voluntary interventions requires staff to think differently about engagement and outcomes. Success will see children being identified earlier to engage in support that will divert them from Youth Justice Services. Confident and skilled staff teams will be able to engage children meaningfully in both voluntary and statutory interventions. Camden's robust Early Help offer has led to YJS not having to engage children and families until very recently (Turnaround). This initiative, alongside others must be viewed collectively to determine how the offers can complement and not duplicate work streams. Ongoing work to better integrate with Youth Early Help and Evolve will support this.

#### **Influencing partners to act early to reduce overrepresentation**

The work focusing on tackling disproportionality, reducing exploitation, Serious Youth Violence and children not in Education, Training and Employment (NEET) have all progressed. The Service needs to focus on how to effectively engage partners to identify how and when to deliver targeted preventative work. The Deferred Exclusion Programme may be a way of continuing in this area if successfully rolled out across the borough. It is difficult to measure what has been prevented, however success would see a reduction in overrepresentation of Black and global majority children in the service, being exploited and excluded from schools.

Themes from previous local learning reviews highlighted the need to think about a family's journey rather than just the current presenting issues when making threshold decisions. There was also learning about changes in Case Managers/Social Workers in a child's journey as a reoccurring theme. YJS Case Manager job descriptions are currently under review to broaden their scope to work with Youth Early Help cases and even support Evolve based work (in particular circumstances) where children would benefit from retaining one worker. It is envisaged this will lead to increased integrated ways of working across IYSS and staff confidence to engage children and families voluntarily in future.

#### **Responding to Social Inequality**

The current financial climate means more and more families are in hardship, with many struggling to heat homes and or provide 3 meals a day. In addition to the support offers available nationally and locally the YJS have reflected on the role it can play. The Service has invested in a range of vouchers to support families in practical ways, to buy food, household items and essential equipment, e.g., heaters, blankets and furniture. Other ways intended to support financially, such as home improvements will be beneficial. The YJS recognise the importance of a home feeling safe and welcoming if the child is to want to spend time there. Simple things such as new bedding and curtains, a painted room may make a big difference. Other simple strategies such as feeding the children at appointments, it is hoped will help mitigate daily struggles and support meaningful engagement during sessions. Once the office move has taken place, there will be an opportunity to expand the offering of food and practical goods with a small food bank that children and parents can access when they attend appointments. This support will be available to all children and families who have interventions with the YJS with specific allocations of funds for Turnaround cases with a view to incentivising engagement.

## **Challenges, risks and issues**

### **Staffing**

The main risk and challenge for Camden in the next 12 months will be the transition of strategic leadership. 3 layers of new leaders (Executive Director, Director and Head of Service) within a 4-week period means considerable momentum and insight into YJS leadership will be lost. That said, it is happening at a time of

renewed priorities and with change comes new ideas and insights. The new Director Rashida Baig will be expanding her portfolio and has been a member of the YJS board for more than a year. The new Executive Director Tim Aldridge has previously worked at Camden so has a working knowledge of how the service operates. The new Head of Service has been recruited internally and previously been a Service Manager at the YJS. In consideration of this the challenges with new leadership are mitigated by their experience and knowledge of the borough and service. There will be a transitional timetable for the new Director and Executive Director who will be invited to meet the team and observe how the Service works.

The YJS are also losing the police sergeant and officer who have been working at Camden YJS for 7 years. Arrangements are in place to manage handovers to ensure business continuity is retained. Regular meetings will be arranged with the new police sergeant to develop a strong working partnership that is essential to success.

### **Workload**

The reduced workload could become a challenge, with a risk that staff may become deskilled through lack of exposure to a variety of cases. Steps are being taken to mitigate these concerns. A full review of processes will be undertaken to consider how these can be streamlined. Regular interactive quizzes will be put in place to engage and refresh staff of processes and expectations. Regular workshops will also continue to support staff awareness and confidence in working in particular areas. A review of the Case Manager job profiles undertaken to support flexible working across Youth Early Help and Evolve. It is anticipated this will help balance workloads whilst also supporting staff development to work in a voluntary capacity.

### **Shorter interventions**

As outlined above in service development there is currently an increase in shorter interventions, with more being pre-court disposals. This requires reflection on what can be achieved in this time and what successful engagement may look like. Authentic relationships are at the heart of how we approach work with children. There is a delicate balance of achieving this whilst ensuring the child can access the specialist interventions and have a plan that meets their needs. The broadening of the Case Manager role should support continuity where children may have early identified needs and then progress to offending and retain their relationship with their worker. This is also reliant on having a stable staff team.

### **Hybrid working**

Hybrid working arrangements have become a normal part of working life, with considerable flexibility supporting engagement. Whilst all children are seen face to face the service has continued to utilise hybrid meetings in some circumstances. Whilst responsive to needs, there can be challenges when technology fails or is intermittent. The Board is currently hybrid which supports strong attendance; however, contributions can be limited if there are technical glitches. Similarly, issues have been experienced in cross partnership panels. Ultimately, important spaces such as the Board and multi-agency panel meetings will need to consider the best way to hold meetings in future, whether this be in real life or virtual to enable full engagement from all attendees.

## **Sign off, submission and approval**

Whilst this document is a two-year strategic plan, it will be monitored and reviewed annually in line with Youth Justice Board requirements.

The plan has been agreed by:



Martin Pratt  
Supporting People, Executive Director  
YJS Management Board, Chair

This plan will be submitted for sign off by the full council in accordance with 'Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 on Wednesday 15th November



**Appendices:**

Appendix 1 - Throughput Data 2022/23

Appendix 2 - KPI charts: First Time Entrants, Re-offending, Custody

Appendix 3 – Re-offending data

Appendix 4 - PNC data summary

Appendix 5 - Disproportionality Infograph

Appendix 6 - End of Intervention questionnaire findings 2022/23

Appendix 7 - YJS structure chart

Appendix 8 – YJS staff by Ethnicity, Gender and Disability

Appendix 9 - IYSS structure chart

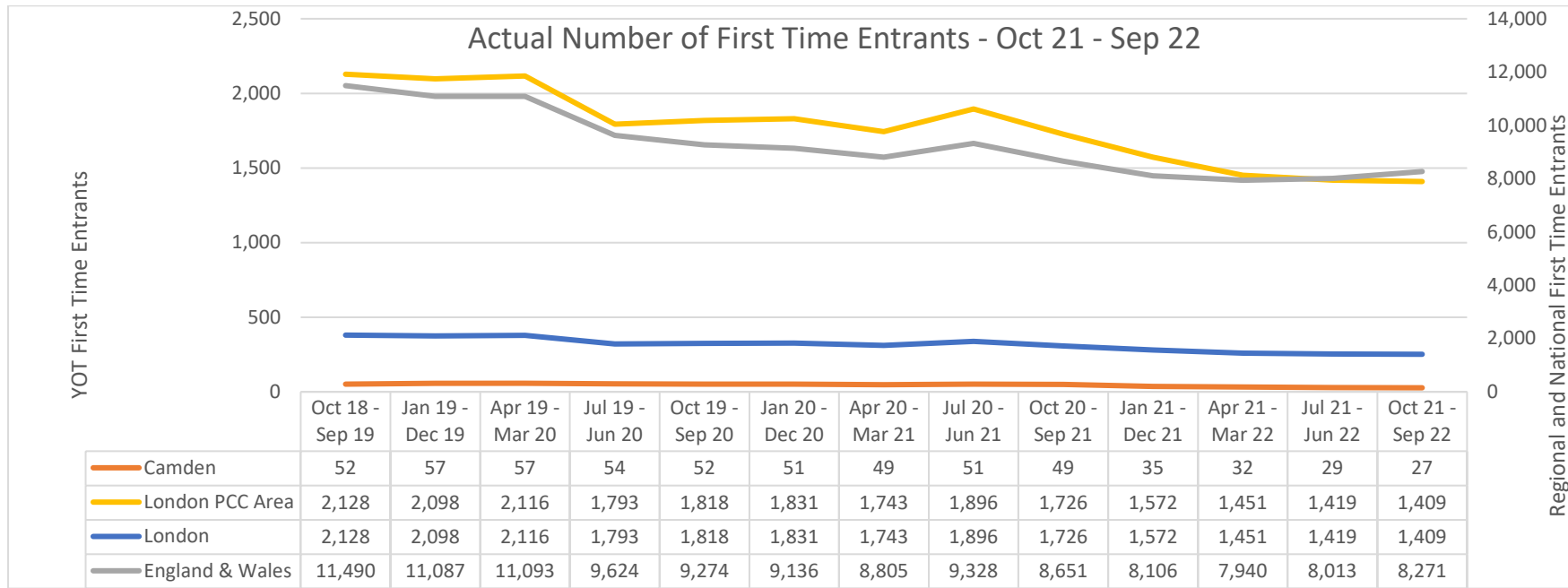
Appendix 10 – Governance structure chart

Appendix 11 - Budget Costs and Contributions 2023/24

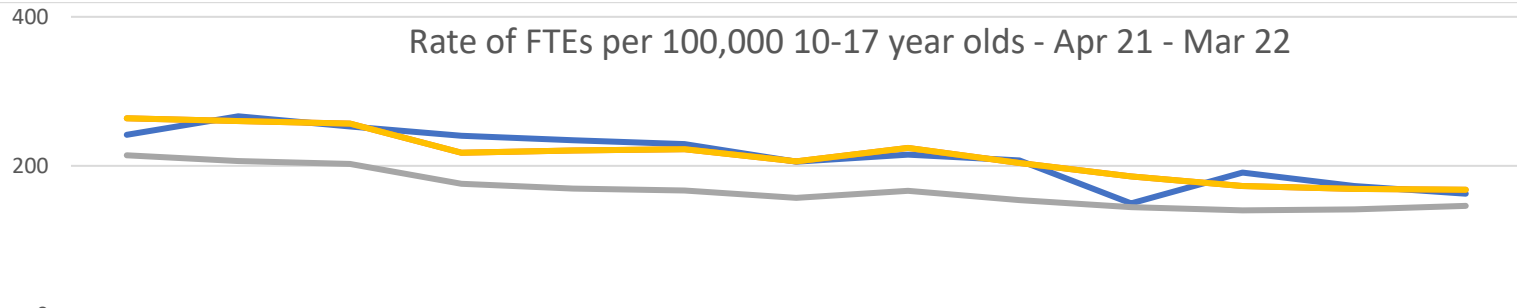
## Appendix 1 - Throughput Data 2022/23

	2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23		
Offence	Offences	%	Offences	%	Offences	%	Offences	%	Offences	%	Offences	%	Offences	%	Offence
Arson	1	0.2%		0.0%	1	0.3%		0.0%		0.0%		0.0%		0.0%	Arson
Breach of Bail	11	2.2%	2	0.4%		0.0%		0.0%		0.0%	2	1.2%		0.0%	Breach of Bail
Breach of Conditional Discharge	7	1.4%	2	0.4%	2	0.6%	1	0.3%	3	1.4%		0.0%		0.0%	Breach of Conditional Discharge
Breach of Statutory Order	18	3.6%	16	3.2%	27	7.6%	18	5.6%	21	9.7%	4	2.5%	6	5.8%	Breach of Statutory Order
Criminal Damage	24	4.8%	16	3.2%	12	3.4%	10	3.1%	9	4.1%	5	3.1%	3	2.9%	Criminal Damage
Death or Injury by Dangerous Driving		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	Death or Injury by Dangerous Driving
Domestic Burglary	3	0.6%	1	0.2%	3	0.8%		0.0%		0.0%	6	3.7%	1	1.0%	Domestic Burglary
Drugs	96	19.4%	98	19.5%	79	22.2%	47	14.6%	41	18.9%	24	14.9%	20	19.4%	Drugs
Fraud and Forgery	15	3.0%	9	1.8%	9	2.5%	7	2.2%	5	2.3%	5	3.1%	2	1.9%	Fraud and Forgery
Motoring	31	6.3%	34	6.8%	20	5.6%	19	5.9%	9	4.1%	5	3.1%	11	10.7%	Motoring
Non Domestic Burglary	1	0.2%		0.0%	1	0.3%	3	0.9%	2	0.9%	5	3.1%		0.0%	Non Domestic Burglary
Other	7	1.4%	19	3.8%	11	3.1%	8	2.5%	4	1.8%	2	1.2%		0.0%	Other
Public Order	35	7.1%	80	15.9%	27	7.6%	26	8.0%	9	4.1%	7	4.3%	3	2.9%	Public Order
Racially Aggravated	3	0.6%	6	1.2%	4	1.1%	15	4.6%	4	1.8%	3	1.9%		0.0%	Racially Aggravated
Robbery	33	6.7%	9	1.8%	21	5.9%	34	10.5%	24	11.1%	29	18.0%	13	12.6%	Robbery
Sexual	3	0.6%	5	1.0%		0.0%	1	0.3%		0.0%		0.0%		0.0%	Sexual
Theft and Handling	51	10.3%	21	4.2%	26	7.3%	34	10.5%	14	6.5%	23	14.3%	17	16.5%	Theft and Handling
Vehicle Theft	14	2.8%	21	4.2%	20	5.6%	5	1.5%	9	4.1%	1	0.6%		0.0%	Vehicle Theft
Violence Against the Person	143	28.8%	164	32.6%	93	26.1%	95	29.4%	63	29.0%	40	24.8%	27	26.2%	Violence Against the Person
<b>Total</b>	<b>496</b>		<b>503</b>		<b>356</b>		<b>323</b>		<b>217</b>		<b>161</b>		<b>103</b>		<b>Total</b>

## Appendix 2 - KPI charts: First Time Entrants, Re-offending, Custody

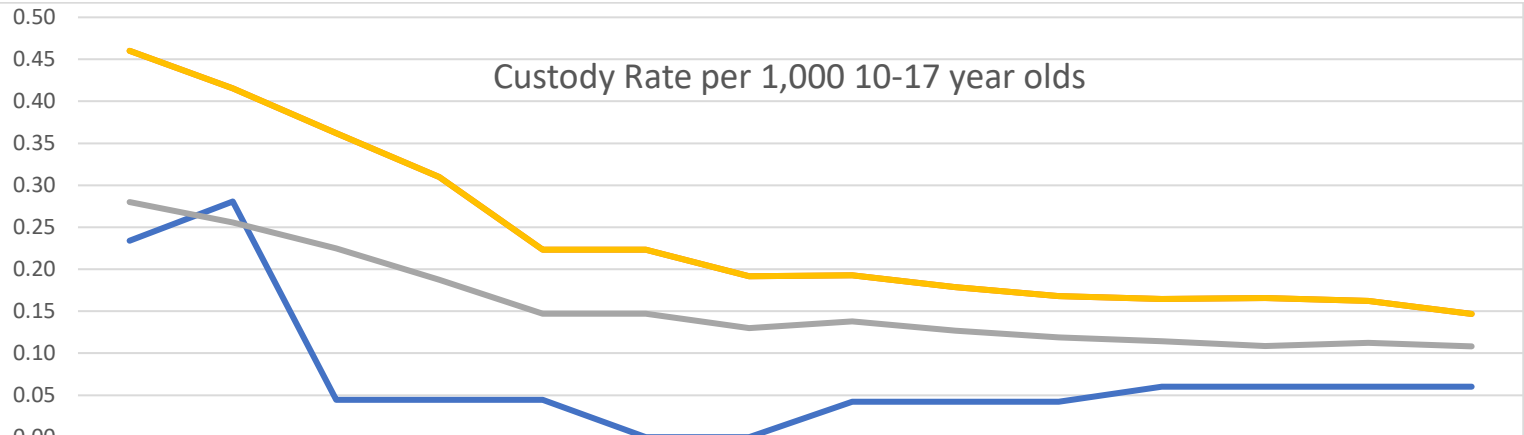


Rate of FTEs per 100,000 10-17 year olds - Apr 21 - Mar 22



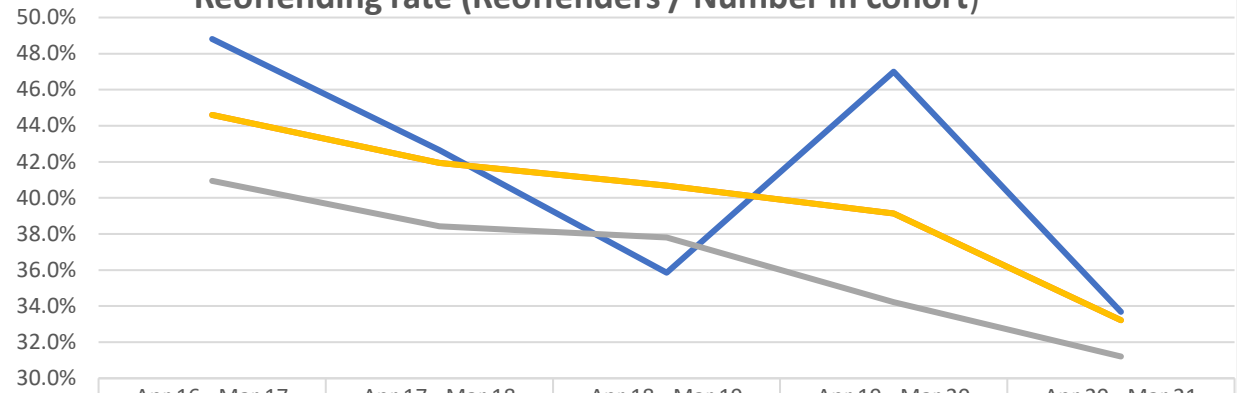
	Oct 18 - Sep 19	Jan 19 - Dec 19	Apr 19 - Mar 20	Jul 19 - Jun 20	Oct 19 - Sep 20	Jan 20 - Dec 20	Apr 20 - Mar 21	Jul 20 - Jun 21	Oct 20 - Sep 21	Jan 21 - Dec 21	Apr 21 - Mar 22	Jul 21 - Jun 22	Oct 21 - Sep 22
Camden	242	267	253	240	234	229	206	215	207	150	191	173	163
London	264	260	257	218	221	222	206	224	204	186	173	169	168
London PCC Area	264	260	257	218	221	222	206	224	204	186	173	169	168
England & Wales	214	207	203	176	170	167	157	167	154	145	141	142	146

Custody Rate per 1,000 10-17 year olds



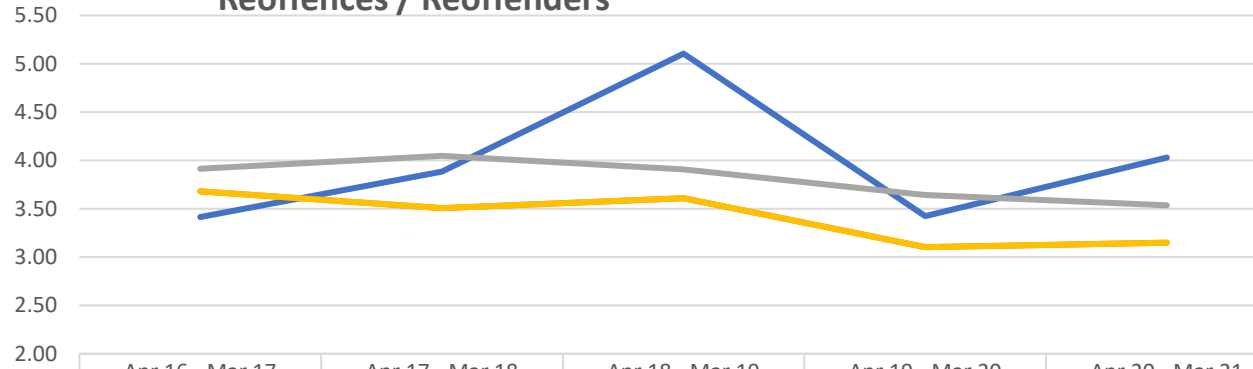
	Oct 18 - Sep 19	Jan 19 - Dec 19	Apr 19 - Mar 20	Jul 19 - Jun 20	Oct 19 - Sep 20	Jan 20 - Dec 20	Apr 20 - Mar 21	Jul 20 - Jun 21	Oct 20 - Sep 21	Jan 21 - Dec 21	Apr 21 - Mar 22	Jul 21 - Jun 22	Oct 21 - Sep 22	Jan 22 - Dec 22
Camden	0.23	0.28	0.04	0.04	0.04	0.00	0.00	0.04	0.04	0.04	0.06	0.06	0.06	0.06
London	0.46	0.42	0.36	0.31	0.22	0.22	0.19	0.19	0.18	0.17	0.16	0.17	0.16	0.15
London PCC Area	0.46	0.42	0.36	0.31	0.22	0.22	0.19	0.19	0.18	0.17	0.16	0.17	0.16	0.15
England & Wales	0.28	0.26	0.22	0.19	0.15	0.15	0.13	0.14	0.13	0.12	0.11	0.11	0.11	0.11

**Reoffending rate (Reoffenders / Number in cohort)**



	Apr 16 - Mar 17	Apr 17 - Mar 18	Apr 18 - Mar 19	Apr 19 - Mar 20	Apr 20 - Mar 21
Camden	48.8%	42.7%	35.8%	47.0%	33.7%
London	44.6%	41.9%	40.7%	39.1%	33.2%
London PCC Area	44.6%	41.9%	40.7%	39.1%	33.2%
England & Wales	40.9%	38.4%	37.8%	34.2%	31.2%

### Reoffences / Reoffenders



	Apr 16 - Mar 17	Apr 17 - Mar 18	Apr 18 - Mar 19	Apr 19 - Mar 20	Apr 20 - Mar 21
Camden	3.41	3.89	5.11	3.43	4.03
London	3.68	3.51	3.61	3.10	3.15
London PCC Area	3.68	3.51	3.61	3.10	3.15
England & Wales	3.91	4.05	3.91	3.64	3.54

### Appendix 3 - Local Reoffending data

Reoffending analysis YJS cohort Oct 15 - Sep 21					
Measure	Oct 20 - Sep 21	Oct 19 - Sep 20	Oct 18 - Sep 19	Oct 17 - Sep 18	
<b>Cohort</b>					
1	Number of children in cohort	85	86	91	94
2	Number of children reoffending	15	26	28	21
3	Number of further offences committed by cohort members	53	62	113	108
4	% of children committing only 1 further offence	5.9%	15.1%	11.0%	4.1%
5	% of children committing 5+ further offences	3.5%	2.3%	7.7%	6.2%
6	% of all further offending committed by those committing 5+	49.1%	21.0%	70.8%	70.4%
7	% of re-offenders re-offending in first month	40.0%	11.5%	21.4%	23.8%
8	% of all re-offences committed within first month	56.6%	21.0%	31.9%	52.4%
<b>Reoffending rates</b>					
9	% of cohort who reoffended (binary rate)	17.6%	30.2%	30.8%	21.6%
10	Youth Caution and Youth Conditional Caution binary rate	17.9%	16.1%	23.1%	11.8%
11	Referral Order binary rate	15.6%	35.0%	34.2%	30.6%
12	Youth Rehabilitation Order binary rate	16.7%	50.0%	38.5%	20.0%
13	Custody / post release binary rate	100.0%	0.0%	0.0%	33.3%
14	Youth Caution and Youth Conditional Caution re-offences per reoffender rate	2.40	2.40	1.33	1.50
15	Referral Order re-offences per reoffender rate	2.20	2.71	2.62	3.18
16	Youth Rehabilitation Order re-offences per reoffender rate	7.25	1.71	13.20	15.67
17	Custody / post release re-offences per reoffender rate	1.00	0.00	0.00	3.00
18	Overall re-offences per reoffender rate	3.53	2.38	4.04	5.14

#### Appendix 4 - PNC data summary

	Camden	Westminster	Hammersmith & Fulham	Islington	Kensington & Chelsea	Wandsworth	Greenwich	Haringey	Barnet
<b>First Time Entrants</b>									
Oct 21 - Sep 22									
First Time Entrants	27	19	17	41	20	40	79	51	70
Rate per 100,000	163	137	122	268	196	167	281	207	174
<b>Use of Custody</b>									
Jan 22 - Dec 22									
Custodial disposals	1	1	4	0	1	1	5	9	3
Rate per 1,000	0.0	0.0	0.3	0.0	0.1	0.0	0.2	0.4	0.1
<b>Reoffending rate - Annual</b>									
Apr 20 - Mar 21 cohort									
Number in the cohort	95	51	27	66	31	95	144	124	87
Number of reoffenders	32	20	12	21	8	30	47	40	27
Number of reoffences	129	65	41	71	14	82	140	70	123
Reoffences per reoffenders	4.03	3.25	3.42	3.38	1.75	2.73	2.98	1.75	4.56
Frequency rate	1.36	1.27	1.52	1.08	0.45	0.86	0.97	0.56	1.41
Binary rate	33.7%	39.2%	44.4%	31.8%	25.8%	31.6%	32.6%	32.3%	31.0%

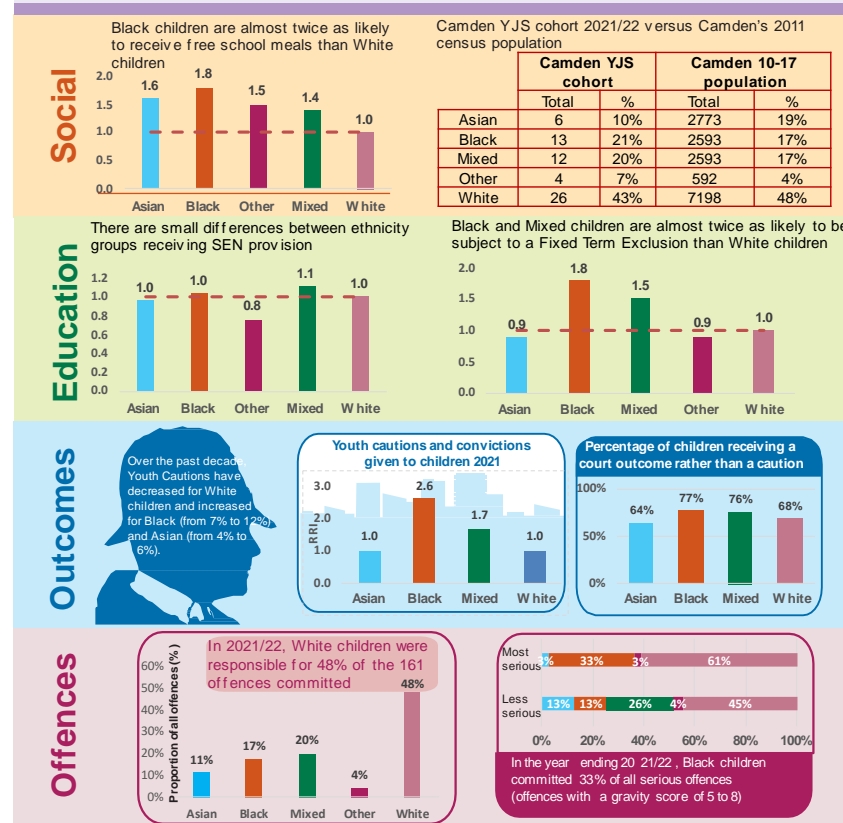


# Appendix 5 - Disproportionality Infograph



## Exploring Camden's racial disparity

How it affects children in their early years and within the Youth Justice System

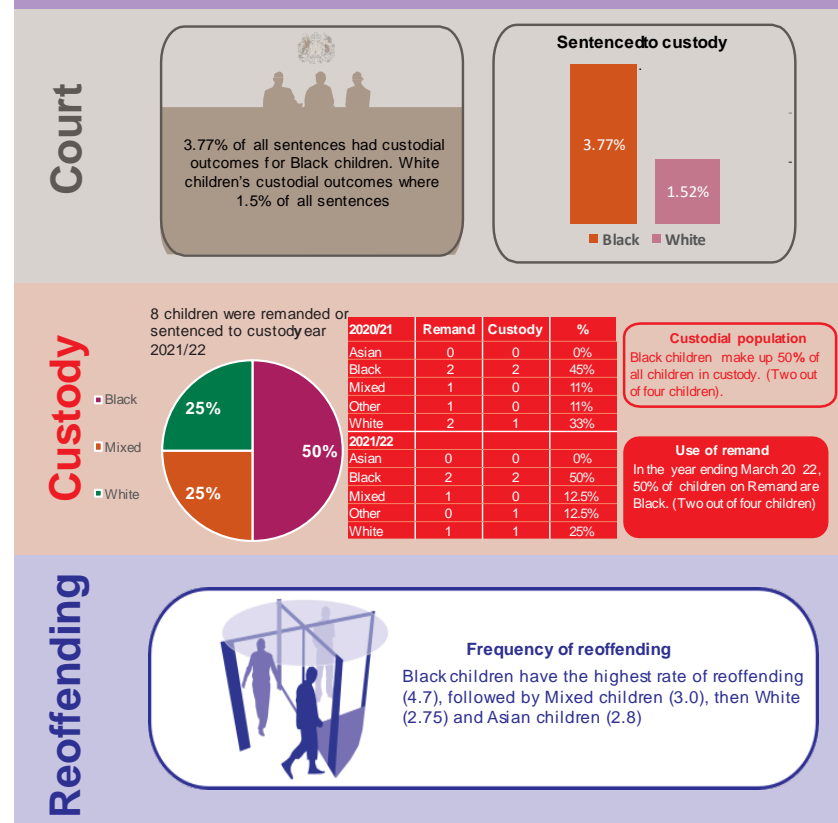


Sources:  
 1. Schools Census March 2023  
 2. NHS Camden CAMHS  
 3. IMPULSE March 2023  
 4. YJB disproportionality tool 2020/2 where Other ethnic group scores 0 it has been omitted  
 5. Local data 2021/22



## Exploring Camden's racial disparity

How it affects children in their early years and within the Youth Justice System



Sources:  
 1. YJB disproportionality tool 2019/20  
 2. Local data 2020/21  
 3. Local reoffending 2020/21 where Other ethnic group scores 0 it has been omitted



Camden

# Exploring Camden's racial disparity

## How it affects children in their early years and within the Youth Justice System



Youth Justice Board  
Bwrdd Cyflwrdd Ieuenctid

# Exploring Camden's racial disparity

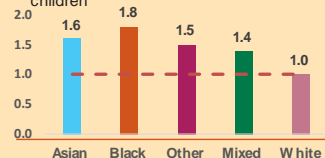
## How it affects children in their early years and within the Youth Justice System



Youth Justice Board  
Bwrdd Cyflwrdd Ieuenctid

### Social

Black children are almost twice as likely to receive free school meals than White children

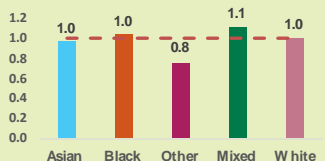


Camden YJS cohort 2021/22 versus Camden's 2011 census population

	Camden YJS cohort		Camden 10-17 population	
	Total	%	Total	%
Asian	6	10%	2773	19%
Black	13	21%	2593	17%
Mixed	12	20%	2593	17%
Other	4	7%	592	4%
White	26	43%	7198	48%

### Education

There are small differences between ethnicity groups receiving SEN provision



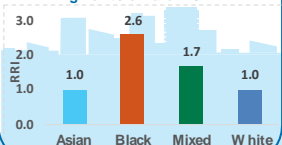
Black and Mixed children are almost twice as likely to be subject to a Fixed Term Exclusion than White children



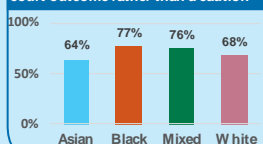
### Outcomes

Over the past decade, Youth Cautions have decreased for White children and increased for Black (from 7% to 12%) and Asian (from 4% to 6%).

Youth cautions and convictions given to children 2021

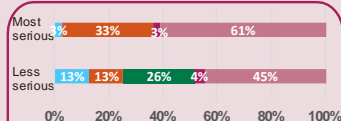
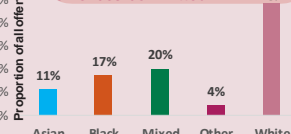


Percentage of children receiving a court outcome rather than a caution



### Offences

In 2021/22, White children were responsible for 48% of the 161 offences committed

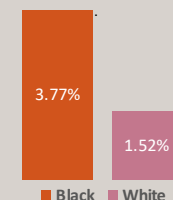


In the year ending 20 21/22, Black children committed 33% of all serious offences (offences with a gravity score of 5 to 8)

### Court

3.77% of all sentences had custodial outcomes for Black children. White children's custodial outcomes were 1.5% of all sentences

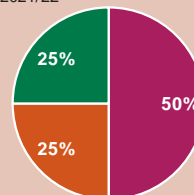
Sentenced to custody



### Custody

8 children were remanded or sentenced to custody year 2021/22

Black  
Mixed  
White



	2020/21	Remand	Custody	%
Asian	0	0	0	0%
Black	2	2	2	45%
Mixed	1	0	0	11%
Other	1	0	0	11%
White	2	1	1	33%
2021/22				
Asian	0	0	0	0%
Black	2	2	2	50%
Mixed	1	0	0	12.5%
Other	0	1	1	12.5%
White	1	1	1	25%

**Custodial population**  
Black children make up 50% of all children in custody. (Two out of four children).

**Use of remand**  
In the year ending March 20 22, 50% of children on Remand are Black. (Two out of four children)

### Reoffending



Frequency of reoffending

Black children have the highest rate of reoffending (4.7), followed by Mixed children (3.0), then White (2.75) and Asian children (2.8)

Sources:

1. Schools Census March 2023
2. NHS Camden CAMHS
3. IMPULSE March 2023
4. YJB disproportionality tool 2020/2 where Other ethnic group scores 0 it has been omitted
5. Local data 2021/22

Sources:

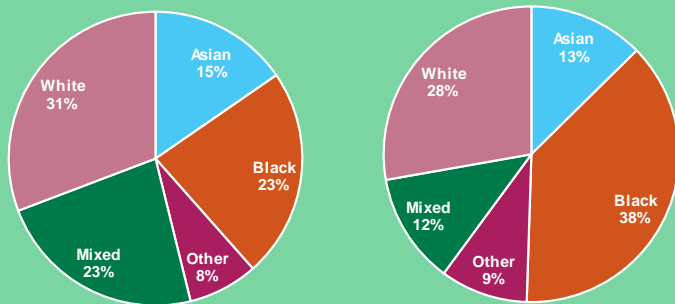
1. YJB disproportionality tool 2019/20
2. Local data 2020/21
3. Local reoffending 2020/2 where Other ethnic group scores 0 it has been omitted

# Exploring Camden's racial disparity

How it affects children in their early years and within the Youth Justice System

## Children Looked After

Children Looked After open to YJS 2022 All Looked After 10-17yrs old in Camden 2022



Of the Children Looked After open to Camden Youth Justice Service, White and Mixed children are overrepresented in the YJS cohort.

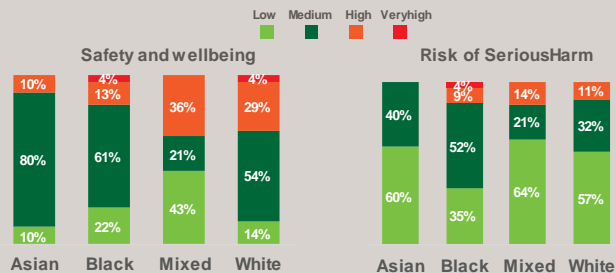
## Assessing the needs of sentenced children

83 Children had AssetPlus assessments in 2021/22. Overall, half of all children were assessed to have a greater proportion of concerns with local issues\*

Asia n	Black	Mixed	White
50%	57%	50%	57%

Mental health concerns were more prevalent for White children

Asian	Black	Mixed	White
50%	34%	42%	55%



\*'Local issues' are concerns about the child being adversely affected by specific local tensions, pressures or issues.  
\*Other Ethnicity category removed as only one child identified

Sources:  
1. Camden CLA team  
2. Local data 2020/21

# Exploring Camden's racial disparity

How it affects children in their early years and within the Youth Justice System

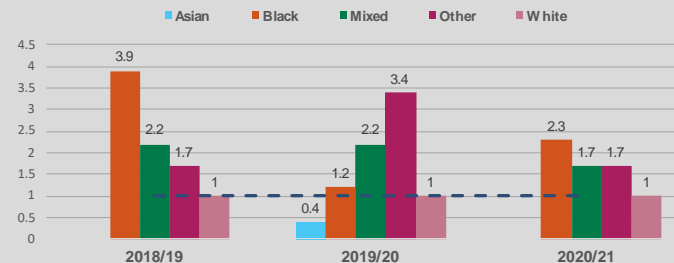
## YJS workforce

Role	Number of BAME role holders	The YJS workforce (%)	The National workforce (%)
Strategic Leader	0 (out of 1)	0%	12%
Operational manager	3 (out of 5)	40%	16%
Practitioner	11 (out of 19)	58%	20%
Administrative	2 (out of 4)	50%	16%
Volunteer	7 (out of 16)	44%	17%



## Breach and Failure to Comply Offences

Over the last 3 financial years, Camden's enforcement of breach offences has changed. From 2018 to 2021, Black and Mixed children were found to have breached their order at court at a higher rate than their White peers



As there has only been 3 breaches in 2021/22 this information has not been included.

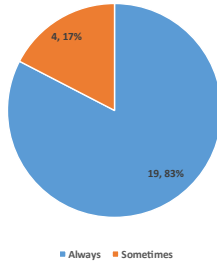
Sources:  
1. HR system  
2. Local data 2021/22

## Appendix 6 - End of Intervention questionnaire findings 2022/23

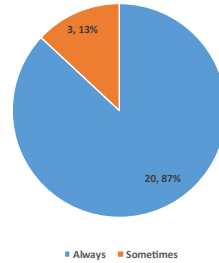
### End of order feedback from children

At the end of an order, children are invited to complete a feedback questionnaire. 23 responses were received during 2022/23. The questionnaire is anonymous and not compulsory. This is a small selection of the results

My Case Manager asked me about my ideas when we were deciding on goals and targets for me



My Case Manager helped me work through my goals and targets

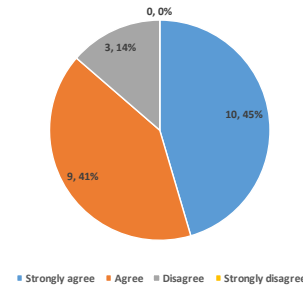


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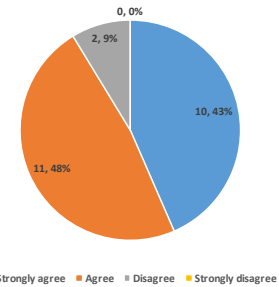


### End of order feedback from children

I am spending more time doing positive things than I was before



I feel I am more in control of my life and situation

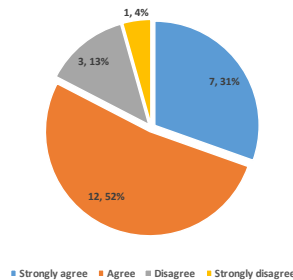


camden.gov.uk

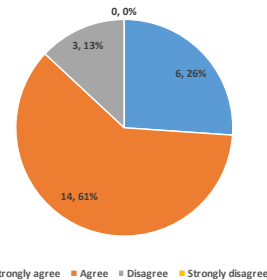


### End of order feedback from children

I feel more confident about my future (school/college/career)



I feel more confident about my relationships (family/friends)

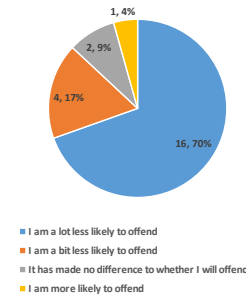


camden.gov.uk

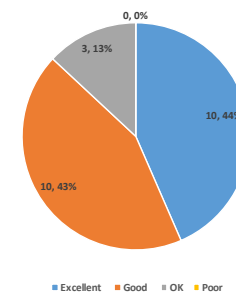


### End of order feedback from children

Since I started to work with the YS...



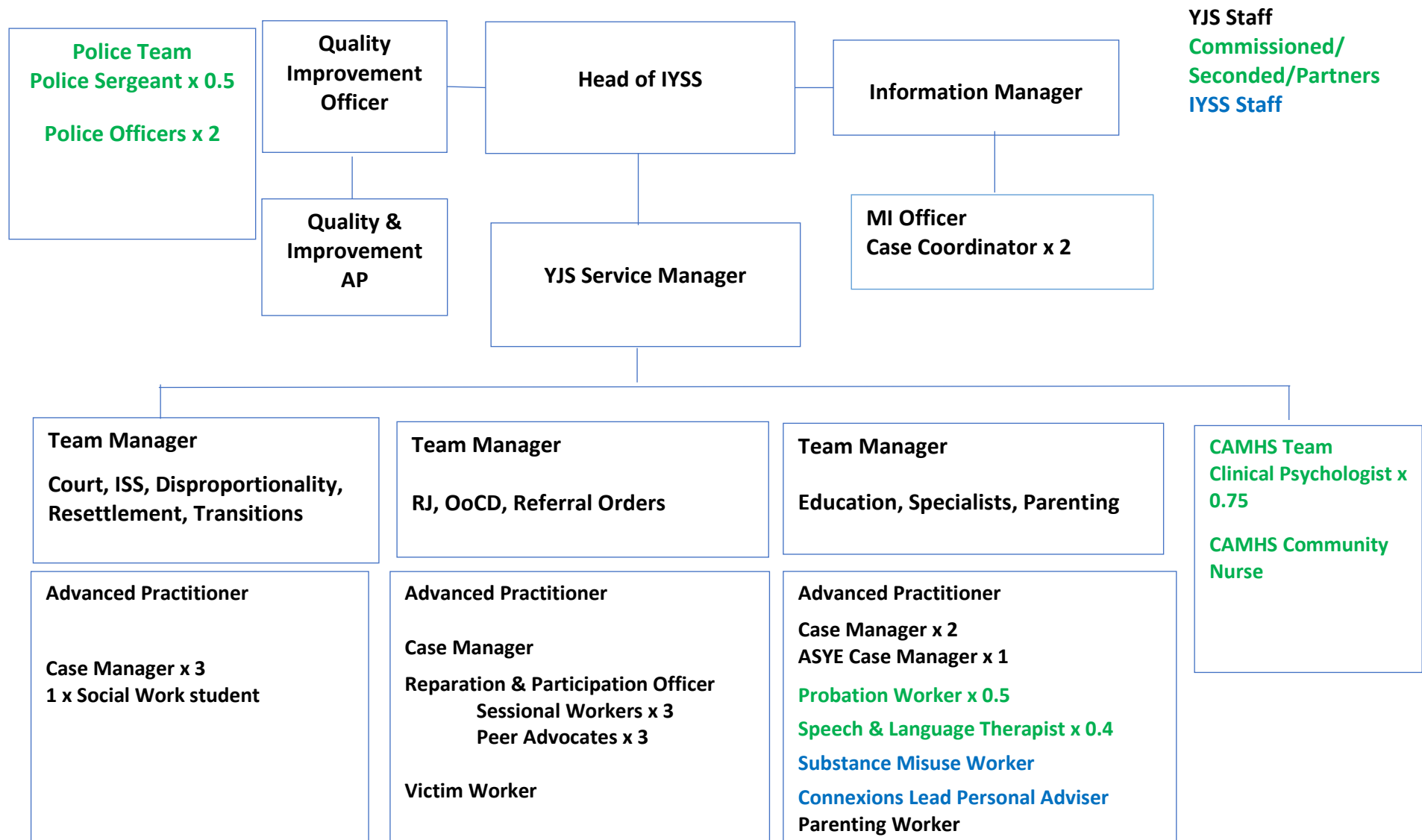
Overall, how good was our service?



camden.gov.uk



**Appendix 7 - YJS structure chart**



## Appendix 8 – YJS staff by Ethnicity, Gender and Disability

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other volunteer		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian					1	3	1				1		1	1			3	4
Black				1	1	4			2	1			1	2			4	8
Mixed				1			1		1								2	1
White	1			2	2	10	1	1					2	3			6	16
Any other ethnic group														2			0	2
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>17</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>31</b>

**Appendix 9 - IYSS structure**

Chief Executive  
Camden Council

Deputy Chief  
Executive  
Supporting People

Director of Early  
Intervention and  
Prevention  
Supporting People

Head of Integrated Youth Support Service

Service Manager  
Progression &  
Participation

Service Manager  
Youth Early Help

Service Manager  
Youth Justice Service

Service Manager  
Evolve (Reducing Youth  
Violence and Exploitation)

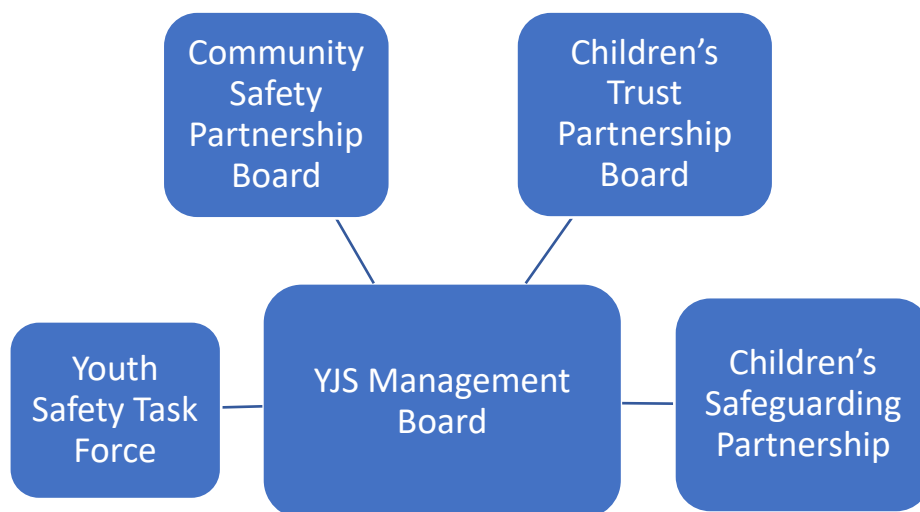
Team Manager  
Resource/Operations  
Team

Quality Improvement  
Officer

## Appendix 10 - YJS Governance

The Board has a range of important strategic and operational links to other groups.

All of these groups have a shared vision and commitment to promoting desistance, and the safety and wellbeing of children and the community.





## Appendix 11 - Budget Costs and Contributions 2023/24

Youth Justice Area	Resource /Activity	Cost
<b>Reducing Custody</b>		
	2 x Case managers	107,884
	1 x Parenting Worker	55,942
	0.6 x Speech & Language Therapist	42,600
<b>Reducing Re-offending</b>	1 x Victim Worker	55,942
	1 x Reparation & Participation Officer	56,470
	1 x Careers & Education Adviser	57,971
<b>Quality and management Information</b>	0.6 x YJS Quality Improvement Officer	41,100
	1 x YJS Management Information Officer	51,214
<b>Total</b>		469,123
<b>YJB Grant</b>		£468,400

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
<b>Police</b>		£173,625		£173,625
<b>Probation</b>	£25,000	£5,000		£30,000
<b>Health</b>		£121,951		£121,951
<b>Local Authority</b>	£2,118,160		£132,290	£2,250,450
<b>YJB</b>	£468,400 <sup>1</sup>			£468,400
<b>Other</b>	£60,000			
<b>Total</b>	£2,671,560	£300,576	£132,290	£3,104,426

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<sup>1</sup> To be confirmed on receipt of final grant allocation from YJB