

Scrutiny Children & Young People Sub-Committee Agenda



To: Councillors Councillor Richard Chatterjee (Chair), Councillor Maddie Henson (Vice-Chair), Mike Bonello, Mark Johnson, Holly Ramsey, Helen Redfern, Manju Shahul-Hameed and Catherine Wilson

Co-optee Members

Josephine Copeland (Non-voting Teacher representative), Elaine Jones (Voting Diocesan Representative (Catholic Diocese)) and Paul O'Donnell (Voting Parent Governor Representative)

Reserve Members: Tamar Barrett, Adele Benson, Samir Dwesar, Amy Foster, Eunice O'Dame, Luke Shortland and Fatima Zaman

A meeting of the **Scrutiny Children & Young People Sub-Committee** which you are hereby summoned to attend, will be held on **Tuesday, 10 October 2023** at **6.30 pm. Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

Katherine Kerswell
Chief Executive
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Tom Downs
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www.croydon.gov.uk/meetings
Monday, 2 October 2023

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If you require any assistance, please contact Tom Downs as detailed above.

AGENDA – PART A

1. Apologies for absence

To receive any apologies for absence from any members of the Committee.

2. Minutes of the Previous Meeting (Pages 5 - 16)

To approve the minutes of the meeting held on 27 June 2023 as an accurate record.

3. Disclosures of Interest

Members are invited to declare any disclosable pecuniary interests (DPIs) and other registrable and non-registrable interests they may have in relation to any item(s) of business on today's agenda.

4. Urgent Business (if any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Verbal update on RAAC (Reinforced Autoclaved Aerated Concrete) in the Borough

For the Sub-Committee to receive a verbal update on RAAC in the Borough from the Director of Education.

6. Youth Justice Plan 23/24 & Youth Safety Delivery Plan (Pages 17 - 146)

For the Sub-Committee to review the forthcoming Youth Justice Plan 23/24, before reporting to Cabinet and Council, alongside the Youth Safety Delivery Plan report from Cabinet on 27th September 2023, and to provide any comments or recommendations.

7. Scrutiny Work Programme 2023-24 (Pages 147 - 152)

The Sub-Committee is asked to:

- a) Note the draft work programme for 2023-24, as set out in Appendix 1 of the report.
- b) Consider whether there are any changes to the work programme that should be considered.

8. What Difference has this Meeting made to Croydon's Children

This item is an opportunity for the Children & Young People Sub-

Committee, at the conclusion of the meeting, to review the difference made to Croydon's children from the meeting.

9. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

PART B

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Public Document Pack Agenda Item 2

Scrutiny Children & Young People Sub-Committee

Meeting of held on Tuesday, 27 June 2023 at 6.30 pm in The Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillors Councillor Richard Chatterjee (Chair), Councillor Maddie Henson (Vice-Chair), Mike Bonello, Samir Dwesar, Mark Johnson, Eunice O'Dame, Helen Redfern and Catherine Wilson

Co-optee Members

Paul O'Donnell (Voting Parent Governor Representative)

Also

Present: Councillor Maria Gatland (Cabinet Member for Children and Young People)
Councillor Sue Bennett
Councillor Amy Foster (Shadow Cabinet Member for Children and Young People)
Councillor Rowenna Davis (Chair of Scrutiny and Overview)
Councillor Joseph Lee (Deputy Cabinet Member for Children and Young People)

Apologies: Elaine Jones (Voting Diocesan Representative (Catholic Diocese)), Josephine Copeland (Non-voting Teacher representative), Councillors Holly Ramsey and Manju Shahul-Hameed

PART A

30/23 Apologies for absence

Apologies were received from Elaine Jones (Voting Diocesan Representative (Catholic Diocese)), Josephine Copeland (Non-voting Teacher representative), Councillors Holly Ramsey and Manju Shahul-Hameed.

31/23 Minutes of the Previous Meeting

The minutes of the previous meeting held on the 18 April 2023 were approved as an accurate record.

32/23 Disclosures of Interest

In relation to the item concerning Maintained Nursery Schools, Councillor Henson declared that they had attended, and had formerly been a governor at, a Croydon Maintained Nursery School.

33/23 Urgent Business (if any)

There was none.

34/23 Update on the Health Visiting Service

The Sub-Committee considered a report set out on pages 15 to 32 of the agenda, which provided an update on the Health Visiting service in Croydon. Chris Terrahe (Deputy Director of Nursing at Croydon Health Services (CHS)) introduced the item and went through the presentation provided in the agenda to the Sub-Committee.

Matthew Kershaw (Chief Executive of CHS and Place Based Lead for Health) explained that the context for Health Visiting was tough nationally, but that it was the job of the service to respond to this challenge. The Sub-Committee heard that the systems and processes of the service were being reviewed, as well as the way that staff were being looked after and the ways in which leadership was working or needed improvement and support. Work was being undertaken with the commissioning team and Public Health, looking at the roles of senior staff, and a new operational manager was now in place; it was hoped that this would provide significant help in the short term. It was acknowledged that whilst some areas of the service were performing better, there were some areas where improvement had not happened. The Director of Public Health highlighted that changes were beginning to happen in the Health Visiting service, and that senior leadership were committed to making improvements. Andrea Cuff (Associate Director of Operations CHS) explained that the workforce would be vital to the improvement journey, and that recruitment and retention were a large element of this as well as the health and wellbeing of staff. Members heard that staff input into the improvement journey was important, and Team Leaders were feeding into all of the workstreams of the improvement plan.

The Chair explained that Members of the Sub-Committee had met with Health Visitors on the 13th June to speak with them about their experiences of working in the service, and that these discussions had helped to inform the lines of questioning for this item. Members noted that the move to 'One Front Door' had been highlighted in the report as an improvement to the service, but had been raised by staff as something that was making aspects of their jobs more difficult. The Chief Executive of CHS and Place Based Lead for Health explained that the service was in the middle of a change programme and that there were advantages and disadvantages to individual elements of this; the change programme needed to be evaluated in its totality, but it was acknowledged that this was difficult as it was still in progress. The Associate Director of Operations CHS added that 'One Front Door' had provided improvements for service users, but agreed that there needed to be a balance between the benefits that improvements provided for service users, the best use of limited resources, and the quality of life for staff.

It was highlighted that when Health Visiting reports were written up post-visit, staff were under the impression that this could be done anywhere except their own homes. The Deputy Director of Nursing at CHS noted that this was not correct, and that processes to look at the possibility of flexible working for Health Visitors was something that was being investigated; it was highlighted that any flexible working would need to be balanced with the health, wellbeing and supervision of staff. The Chief Executive of CHS and Place Based Lead for Health agreed, and highlighted the importance of face-to-face interactions in the delivery of Health Visiting.

Members commented on the positive experience of those who were able to access the service, but noted that staffing levels had got worse since the last update to the Sub-Committee in [November 2022](#); it was asked what was being done to improve this. The Chief Executive of CHS and Place Based Lead for Health responded that this was not the position the service wanted to be in, but explained that the Director of Public Health had been supporting work in developing a new Operational Manager post and changing the way that the Health Visiting team was being led. The national shortage of Health Visitors and the needed improvements in Croydon were acknowledged, and Members heard that the experience of the individual staff member was something that needed to be improved; it was hoped that ultimately this would lead to better recruitment and retention in the service. The Chief Executive of CHS and Place Based Lead for Health stated that they were committed to do everything possible to increase staffing levels.

The Sub-Committee asked what the national vacancy rate was for Health Visitors, and the Deputy Director of Nursing at CHS explained that this was difficult to ascertain, but that the service was looking at if the Croydon offer to staff was competitive with comparable neighbours. Members heard that a recruitment campaign would be launched soon, whilst new ways of working were investigated to move the model of care delivery forward; Croydon had commissioned additional training for staff through Kingston University, as it was felt that the national commissioning of specialist training did not meet Croydon's needs. The Chief Executive of CHS and Place Based Lead for Health committed to working to improve Croydon's position at a pace greater than the national rate, as Croydon had further to travel. It was acknowledged that additional work to think about how this would be measured needed to be undertaken. The Director of Public Health explained that this could be discussed with the Institute of Health Visiting, who were already supporting service improvements, and the development of the offer for staff. Members noted that the national vacancy rates for Health Visitors mirrored those of Croydon.

The Sub-Committee asked what the risk to families was as a result of the vacancies in the service. The Chief Executive of CHS and Place Based Lead for Health explained that the production of risk assessments and the prioritisation of service users was a necessity, and that there was always an effort to direct resource where it was most needed; the operational changes being made to the service always accounted for trying to reduce the risk to families. The Associate Director of Operations CHS explained that those most

in need were seen first wherever possible, and that this approach and triage was supported by the 'One Front Door'. The Deputy Director of Nursing at CHS explained that New Birth Visits were being prioritised, as this gave the service the earliest opportunity to assess any risk, alongside the 6-8 week checks that could identify emergent risks. Members heard that there were non-mandated checks, such as baby weight and feeding clinics, to ensure that there was support where it was needed and to provide multiple opportunities for families to interface with services, but it was acknowledged that risk was growing for some individuals and families for a variety of reasons. Members asked if there was any knock on affect from the vacancies to a greater need of Children's Services, and praised the planned establishment of the complex needs Health Visiting team. The Corporate Director for Children, Young People & Education explained that all services were focussed on the mitigation of risk, but that consequences were always felt where a safeguarding partner was under resourced; Members heard that partners were used to communicating about this and mitigating it where possible, but that not all risk could be nullified. The Sub-Committee asked how many Child Protection Conferences Health Visitors had attended, and heard that Health Visitors had attended 810 conferences in 2022/23.

The Sub-Committee asked whether the current housing crisis was a factor in staff retention and recruitment, and whether any mitigations for this were in place. The Chief Executive of CHS and Place Based Lead for Health explained that some offers of accommodation were provided for new starters from overseas nursing recruitment, and acknowledged that the housing crisis was a factor, alongside the cost of living, that could affect recruitment and retention. Members heard that all that could be done would be, but that resources were not unlimited. Members asked about travel times between visits, and what was being to done to minimise this and increase efficiency in the service. The Deputy Director of Nursing at CHS responded that homeworking was one element of this, but that the roadways naturally provided obstacles that were beyond the control of the service; the introduction of the ULEZ was highlighted as something that could potentially make this more difficult. It was explained that the Health Visiting service was based in six localities to try to reduce geographical distances between the visits of each staff member.

Members asked how the priorities for 2023/24 had been decided, and if specific budget had been assigned to any of them. The Deputy Director of Nursing at CHS explained that these were developed from the aims of the service, feedback, conversations with the commissioning team and the national agenda for Health Visiting. Members heard that the service was fully funded and that all initiatives were carefully costed in collaboration with the commissioning team. These priorities would be monitored through a number of Key Performance Indicators (KPIs), for example vacancy rates, which were built into the improvement strategy and could be shared with Members. The Chief Executive of CHS and Place Based Lead for Health added that additional metrics were being considered, for example to monitor if Croydon was improving at a greater rate than the national picture. The Director of Quality, Commissioning & Performance added that monthly meetings took

place between the commissioning team, Health Visiting senior leadership and Public Health colleagues; a more senior summative contract-monitoring meeting took place quarterly, and it was suggested that additional metrics would be discussed at the next one of these and fed back to the Sub-Committee. The Director of Quality, Commissioning & Performance explained that reporting to these meetings had improved and this had led to better reinvestment of budget into the improvement priorities of the service.

Members asked how large the administrative team was in the Health Visiting service, if this helped to drive efficiencies, and if there were any vacancies. The Associate Director of Operations CHS explained that administration was done by a team that oversaw several Public Nursing teams, and that a new performance manager was in post who was helping to drive new ways of working such as the digital offer. There was now a better weekly oversight of performance and improved admin flows, which helped to identify what was affecting performance in the service and to provide better challenge. There had been some long-term vacancies filled by agency workers, but the team was now fully recruited.

Members commented on the targets for one and two year checks, and suggested that these were not ambitious; it was asked what happened to families who were did not receive checks in the target period and whether they were still received a visit. The Deputy Director of Nursing at CHS explained that targets were set by the commissioning team or at a national level, and that all children were offered a check, even if this was outside of target timeframes. If children were 'Universal Plus', 'Universal Partnership Plus', subject to a safety plan or were a looked after child then they would be reviewed and followed up. The Director of Public Health highlighted the importance of timely visits, and the scrutiny the service received from the Children's Safeguarding Board.

The Sub-Committee enquired how the recruitment of additional Band 5 Community Nurses was progressing, and heard that Kingston University was providing the training course for these staff from July 2023. There had been some cultural challenges for existing Health Visitors, but also acknowledgment that this was in the best interest of parents and families to ensure checks could be provided.

Conclusions

The Sub-Committee thanked the Chief Executive of CHS and Place Based Lead for Health, Deputy Director of Nursing at CHS, Associate Director of Operations CHS and Director of Public Health for attending the meeting, and for their open and honest answers to Members questions.

The Sub-Committee welcomed the offer from the Deputy Director of Nursing at CHS to shadow Health Visitors in their natural work setting, to gain insight into the daily experiences of staff.

The Sub-Committee concluded that Health Visiting should remain on the Work Programme for 2023/24, alongside the regular receipt of Quarterly commissioning data.

Members welcomed the commitment and willingness of Senior NHS colleagues to continue to work with and report to the Sub-Committee.

The Sub-Committee concluded that they would continue to monitor the visiting rates of the service throughout the year and would review the targets at a future date against the mean visiting rates for London boroughs in 2022/23 once these were available.

Recommendations

The Sub-Committee were of the view that a working group should be established to look at all possible incentives available to improve retention and recruitment in the Health Visiting service.

The Sub-Committee recommended that all available options to assist staff with housing, where this presented a barrier to recruitment and retention, were investigated.

35/23 Cabinet Report - Maintained Nursery Schools Report

The Sub-Committee considered a paper set out on pages 33 to 34 of the agenda, and in the supplementary agenda, which provided the report due for decision by the Executive Mayor at Cabinet on the 28th June 2023 concerning Maintained Nursery Schools (MNS) in Croydon. The Director of Education introduced and summarised the report, highlighting the national context with other authorities already having taken decisions in this area. Members heard that this report had been brought because of the financial position of MNS over a number of years, and due to a declining birth rate. It was highlighted that the recommendations in the report were to move to a consultation on reducing the provision of MNS, and that no decisions had yet been made. The Director of Education explained that this report was important in setting a strategic direction in relation to MNS, and drew the attention of Members to the recently approved Early Years Strategy; the Sub-Committee heard that the Council understood the great importance of supporting the education of the youngest children in the borough. The Director of Education explained that it was important that parental choice for Early Years provision was still available, and that MNS was just one aspect of this provision.

Members asked why it had not been specified which nurseries were in deficit, and of the ones in deficit, which of these were in this position as a result of remaining open during COVID. The Director of Education explained that they would not be commenting on these kinds of details in order to avoid the appearance of any predetermination before a consultation had taken place; it was confirmed that nurseries had remained open during COVID, but that the deficit had accrued over a longer period that predated this. Members heard

that COVID would have reduced the number of families accessing Early Years provision with some parents and carers working from home. The Sub-Committee highlighted that two of the nurseries were federated, but that this was not acknowledged in the report; the Director of Education explained that this was only an initial report that recommended moving to a consultation, at which point this kind of detail would be looked at in the context of the views of parents, families, partners and young people. It was highlighted that Early Years provision was extremely important, and that MNS was one aspect of this; should the recommendations of the report be accepted by Cabinet, there would be a further report on the results of the consultation that considered all of the views gathered. The Director of Education stated that the consultation was open to hearing any alternative MNS operating models that could deliver provision without further increasing the deficit.

Members raised concerns that, should MNS provision be reduced, that there would be less children with special educational needs and disabilities (SEND) provision. The Director of Education explained that should Cabinet decide to move to consultation, then this would be a focus, and that a detailed Equality Impact Assessment would be undertaken that took into account a number of different vulnerabilities. Members heard that it was recognised that there were increased numbers of children coming from Early Years settings with identified and unidentified SEND needs; as a result, the Locality SEND Support programme would be rolled out into Early Years settings so that there was support for families, where these needs were identified, to ensure a smooth transition into schools. The Director of Education highlighted that the consultation on Children's Centres had been wide reaching, responsive and adaptive to feedback, and that this approach would be carried through to any consultation on MNS. The Corporate Director for Children, Young People & Education highlighted that no decisions had yet been made, and that the outcome of any consultation could not be predetermined, but that it would need to provide a solution to the financial situation of MNS in Croydon.

It was asked what proportion of children leaving MNS were registered SEND or awaiting a review; the Director of Education explained that it was not possible to provide this figure, as the community was so mobile, and many children did not go on to attend a school in Croydon. Members heard that the number of Reception children with an Education, Health and Care plan (EHCP) could be provided if requested, but it would be difficult to determine how many of these children had attended an MNS in Croydon. It was explained that, as the Locality SEND Support programme was rolled out, that SEND support would be provided in Early Years settings, which would make this kind of data more readily available. The Vice-Chair highlighted the importance of MNS in working with families of children with unidentified SEND needs and their hope that this was reflected in any consultation.

The Sub-Committee asked what the possible positive outcomes for children would be should the proposed option of the consultation come to pass. The Director of Education explained that they could not pre-empt the results of the consultation, but that the focus of the Education department was on providing a positive start to children in education and delivering a comprehensive Early

Years provision to support the choices of parents. Members asked if, given the national context, there was anything MNS could have done to avoid their current situation. The Corporate Director for Children, Young People & Education responded that this was a national challenge, not just for MNS, but for other schools too, and highlighted the work done over a number of years through the Education department and Schools Forum to help these organisations live within their means.

The Chair invited Councillor Foster to ask a question regarding the number of children attending MNS over the last few years predating COVID, the cost of living affecting parent choice, and the possible negative effects that reducing MNS provision might have on the recruitment and retention of professionals in future. The Director of Education explained that Nursery teachers operated in a number of environments other than MNS, and that this was important to ensure that parents and families had choice and could send their children to an environment with a qualified teacher or an Early Years educator. Members heard that COVID had seen a reduction in those accessing Early Years provision due to increased homeworking of families, but that MNS attendance figures were not static and there had been some increases since the end of the pandemic; the figures of those attending MNS in Croydon for the last six years could be provided if requested. The Director of Education confirmed that any consultation would embrace any suggestions of operating models from respondents.

Members asked about falling birth rates, how school place requirements had been calculated, whether the figures were robust, and if there was an accepted level of MNS provision per capita. The Director of Education explained that the annual school capacity survey (SCAP) required the numbers of school places to be set in advance, and this took into account predicted birth rates, mobility and housing growth; figures were set five years in advance, but were different every year due to high mobility in Croydon. Members heard that whilst this was worked out through a formula, school place planning was not a science. The Director for Education explained that the budget 'followed the child', but that this needed to be balanced with capacity to take on additional children where needed. Members asked if having too many school places with not enough children could lead to reduced budget per child and it was confirmed that this could be the case; not all places were filled in MNS but staffing costs remained the same, and a solution was needed that had sufficient provision without increasing the deficits of MNS.

The Sub-Committee asked about actions taken by other boroughs, and how long consultation on reducing MNS had been considered. The Director of Education responded that discussion on this kind of consultation had been considered for a number of years, and that other boroughs had already amalgamated or federated MNS, or had no provision at all. Members noted that Sutton did not have any MNS provision. The Director of Education restated that they could not pre-empt the decision at Cabinet or the results of any consultation.

Members asked if it was possible that primary schools would increase nursery provision should MNS reduce. The Director of Education stated that they could not know if this would happen, but that any consultation would likely generate a lot of discussion, including at the Schools Forum.

The Sub-Committee asked what would be done about the 'historic deficit', and it was explained that, should any MNS be closed, the deficit would move to the Council's General Fund. The Director for Education confirmed that any consultation would start after the school Summer Holidays.

Request for Information

The Sub-Committee requested that the number of those on the MNS nursery school rolls over the last 6 years be provided to inform Members on the demand for MNS places over this period.

Conclusions

The Sub-Committee concluded that, should Cabinet approve the consultation, that the Sub-Committee monitor and engage with the consultation as fully as possible, and that any paper on the consultation results should be included on the Work Programme for 2023/24.

The Sub-Committee were of the view that it should encourage as much engagement as possible with the consultation should it be approved by Cabinet.

36/23 Early Help, Children's Social Care and Education Dashboard

The Sub-Committee considered a report set out on pages 35 to 38 of the agenda, which provided the Early Help, Children's Social Care and Education Dashboard.

Members of the Sub-Committee expressed their approval that there were no 'Red' items on the dashboard, and asked whether if OFSTED were to inspect the Council whether officers were confident that a 'Good' or better rating would be achieved. The Corporate Director for Children, Young People & Education responded that they did not want to pre-empt any inspection results, but that preparation for inspections was underway through producing self-assessments. Members heard that considerable work had gone into improving performance, but this was only one aspect that would be considered, and that the significant pressures on services needed to be taken into account. The Sub-Committee asked if the Corporate Director for Children, Young People & Education was confident, and Members heard that she was confident in her team and staff to work to the best of their ability and to rise to the challenges in Croydon.

Members asked how performance was across all of the departmental KPIs, not just the ones contained in the Dashboard. The Director of Quality,

Commissioning & Performance responded that there were 84 indicators across CYPE on their departmental scorecard; in April 2023, 40 were Green, 22 were Red and 22 were Amber.

The Sub-Committee asked about the Amber indicators and heard that there were actions behind all of these indicators with a view to improving these numbers, which were scrutinised in a number of different internal meetings monthly. The narrative for all indicators were written by the relevant Heads of Service, and received regular challenge and updates.

The Sub-Committee asked if in future there could be some explanation of where certain indicators were interdependent on others, and to provide more celebration of where the department was doing well. On CYPE 24, requested more detail on the mitigations being implemented in future versions of the report.

Conclusions

The Sub-Committee welcomed the positive movement in the dashboard, and the absence of red indicators.

The Sub-Committee concluded that for the next meeting an additional appendix would be added to this item, which provided a list of currently 'Red' indicators across the CYPE directorate KPIs to discuss with the relevant directors.

Recommendation

The Sub-Committee recommended that the narrative on future versions of the report looked to identify where indicators were linked or interdependent, to provide Members with a fuller understanding.

37/23 Draft Work Programme 2023/24

The Sub-Committee confirmed their desire to include the Cabinet paper responding to the results of the consultation regarding Maintained Nursery Schools on its Work Programme for 2023/24.

38/23 What Difference has this Meeting made to Croydon's Children

The Chair commented on the work the Sub-Committee were doing to monitor and engage with the Health Visiting service on their improvement journey, and the positive impact that this would hopefully have on the future lives of Croydon's children.

The meeting ended at 9.11 pm

Signed:

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Date:

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LONDON BOROUGH OF CROYDON

REPORT:	Children & Young People Sub-Committee
DATE	10 October 2023
REPORT TITLE:	Youth Justice Plan 23/24 & Youth Safety Delivery Plan
LEAD OFFICER:	<p>Debbie Jones - Corporate Director, Children, Young People and Education</p> <p>Nick Hibberd - Corporate Director of Sustainable Communities, Regeneration & Economic Recovery</p> <p>Kristian Aspinall - Director of Culture & Community Safety</p> <p>Róisín Madden - Director of Childrens Social Care</p>
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	<p>Róisín Madden - Director of Childrens Social Care</p> <p>Christopher Rowney - Head of Violence Reduction Network</p>
LEAD MEMBER:	<p>Councillor Maria Gatland Cabinet Member for Children and Young People</p> <p>Councillor Ola Kolade Cabinet Member for Community Safety</p>
ORIGIN OF ITEM:	<p>The Youth Justice Plan 23/24 forms a part of the Council's Budget and Policy Framework, and as such it is required that Scrutiny have not less than four weeks to respond to the initial proposals. The Youth Safety Delivery Plan was developed in close collaboration with the Youth Justice Plan which was approved at Cabinet in September 2023; this report has also been provided for context and for any comments or recommendations from the Sub-Committee.</p>
BRIEF FOR THE COMMITTEE:	<p>The Children & Young People Sub-Committee Scrutiny Sub-Committee has asked to review the Youth Justice Plan 23/24 & Youth Safety Delivery Plan, with a view to considering whether there are any concerns that should be raised or recommendations that should be made.</p>
PUBLIC/EXEMPT:	Public

1 Youth Justice Plan 23/24

- 1.1. Attached at Appendix 1 is the Youth Justice Plan 23/24 and Cabinet covering report; this forms a part of the Council's Budget and Policy Framework, and as such it is required that Scrutiny have not less than four weeks to respond to the initial proposals.
- 1.2. The Crime and Disorder Act 1998 places a statutory obligation upon each Local Authority to create a local Youth Justice Team, whose primary aim is to prevent and reduce the offending behaviour of children (aged 10–18-year-olds) alongside key partners. A further obligation is placed upon each local Team to create a yearly Youth Justice Plan setting out strategic and operational objectives for the forthcoming 12 months.
- 1.3. The Crime and Disorder Act 1998 requires each plan to have Council approval and endorsement. Historically this endorsement has been sighted and governed through the local Youth Justice Crime Board, however the Ministry of Justice has reverted to the Act and has requested that given the public nature of this document such plans are approved at Council. Youth justice plans must be signed off by the full council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'
- 1.4. The Children & Young People Sub-Committee Scrutiny Sub-Committee is asked to review the Youth Justice Plan 23/24 with a view to considering whether there are any concerns that should be raised or recommendations that should be made ahead of it being reported to Cabinet and Council.

2 Youth Safety Delivery Plan

- 2.1 Attached at Appendix 2 is the Youth Safety Delivery Plan report from Cabinet on the 27th September 2023.
- 2.2 This report outlines the work done in the last 12 months to deliver on the Executive Mayor's commitment to making Croydon's streets safer for young people, the plan for the next three years of action, and the commitments to partnership working with the voluntary sector and community to tackle violence.
- 2.3 The Children & Young People Sub-Committee Scrutiny Sub-Committee is asked to review the Youth Safety Delivery Plan with a view to considering whether there are any concerns that should be raised or recommendations that should be made.

3 APPENDICES

3.1 Youth Justice Plan 23/24

Youth Justice Plan 23/24 Cabinet Covering Report – **Pages 21-26**

Youth Justice Plan 23/24 – **Pages 27-101**

3.2 Youth Safety Delivery Plan

Youth Safety Delivery Plan Cabinet Covering Report – **Pages 103-110**

Appendix A - Youth Safety Delivery Plan – **Pages 111-135**

Appendix B - Equality Analysis Form – **Pages 137-146**

4 BACKGROUND DOCUMENTS

4.1 Reports to Cabinet on 27th September 2023

https://democracy.croydon.gov.uk/mgCalendarMonthView.aspx?GL=1&bcr=1&utm_source=interaction&utm_medium=find-it&utm_campaign=council-meetings

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LONDON BOROUGH OF CROYDON

REPORT:	CABINET MEETING	
DATE OF DECISION	2023	
REPORT TITLE:	Youth Justice Plan 2023/24 Approval	
CORPORATE DIRECTOR	CORPORATE DIRECTOR Debbie Jones	
LEAD OFFICER:	DIRECTOR – Róisín Madden HEAD OF SERVICE: Vicki Wiltshire, SERVICE MANAGER: Emma Carter	
LEAD MEMBER:	Maria Gatland, Cabinet Member for Children & Young People	
KEY DECISION?	NO	This is not a key decision as does not meet Financial or Community Impact Criteria.
CONTAINS EXEMPT INFORMATION?	NO	
WARDS AFFECTED:	The Youth Justice Plan is relevant for all wards.	

1 SUMMARY OF REPORT

- 1.1** The Crime and Disorder Act 1998 places a statutory obligation upon each Local Authority to create a local Youth Justice Team, whose primary aim is to prevent and reduce the offending behaviour of children (aged 10–18-year-olds) alongside key partners. A further obligation is placed upon each local Team to create a yearly Youth Justice Plan setting out strategic and operational objectives for the forthcoming 12 months.
- 1.2** The Crime and Disorder Act 1998 requires each plan to have Council approval and endorsement. Historically this endorsement has been sighted and governed through the local Youth Justice Crime Board, however the Ministry of Justice has reverted to the Act and has requested that given the public nature of this document such plans are approved at Council. Youth justice plans must be signed off by the full council in

accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'.

2 RECOMMENDATIONS

For the reasons set out in the report and its appendix the Executive Mayor in Cabinet is recommended:

- 2.1** To agree the plan and recommend that the plan be referred to Full Council with a recommendation for approval - in line with statutory obligations detailed in the Crime and Disorder Act 1998.

3 REASONS FOR RECOMMENDATIONS

- 3.1** To comply with legal expectations as defined in the Crime and Disorder Act 1998 and in accordance with conditions of the Youth Justice Grant.

4 BACKGROUND AND DETAILS

- 4.1** The Youth Justice Grant, a funding stream issued to each Local Authority to help with the delivery of Services requires the creation of a Youth Justice Plan to be submitted to Council as part of the grant conditions. The condition of the grant is that the devised plan, which is created in partnership, has to be endorsed by full council. Failure to endorse could result in funding loss.
- 4.2** The Youth Justice Plan has 26 sub-sections – the template is a prescribed template issued by the Youth Justice Board (YJB) to ensure all aspects of the Youth Justice Service's functions are fully considered and critiqued. The Plan is aimed at the previous year marking achievements and challenges whilst looking forward and setting a plan for the forthcoming year.
- 4.3** The plan begins by noting the Youth Justice Service's vision – to ensure all children known to the Service are provided with the best possible opportunities through the offer of holistic services to desist from future contact with the Criminal Justice System. This principle is in line with a Child First Approach which is core to Youth Justice delivery and included within Section 3 of the plan. Subsequently, section 4 of the plan details 'voice participation' and ensures the plan considers the voice of those who access the Service(s).
- 4.4** The plan provides local context (pages 5-9) detailing the overall Youth Population within the borough and the number of children who access the Service. Gender, ethnicity, religion, social care status, locality and education are all reported on

providing local context of the children known and providing data on protective characteristics.

- 4.5** The plan also provides the number of children it receives from other Local Authorities and those placed in the borough via temporary arrangements, often with relatives. It also notes how many Croydon children are placed outside of the borough. When this occurs there is case management guidance issued by the Youth Justice Board and Ministry of Justice that provides expectations on both the home local authority and the host local authority. To note the area in which the child resides is identified as being the Youth Justice area responsible for delivery of interventions with the home local authority retaining key decision making (such as enforcement action when statutory orders are not complied with).
- 4.6** The plan sets out the Governance arrangements for the Youth Justice Service including frequency of these arrangements (Pages 11-14) and details additional scrutiny arrangements to ensure the Service is meeting with both national and local expectations and Key Performance Indicators.
- 4.7** Pages 14-21 of the Plan looks back at the previous year 2022/23 looking at the objectives set, and progress made. The objectives for 2022/23 included: addressing the ongoing issue of disproportionately and the creation of a Disproportionately Action Plan detailing the Service's commitment in all practice areas to challenge and influence over-representation, the Service's contribution to reducing Serious Youth Violence with Partners, evolving the Service's Health Offer for Children known to the Service, Diverting Children away from the System using Prevention Projects and Interventions, The services contribution to safeguarding frameworks – specifically contextual safeguarding and county-lines, reducing re-offending, reducing NEET numbers, widening the resettlement offer for those being released from custody and ensuring the Service is victim centric.
- 4.8** The plan continues to outline resources and performance for 2022/23 as measured by key performance indicators. Further sections look at over-representation in finer detail confirming that boys from Black and mixed backgrounds are more represented than other groups but also confirming that there is an over-representation of children known to social care within the cohort particularly children with a looked after status, inclusive of children placed in the borough by other Local Authorities. The plan provides descriptive information and data on a number of areas: Prevention offer, Diversion, Education, Restorative Approaches, Custody (including information related to detention in Police Custody) and constructive use of resettlement.
- 4.9** The plan looks at Standards for the Youth Justice System and provides data and comparative data with other local areas, in addition to providing an analysis of workforce development and how practice is underpinned by evidence-based practice.
- 4.10** The report finishes with a reflection on the learnings from 2022/23 and integrates this into a new plan for the year 2023/24. Effectively the plan has similar strategic headings

with the adding of one new priority this being worked related to domestic abuse and extra-familiar harm. (Pages 61-65). The plan details the identified challenges and risks posed to achieve all priorities and objectives and efforts to overcome these.

- 4.11** Croydon Youth Justice Service is due to be inspected during the year 2024. The Youth Justice Plan identifies the Service's strengths and priorities for the forthcoming year to ensure practice standards are being met in accordance with Inspectorate Guidance.
- 4.12** The Youth Justice Plan has been created synergistically with the Council's Youth Safety Plan, which details how the partnership is currently and intends to address serious youth violence. The Youth Justice Plan contributes to and is informed by the Youth Safety Plan to ensure a joined-up, co-ordinated approach to tackling serious youth violence across partner agencies in Croydon.

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1** There are no other practical options as approach is required as part of Grant Funding and legislation.

6 CONSULTATION

- 6.1** The Youth Justice Plan has had the input of all primary partners as defined by the Crime and Disorder Act 1998 – Police, Social Care, Health, Probation and Education. The plan has also had input from Youth Justice Practitioners, Children known to the Service, Voluntary Community Sector, Community Safety.

7 CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1** The Youth Justice Plan aligns itself with other strategies including the Community Safety Strategy and the Executive Mayor's Business Plan priorities – Children and young in Croydon have the change to thrive, learn and fulfil their potential.

8 IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

	Current Year	Medium Term Financial Strategy – 3-year forecast		
	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Revenue Budget Available				
Expenditure	£2,171	£2,171	£2,171	£2,171
Income	(£1,021)	(£1,021)	(£1,021)	(£1,021)
Net budget	£1,150	£1,150	£1,150	£1,150

8.1.1 The Youth Justice Team is a statutory service funded by various statutory partners. The net budget is not expected to reduce significantly over the next three years.

8.1.2 Comments approved by Maiyani Henry-Hercules, Head of Finance on behalf of the Director of Finance. (Date 08/08/2023)

8.2 LEGAL IMPLICATIONS

8.2.1 Local Authorities are legally required to form a youth offending team with the statutory partners named in the Crime & Disorder Act 1998.

8.2.2 Under s.40 of the Crime & Disorder Act 1998 it is the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement a youth justice plan each year setting out how youth justice services are to be provided and funded in their area, and how the youth offending team will be composed and funded. The Youth Justice Plan 2023 meets these legal obligations.

8.2.3 The Equality Strategy, which includes the equality objectives, is part of the Council's Policy Framework under Article 4 of the Constitution and must be adopted or approved by Full Council. In addition, the adoption or approval of plans and strategies comprising the Policy Framework must comply with the provisions of the Budget and Policy Framework Procedure Rules in Part 4.C of the Constitution

Comments approved by Doutimi Aseh, Head of Social Care & Education Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 08/09/23)

8.3 EQUALITIES IMPLICATIONS

8.3.1 Under the Public Sector Equality Duty of the Equality Act 2010, decision makers must evidence consideration of any potential impacts of proposals on groups who share the protected characteristics, before decisions are taken. This includes any decisions relating to how authorities act as employers; how they develop, evaluate and review policies; how they design, deliver and evaluate services, and also how they commission and procure services from others.

8.3.2 Section 149 of the Act requires public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected characteristic and people who do not share it.

8.3.3 The Youth Justice Plan specifically highlights ongoing overrepresentation of specific groups – children from Black and mixed heritage backgrounds predominately males but also females. Data contained within the Plan also confirms that this overrepresentation becomes more stark within the custody and higher tier statutory order cohort. The Youth Justice Plan contains an appendix 3 titled ‘Disproportionately Action Plan’ which details the Service(s) commitment in all areas of practice to ensure challenge is made to other parts of the Criminal Justice System and delivery of Service is culturally and gender sensitive. This challenge supports our aim outlined in the George Floyd Race Matters Pledge to work towards becoming an anti-racist organisation by embedding this in our strategies, actions and behaviours and by making a difference to the lived experience of our communities.

8.3.4 Comments approved by Denise McCausland Equalities Programme Manager 26/07/23.

9 APPENDICES

9.1 Appendix A - Youth Justice Plan 2023/24

10 BACKGROUND DOCUMENTS

10.1 None

Annex A - Youth Justice Plan

Service	Croydon Youth Justice Service
Service Manager/ Lead	Emma Carter
Chair of YJS Board	Debbie Jones – Corporate Director; Children, Young People and Education.

Contents

1. [Introduction, vision and strategy](#)
2. [Local context](#)
3. [Child First](#)
4. [Voice of the child](#)
5. [Governance, leadership and partnership arrangements](#)
6. [Board Development](#)
7. [Progress on previous plan](#)
8. [Resources and services](#)
9. [Performance](#)
10. [National Key Performance Indicators & local performance](#)
11. [Children from groups which are over-represented](#)
12. [Prevention](#)
13. [Diversion](#)
14. [Education](#)
15. [Restorative Approaches and Victims](#)

16. Serious Violence and Exploitation
17. Detention in Police Custody
18. Remands
19. Custody Constructive Resettlement Standards for Children within the Youth Justice System
20. Workforce Development
21. Evidence Based Practice and Innovation
22. Evaluation
23. Service improvement plan
24. Service Development
25. Challenge risk and issues
26. Sign off, submission and approval

[Appendix 1](#) – Break down of cohort residency by ward for 2022/23

[Appendix 2](#) - Staffing Structure

[Appendix 3](#) – Disproportionately Action Plan (DAP) (separate document)

[Appendix 4](#) – Reparation Projects

[Appendix 5](#) – Croydon YJS Quality Assurance Framework (separate document)

[Appendix 6](#) – Youth Justice Crime Board Terms of Reference (separate document)

[Appendix 7](#) – Croydon Youth Justice Workforce Development Plan (Separate document)

[Appendix 8](#) – Croydon Youth Justice Prevention and Diversion Strategy (separate document)

[Appendix 9](#) – Croydon Youth Justice Service and Social Care Joint Protocol (separate document)

1. Introduction, vision, and strategy

The Croydon Youth Justice Service's (YJS) Youth Justice Plan is directed by the Crime and Disorder Act 1998 for the year 2023/24. It sets out priorities for the Youth Justice Service and its Statutory partners whilst reflecting and learning from both achievements and areas of improvement, observed in the year 2022/23. The plan will outline the current functions of the Service, how these functions are funded, detailing current strengths in addition to practice improvement requirements, informed by Key Performance Indicators (KPIs) (National Measurements/Standards) and Local Standards.

The Plan considers wider strategic plans that are interlinked and relevant to Youth Justice and its primary objectives: to prevent and reduce offending, whilst offering a narrative of the local context and needs of the children and young people open to the Service. The Plan is directly linked to the Mayor's Business Plan – specifically the objective 'Children in Croydon have the chance to thrive, learn and fulfil their potential: Ensure children and young people have opportunities to learn, develop and fulfil their potential.' The Youth Justice Plan is also referenced in the boroughs Community Safety Strategy.

Over the past 12 months further work has been undertaken to enhance joined up work between Croydon Social Care and YJS, recognising that many children are open to both Services and are some of the most vulnerable children within the borough. The work has focused on integrated planning for those subject to Child in Need Plans, Child Protection Plans and those in Care. A revised protocol setting out the joint work was completed in 2023 (appendix 9). The necessity for oversight of this work led to the development of a revised quality assurance framework that combines YJS and Social Care Managers jointly auditing across systems. Additionally, the implementation of joint supervision has been welcomed to improve practice and subsequently outcomes for children.

Consequently, this plan has been devised collaboratively in discussion with The Board, Partners (both statutory and third sector), staff and children and young people to ensure its delivery is inclusive.

*Note: Statutory Partners refers to: Police, Children's Social Care, Education, Health, National Probation Service, Violence Reduction Unit.

Vision

The vision of the Youth Justice Service continues to be that children and young people known to the Service will be safe, happy, and healthy and will aspire to be the best they can be avoiding further contact with the system. A vision that promotes opportunities based on individuality and personal need, recognising, and embracing diversity.

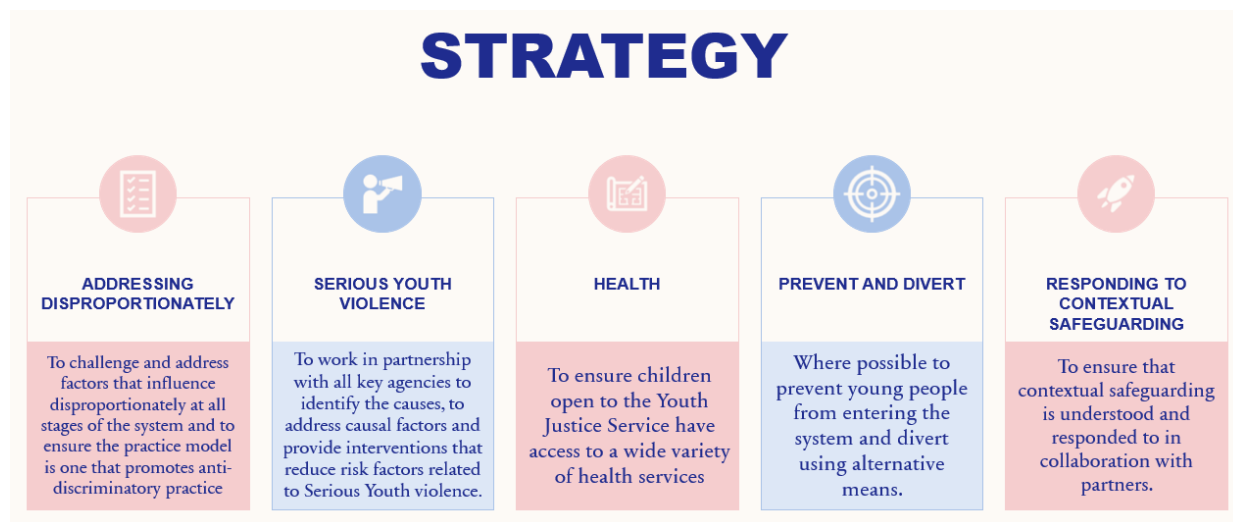
This vision is underpinned by a child-centred ethos that recognises and challenges factors that contribute to a child/young person's entry into the Criminal Justice System. The vision

requires a workforce that is representative of the community it serves, whose knowledge and expertise embed the principles of trauma-informed practice, a relational approach that is non-judgemental and promotes anti-discriminatory practice. A workforce that is committed to enhancing outcomes for children to be their best versions of themselves.

The vision recognises the importance of Restorative Justice and protecting victims, ensuring the public holds confidence in the Service. The vision recognises that often young people are the victims, both known and unknown and accepts that it has a dual role in its delivery to protect and consider these individuals and potential victims.

Strategy

The strategy will continue to focus on the following areas:



2. Local context

Croydon is a London borough located in South London with a population of 386,710 people, the largest population of any London Authority, and is the largest London borough in London. It is estimated that 93,000 under 18-year-olds live in the borough subsequently giving the borough the largest youth population in London. There are 99 primary schools & 34 secondary schools. Statistically, Croydon YJS has a high throughput of under 18s making it one of the busiest in London. In 2022/23 Croydon Youth Justice Service worked with 281 children on various disposals including: Out of court triages and cautions in addition to post court statutory sentences. 63 children of the 281 were placed in borough either through other Local Authorities (placements provided by Social Care) or private arrangements with relatives. In these instances national case management guidance dictates that the area the child resides is the Youth Justice area will deliver statutory sentences/interventions and deliver out of court disposals. This process is called 'care-taking' and the receiving Youth Justice area is viewed as a 'host' with the home local authority being viewed as a 'home Youth Justice area' who retain overall case-management decision making. Conversely, 34 Croydon children were either placed out of area or temporarily residing with relatives out of area, often to reduce risk. Whilst these children may not be in the locality it is national practice for them to retain an identified 'home' Youth Justice Practitioner to liaise with the host area, write any required reports and where necessary to take enforcement action.

Disposals and Orders can last for a minimum of 3 months up to 18 months and on average there are 120+ children open to YJS at any given time. In 2022/23 158 of the 281 were deemed First Time Entrants (entering the system for the first time).

The Youth Justice Service sits within the Division of Children's Social Care, with the Service Manager of YJS also responsible for the Youth Engagement Team to ensure there is a targeted and focused prevention and diversion offer that diverts children away from criminality and anti-social behaviour at the earliest opportunity by providing holistic interventions that support children in their development.

The Local Authority recognises the uniqueness of the development stage '*adolescence*' and risks associated with this age therefore has a specialist Social Care Service called 'Young Croydon' focused on Contextual Safeguarding/extra familial harm (risks posed outside the family home) which is risk for many of the children the Youth Justice Service works with. The alignment of the two Services in the management of risk is integral to the overall Youth Justice strategy and drive to keep young people safe and to promote positive outcomes.

Social Care context: Croydon Children's Social Care data confirms that at the end of March 2023 991 Children were subject to Child in Need Plans. 507 Children were subject to Child Protection Plans and there were 527 Children Looked After, 102 Children were UASC. Of the children YJS worked with in 2022/23 the number of children known to YJS who were deemed Looked After included 89 (17%) current and 13 children who had previously been looked after. Children subject to CIN Plans totalled 62 (6%) of those open to Social Care and 32 young people subject to Child Protection Plans (6% of overall number).

Furthermore, the borough reports high levels of involvement with county-lines and is deemed to have the highest numbers in London (Rescue and Response, 2023).

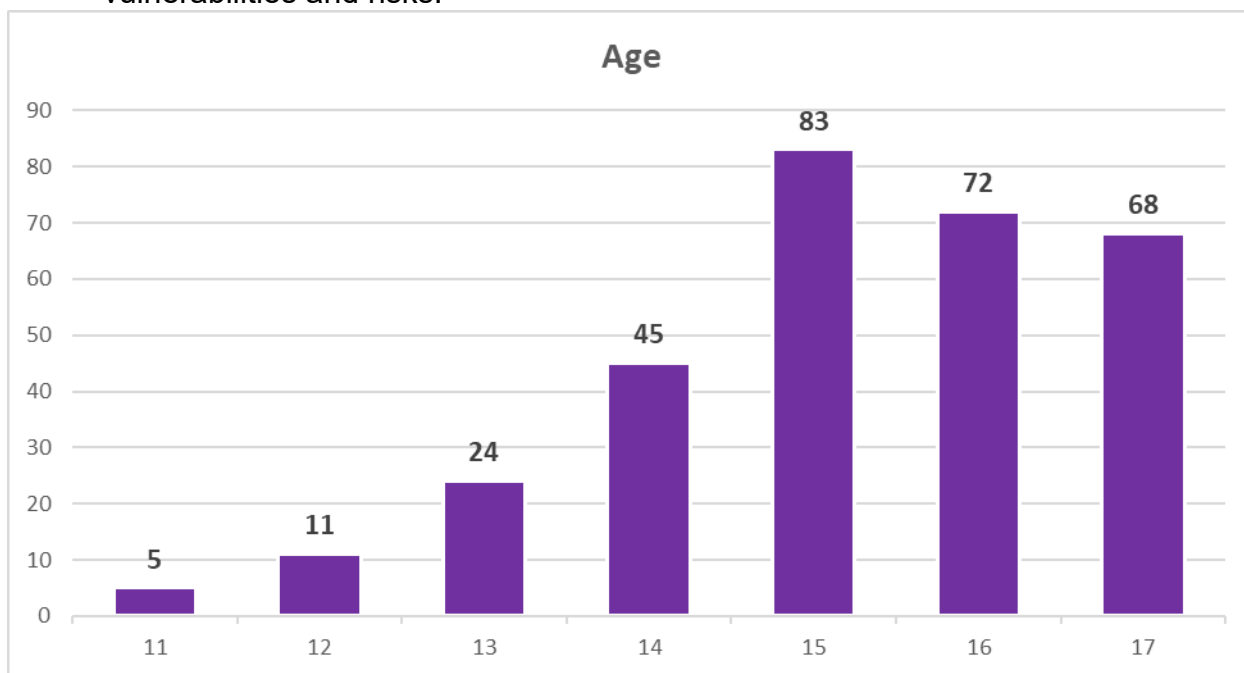
County-lines and Serious Youth Violence are often interlinked and bring with them evidence of exploitation and subsequent contextual safeguarding concerns for a child. The risk is often complex, where YJS and partners are dealing with a child's own victimisation in addition to potential risk they pose to others, primarily peers and their contact with the Criminal Justice System.

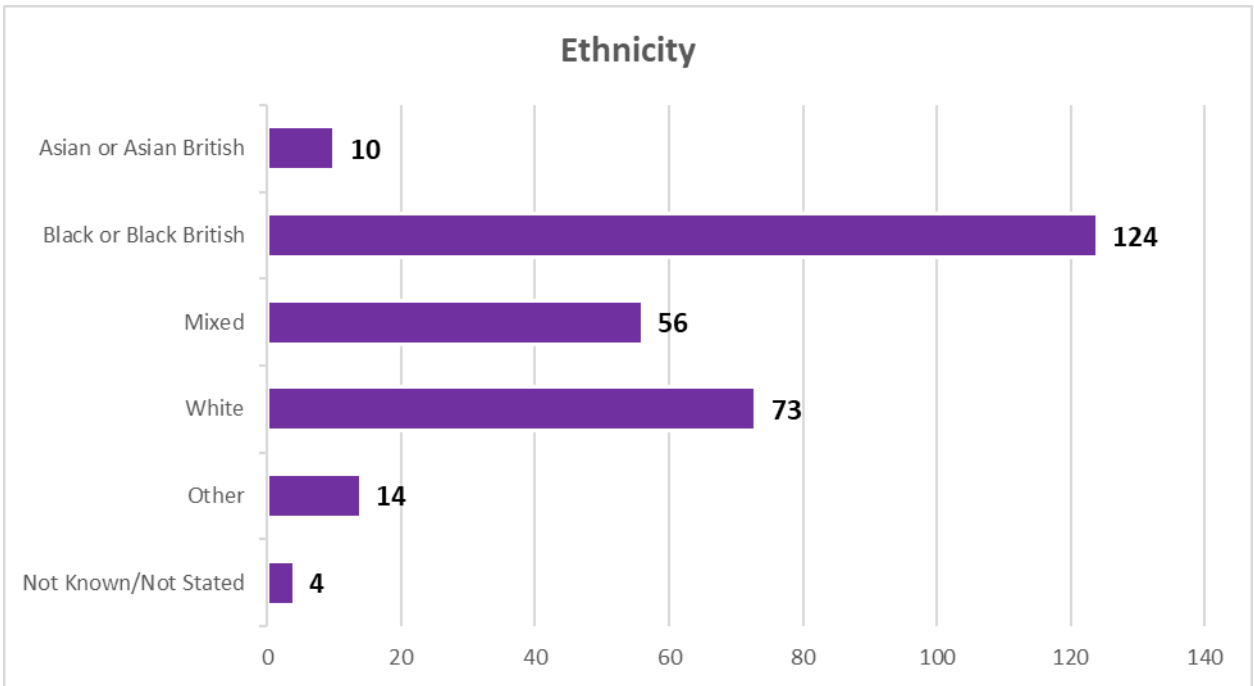
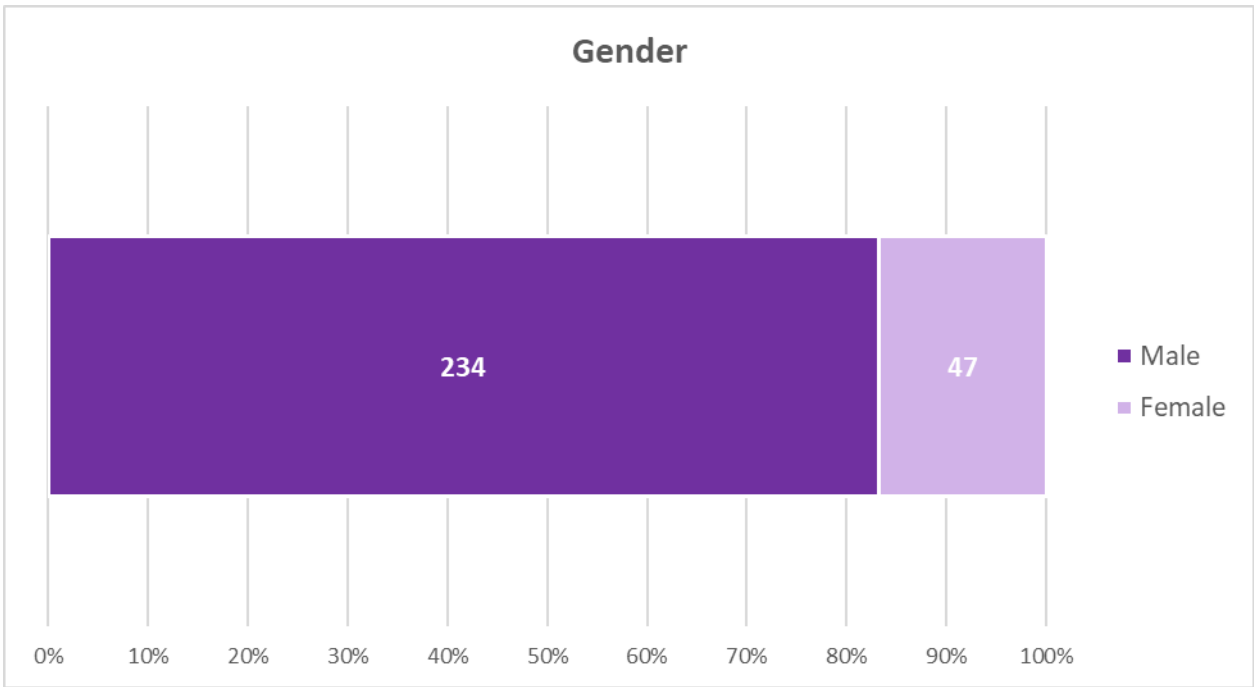
The Local Authority holds a weekly panel titled 'Complex Adolescent Panel' which oversees children where there is known or suspected Criminal and/or Sexual Exploitation. The panel's workings include application of the MACE Protocol and Pan London Child Protection Procedures. These documents provide professional guidance on how to effectively safeguard children who are suspected or at risk of exploitation. The Local Authority has an established Missing Children protocol in recognition that missing episodes are often linked to exploitation. This document sets out the process for partners and practitioners when responding to a child's missing episode. The Panel chaired by a Senior Social Care Manager jointly with the Police as Vice Chair, also attended by Health, Housing, Education, Red-Thread, Rescue and Response, Barnardo(s), Child Protection Chair and Youth Justice. An analyst supports the panel by use of analytical data and mapping exercises. The Panel also oversees children subject to National Referral Mechanism (NRM) processes. At the time of writing the plan (June 2023) 42 open to YJS had an NRM referral based on concerns related to exploitation (24.41%). In March 2023 Croydon were successful in their bid to the Home Office and are now part of a two year pilot, which means positive grounds decisions can be made by the partnership within the Council, which is completed in approx. one month rather than over a year, as it was taking the Home Office to process, this has resulted in Croydon young people getting the support they need as victims. This has already resulted in 13 conclusive grounds of positive grounds decisions since the pilot went live.

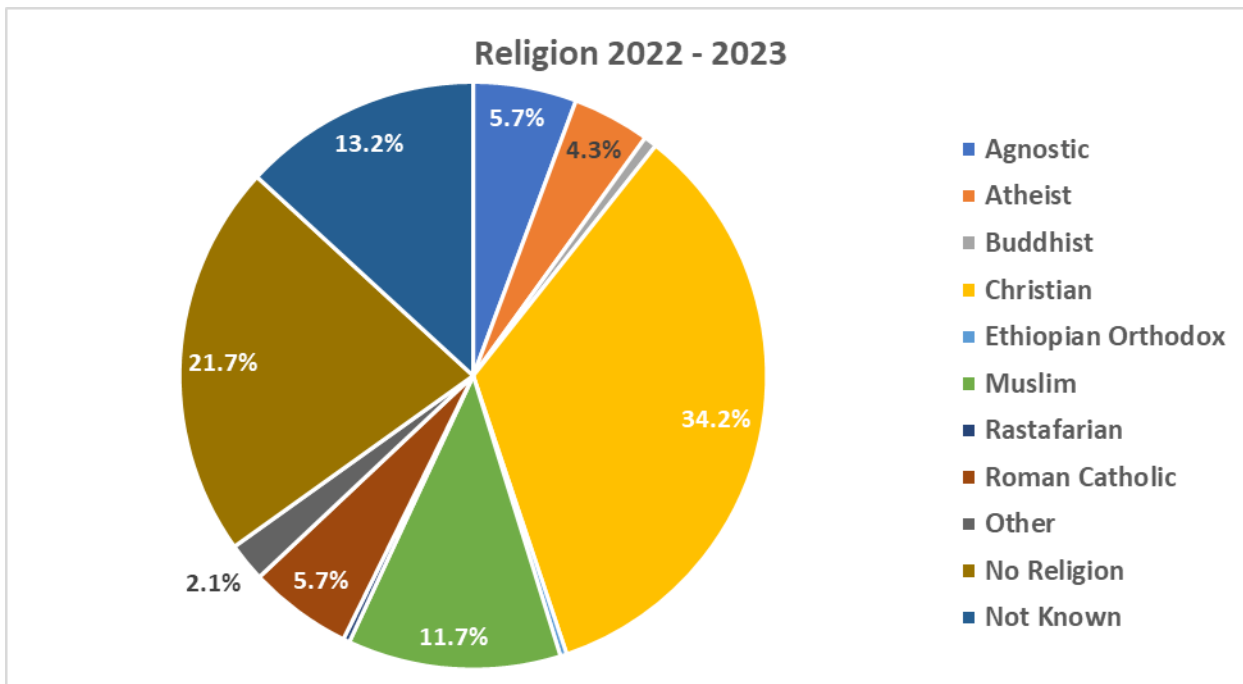
Demographics: Data shows that many of the young people known to YJS typically reside in the north part of the borough and this information correlates with the MET Police identification of 'hot spots' for crime and stop and search data, thus increased contact with the population. Please see appendix 1 that provides an overview of 2022/23 children and in which ward they reside.

Education: Many young people, prior to contact with YJS, have experienced instability within the mainstream education setting and are attending alternative provisions such as Pupil Referral Units. The Youth Justice Service is measured on how many statutory school children are in provisions and how many 16+ children are in further education or employment. At the time of writing, the Service held 7 NEET children of Statutory School age not attending a provision. 4 of the NEET were male and 3 were females. The ethnicity of these children included 4 black children, 1 mixed heritage and 2 white.

Characteristics: Age and ethnicity break-down of the 2022/23 cohort is detailed below. The YJS continues to see an overrepresentation of ethnically diverse males, albeit there was a reduction during this period. Girls remain to be less representative within the cohort but are often younger in age (13-14 whereby the average age for males 15-17). Whilst the female cohort is low, the number is significant with females presenting with their own unique vulnerabilities and risks.



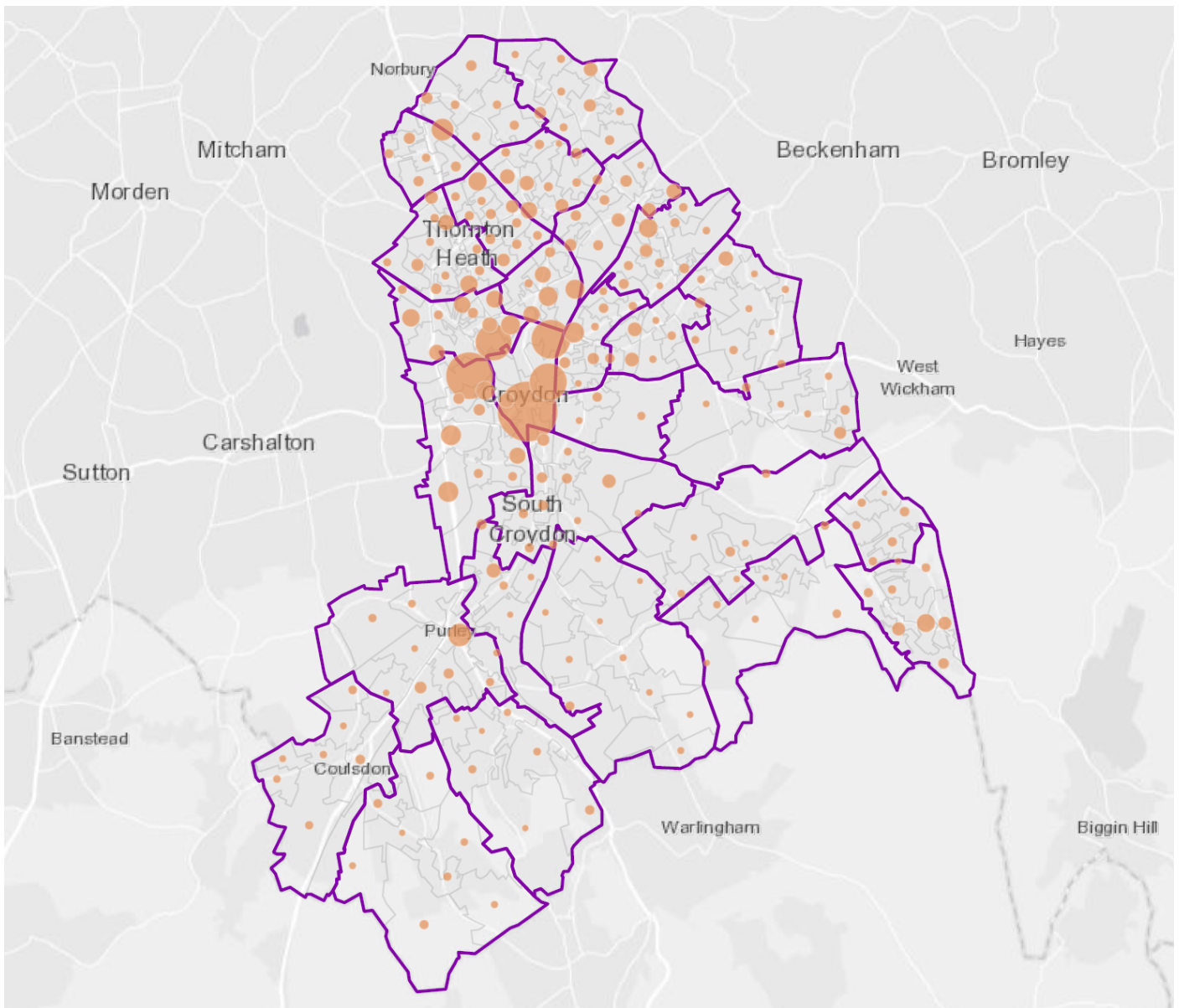




Community Safety data shows that the borough has high levels of Serious Violence – Serious Youth Violence being defined by the MET as a count of any victim for any offence of the most serious violence, gun, or knife crime where the victim is 1-19.

The levels of violence have required a multi-agency approach, this approach is detailed within the Community Safety Strategy 2023/24 and for youth specifically, the Local Violence and Vulnerability action plan and risk register. The Council is developing a Youth Safety Strategy in partnership and co-production with residents, young people and partners agencies. Data provided by the Violence Reduction Unit shows there is a clear correlation with non-domestic violence and the night-time economy that is more prevalent in certain parts of the borough and a clear correlation with ‘after school’ hours particularly in the town centre.

The YJS includes use of new initiatives Turnaround Project and Engage which provides bespoke prevention interventions for children on the periphery of the criminal justice system and for those of greater concern interventions connected to statutory orders and disposals including use of requirements where necessary: exclusions/curfews/non-associations/supervision/activities/group-work/mentoring. The Youth Engagement Service offers an Outreach Service in response to serious incidents to provide public reassurance and to engage with children and young people within the locality.



3. Child First

Croydon Youth Justice Service & Partners have adopted the Child First Approach principles as detailed in research completed by Loughborough University and accepted by the Youth Justice Board. The approach applies four tenets:

- See children as Children.
- Adopt a pro-social identity for positive child outcomes.
- Collaboration with children
- Promote diversion.

The Youth Justice Service embeds and applies a culture that promotes the interests of children taking account of personal need and capacities. Service delivery is developmentally informed and takes account of systemic disadvantages experienced by children known. In line with the above principles and vision, it recognises potential of all children known to the Service and encourages all partners to apply the same ethos.

YJS practice applies a strength-based model where the future is a focus, and it aims to increase protective factors. The YJS holds an array of events to ensure the voice of the child is heard and helps devise a child-friendly approach that accounts for the views and feelings of young people. This includes use of questionnaires/surveys, group discussions/forums and involvement in design of the environment, recruitment, and policies. The YJS ensures these voices are heard by Croydon's Senior Leaders including the governing Youth Justice Crime board who oversee the YJS performance and partners contributions, to YJS delivery, by way of inviting young people to forums where they are present or presenting findings from information submitted or discussed. Additionally, CYPE Practice and Performance Board is a cross directorate approach to governing outcomes for children.

Finally, the YJS where possible strives to divert away from the system. The newly implemented initiatives such as Engage and Turnaround provides a response to young people coming into contact with the system at the earliest opportunity (arrest or concern) and offers children and families accessibility to an array of interventions to divert further contact. These projects work closely with the Voluntary Community Sector, to provide activities and interventions to reduce risk of offending, within the child's own locality to promote community inclusive and positive pursuits.

4. Voice of the child

The voice of the child is integrated at all stages of the Service from assessment, planning to delivery of intervention and ongoing evaluation and feedback.

Within the assessment tool (ASSET+) used by the Youth Justice Service there is a self-assessment completed by both young person and the young person's relevant adult. These are audited to identify themes. The assessment tool is reviewed every 3 months following a formal review meeting chaired by the relevant overseeing Manager, the YJS Officer, young person and their relevant adult and any other significant professionals. The Manager is responsible for completing a review document where again views of young people are logged. These are communicated with the Service Manager.

Separate to the above processes, the YJS has been involved in ascertaining the views of young people in varying forms including use of surveys and specifically designed forums. To provide impartiality, the Youth Engagement Team leads on such forums on behalf of the Youth Justice Service and the YJS has also worked with Leaders Unlocked, a charity who engage young people who have had contact with the Criminal Justice, to voice how they feel the system could improve. The aim is for young people to be part of the change and the offer involves providing training to young people to use their voice.

The YJS also regularly evaluates its own processes and completes a questionnaire for all young people subject to the Court Order 'Referral Orders'. The Referral Order is unique as it is underpinned by Restorative principles and the detail of intervention is created in contact with a Youth Panel made up of community representatives rather than Criminal Justice led.

The YJS has also worked to include children's thoughts on other operational aspects of the Service, for example in 2022 it was decided to change the Service's name from Youth Offending to Youth Justice and young people were asked on their opinion. Consequently, the change led to a change of logo whereby young people were also asked to help with the design. Young people have also been involved in re-designing the reception area of the Service, to ensure it is welcoming, informative, and compliant with health & safety

requirements. Also helping devise plans and policies including the YJS Disproportionately Action Plan that looks at ways the YJS can address overrepresentation and work with other parts of the Criminal Justice System to address factors that may cause disparities.

In 2023/24 the Youth Justice Service via the Youth Crime Board intends on looking much more deeply at overrepresentation. There is much reported research on other parts of the Criminal Justice system and discrimination and whilst some reports have been published on Youth Justice this has not been a local picture. An anonymous survey will be provided to children to answer questions specifically on discrimination and the Service's level of cultural understanding. Currently all staff are trained in cultural competency and the ethos of the Service is to ensure Practitioners and Managers gain understanding of the various cultural backgrounds they may encounter but gaining individual insight as to how the service is perceived will help determine area for improvement. For further detail please see Disproportionately Action Plan (Appendix 3). Croydon's practice framework is to work systemically emphasising the value of relationships; with many staff and all managers trained in systemic practice. The concept of systemic practice is not to view the child in isolation and consider delivery of interventions to extend to families and carers.

5. Governance, leadership, and partnership arrangements

The Youth Justice Service sits within the Local Authority's Division of Children's Social Care. The Service Manager for the Youth Justice Service is also responsible for the Youth Engagement Team and reports to the Head of Service for Access, Support & Intervention. As noted above YJS sits alongside 'Young Croydon' which is focused on work with vulnerable adolescents within Children's Social Care.

The Youth Justice Service operationally reports to the Head of Service's 'Practice and Performance Forum' which is also attended by other senior leaders, including Quality Assurance, Data Analysts and Transformation leads. The focus of this forum is to provide high challenge and high support environment to drive improvements, whilst focusing on the YJS overall performance using Key Performance Indicators and National Standards as measures. The YJS Service Manager alongside the Team Manager's report to this forum monthly and provide context of the YJS operationally, including cases of concern and areas of strength as well as the challenges that YJS face. The division has an overarching Service Priorities Plan, the YJS is contained within this plan and the objectives are heavily focused on joined up work with Social Care and Young Croydon specifically.

The Youth Justice Service is also subject to Quality Assurance Scrutiny and a newly devised framework has been created to ensure that there is oversight of YJS case management outside of the Service whilst auditing across the continuum of service delivery for young people who are open to both YJS and Social Care, which will provide us a clearly understanding of the impact being delivered through multiple plans. Please see Appendix 7 for further detail.

Youth Crime Board

Strategically the YJS is governed by the Youth Crime Board, a statutory board that is held quarterly, chaired by the Corporate Director CYPE, and attended by all statutory key Senior Partners as outlined by the Crime and Disorder Act 1998: Police/National Probation Service/Social Care/Health/Education. Additional non-statutory partners such as the Victim Liaison Unit/Voluntary Community Sector/Commissioning/Court/Violence Reduction Unit

also form an integral part of the Board. For full details of membership please see Appendix 8 – Youth Crime Board Terms of Reference.

The statutory role of the Board is to ensure that all partners are contributing to the overall delivery of the Youth Justice Service, the Youth Justice plan which outlines the partnership strategy for the year, and any additional plans related to the operational running of the YJS, in accordance with statutory duties, including addressing disproportionately. The Board members must ensure they have sound knowledge of the YJS operational functions and vision. The Board is regularly attended by Practitioners and Managers to present on specific areas within the Youth Justice portfolio. Such presentations have included: Working with Children who have committed Serious Youth Violence/Resettlement/Out of Court work/Restorative Justice/Voice of the Child/Referral Order panels/Working with Over-represented young people/Turnaround Project/Victims.

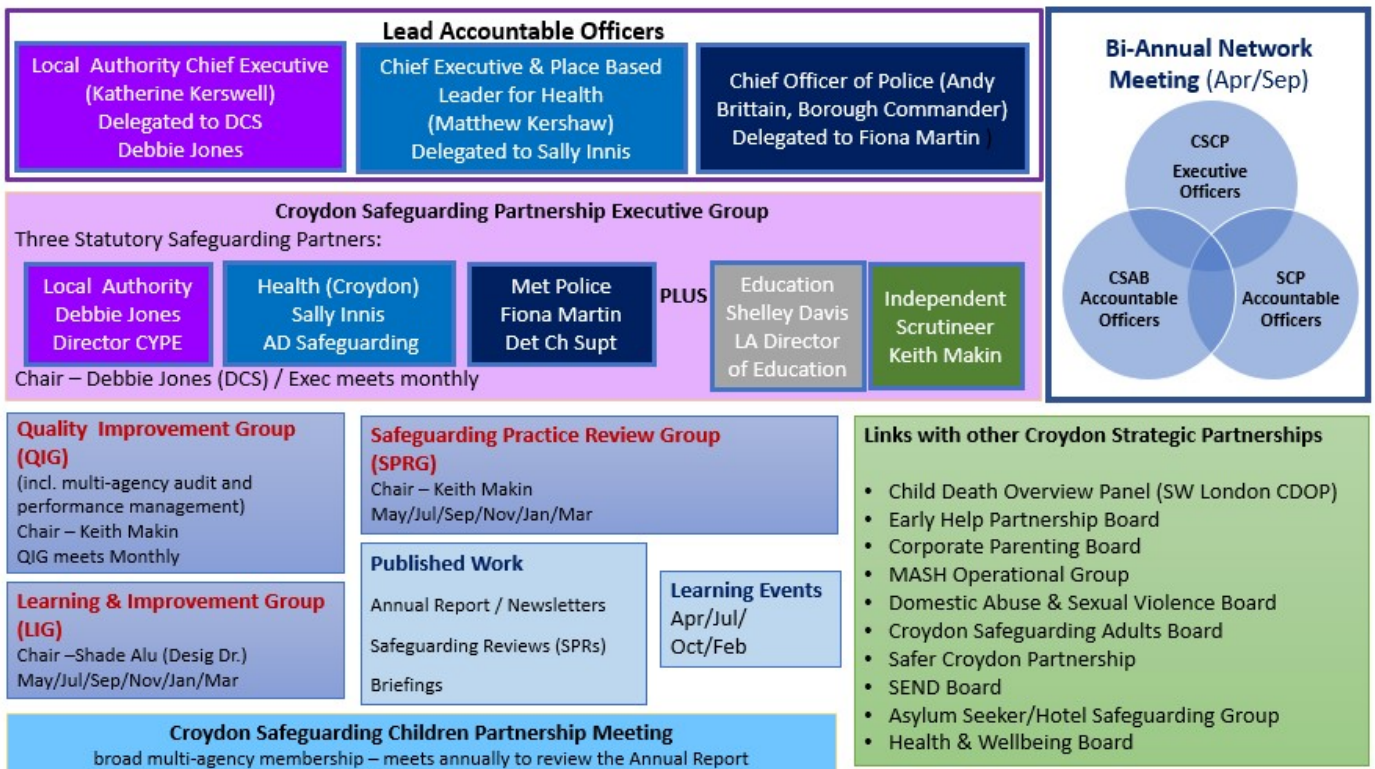
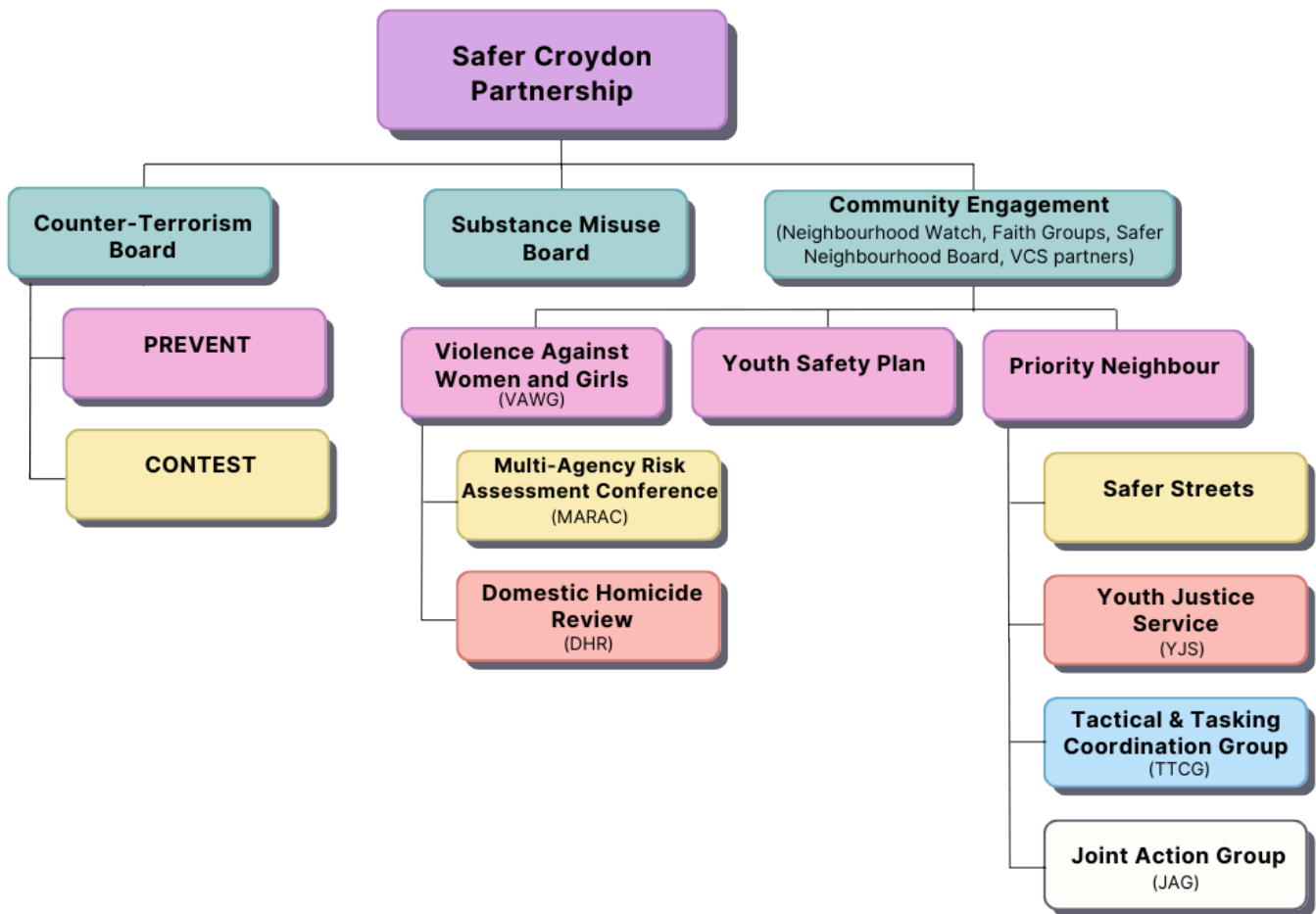
The Board must ensure they understand the characteristics of the children held within the cohort and in advance of the Board, a detailed performance report is supplied to members outlining performance for the quarter in accordance with Key Performance Indicators and other local measures of data specially detailed including: age/race/ethnicity/religion/demographics. The characteristics also contain information which is now viewed as a new key performance indicator including children subject to Child in Need Plans, Child Protection Plans, Children Looked After and Children with a National Referral Mechanism (NRM) (Positive grounds for exploitation). The report requires Board members to scrutinise at data, patterns, and themes.

A specific focus on disproportionately of ethnically diverse children is routinely discussed within the Board and overall oversight of the Youth Justice Service's devised Disproportionately Action Plan provided (Appendix 3).

The Board coordinates the partnership to ensure the Youth Justice Service are providing good quality interventions resulting in positive outcomes for our young people, identifying focus areas for improvements, whilst ensuring resourcing issues are resolved. A recent example of this, has been the developments around the physical health offer. The Board ensures that all findings from Inspections or Thematic Inspections are considered and remedied. It will also ensure oversight of all financial aspects of the Youth Justice Service.

To summarise the Board must ensure that it has effective Leadership and Oversight of Youth Justice Services for children, that the delivery contributes to local multiagency strategies and local and national criminal justice organisations and there is oversight on the safeguarding of children who receive Youth Justice Services.

The Youth Justice Crime Board is one of several Boards that feeds into Safer Croydon Partnership Board (board structure provided below).



Whilst governance sits with the Youth Crime Board, the YJS and its work is also reviewed within the strategic arrangements related to safeguarding and the YJS are representative at Boards detailed above.

6. Board Development

[The Crime and Disorder Act 1998](#) sets out the minimum statutory requirements for YJS as detailed above. However, the Board contains members from various organisations and overtime membership can change. It is therefore important that each Board member is inducted including a meeting with the YJS Management Team and attendance at the YJS office in addition to the introduction to the wider Team and young people. It is also important that the Board attends workshops/development days. In April 2023 a workshop was held that provided Board members the opportunity to visit the YJS Office and meet with the Team, young people also presented on a project and the time permitted wider discussion on new Key Performance Indicators and the current needs of the Youth Justice Service. In preparation of the workshop Board members were asked to complete a survey to identify their understand but also to inform the vision and plan; the information and discussions has enabled us to focus the Youth Crime Board agenda for the forthcoming year, with partnership spotlights agreed. This workshop will be repeated annually to drive improvements and identify plans and oversight required for the year ahead.

7. Progress on previous plan

Detailed below are the Youth Justice Plan priorities for 2022/23 in addition to a table below outlining progress to date and should be read in conjunction with the Service's Workforce Development Plan (appendix 7) detailing training available to staff to ensure the workforce, inclusive of Managers, has knowledge of current research and practice to ensure the delivery of the plan is applied effectively. Last year we aimed to:

Priorities 2022/23	Outcomes	Actions
Addressing Disproportionately	<ul style="list-style-type: none"> To ensure where possible children and young people from BME communities are diverted away from the system. To mark the overrepresentation of young black males in custody and ensure they receive a sophisticated resettlement offer. To ensure all key partners have an awareness of the YJS disproportionately data and to assist to address including Police and Education. To mark the overrepresentation of Looked After children by way of joint working with the CLA 0-15 & Young People's Services. To promote opportunities and Service, which are culturally 	<ul style="list-style-type: none"> Monitor progress on DAP. Embed protocol with Children's Social Care Further training with the Judiciary Work with Education Team on exclusions and ethnicity linked to YJS. Continue to co-locate with PRU to promote support in education. Ensure appropriate resource is given to diversions taking account of Stop and Search data – including the development of voluntary support offer. Promote opportunities by using VCS. Deliver specific service to girls. Continue to run Positive male's project.

	<p>appropriate, to groups that are over-representation.</p> <ul style="list-style-type: none"> • To ensure interventions are specific to diversity needs of an individual 	
<p>Serious Youth Crime Inclusive of Knife Crime</p>	<ul style="list-style-type: none"> • To provide a systemic approach to address Serious Youth Violence collaboratively with all partners including the community. • To ensure the voice of the community, families and young people are heard in response to Serious Youth Violence. • To ensure workforce has sound understanding of the contributing factors related to Serious Youth Violence and delivers a trauma informed approach that recognises young people are often victims as well as perpetrators of crime. • To ensure where risk is identified procedures are followed and risk is responded to. 	<ul style="list-style-type: none"> • To ensure staff learn from Serious Practice Reviews completed & engage in learning reviews across the partnership. • Improved analysis of data to ensure the picture is clear and partners can direct services accordingly. • To continue to contribute to the Community Safety Strategy in this area. • Development of a Youth Safety Plan • Continue to be representative at CAP panel. • To work collaboratively with the community via the intelligence hub to ensure services are targeted and responses take account of community feeling. • To provide young people with education and employment opportunities to promote desistance incorporating the Youth Safety Plan. • To oversee those of concern at relevant panels including Gangs/IOM/RVMP • Joint supervision with Social Care • Joint planning with Social Care of those who are at risk and pose risk to others
<p>Health Offer</p>	<ul style="list-style-type: none"> • To offer a physical health offer that screens and signposts children into services. • To have an in-house mental health offer where children are screened and provided with commensurate treatment and support. • Staff able to work jointly with health professionals to support children with neurodiverse conditions. • To ensure children have easy accessibility into counselling services. • To offer a specialist service for children who sexually harm. • To education and offers services related to Sexual health. 	<ul style="list-style-type: none"> • Physical Health offer is delivered weekly to YJS children and young people. • Young People are getting the help they need. • Sexual Health Nurse will be delivering outreach services from Turnaround building. • Mental Health Provision is identified and recruited into. • Continued work and partnership occur with local counselling providers. • Staff complete mental health first aide training and relevant training on SALT and neurodiverse conditions. • Staff are trained in the delivery of sexual health education.

		<ul style="list-style-type: none"> • Staff are AIM trained and able to deliver interventions in partnership with specialist services for children who sexually harm.
Diverting Children away from the Criminal Justice System (reducing first time entrants)	<ul style="list-style-type: none"> • To reduce First Time Entrants and divert children away from the Youth Justice System providing alternative services that are community led and promote protective factors. • To continue to use community resolutions and monitor their impact. • To continue to work with the Voluntary Community Sector to assist in diversion of young people from the system by offer of constructive pursuits and educational opportunities. 	<ul style="list-style-type: none"> • YJS to contribute to the setup of Engage – service(s) offered at custody suite to divert children away. • To continue to oversee Community Resolutions • To continue to promote the use of VCS organisations who are embedded in the communities' children reside. • To ensure Out of Court Offer provides a variety of services and opportunities to reduce recidivism e.g., activities etc. • To offer children known to have received two RUIs a voluntary service via CLIP (Youth Engagement Team).
Responding to County-lines and contextual safeguarding	<ul style="list-style-type: none"> • Team is trained and experienced responding to safeguarding risks linked to this area. • NRM data is collated and used to understand picture. • Contribute to CAP and subsequent safety planning of children at risk 	<ul style="list-style-type: none"> • Improved joint working with Young Croydon – Adolescent Social Work • Continue to collate NRM data. • NRM processes brought in-house to reduce time delay. • Continue to refer and work with Barnardo's and Rescue and Response • Ensure YJS keeps up to date with all national and local progress in this area via knowledge of law/policies and procedures. • Collaboration with Police Services locally and national as appropriate. • Utilising the Health Offer to identify and respond to health impacts of extra familial harm.
Reduce Re-offending	<ul style="list-style-type: none"> • Regular use of re-offending toolkit to ensure identification of those escalating is sighted and responded to. • To ensure YJS Offer meets with individuals needs and capacities. • To use partnership panels to promote outcomes for children and young people such as RVMP/CAP/Edge of Care. • To ensure reasons a young person is offending are addressed. 	<ul style="list-style-type: none"> • Monthly use of toolkit with Manager to have oversight of those escalating or those at high risk of offending. • For those identified tailored, robust interventions are offered jointly with partners. • Continued collaboration and joint work with VCS to offer interventions and YJS having extensive knowledge of community offer. • Factors linked to offending behaviour are raised at board to consider strategic response to pertinent factors.

Reducing NEET numbers	<ul style="list-style-type: none"> • Oversight of those NEET and offer of individualised programmes based on aspirations and personal goals provided. • Additional coaching and mentoring services offered to help children and young people obtain goals. • Continue to work with the local Pupil Referral Unit, particularly with those in year 11 and transitioning into year 12. 	<ul style="list-style-type: none"> • Resume Joint ETE Panel for those identified as NEET – to be co-chaired with YJS/Croydon Works • Coaching/mentoring offer to be provided to those who are subject to employability project. • Increased joint meetings with Education Manager and Service Manager to ensure development in partnerships and provision remains a focus. • Regularly discussed at Board so wider partnership has oversight.
Widening Resettlement Offer	<ul style="list-style-type: none"> • Resettlement Panel to maintain partner attendance and to consider all relevant areas to promote desistance upon release. • To ensure accommodation is sought in a timely, well-planned manner that take into account this can be an anxiety provoking time for young people. • To ensure offer is of cultural relevance and accounts for the individuals specific needs. 	<ul style="list-style-type: none"> • Continuation of resettlement forum to oversee delivery of service both in custody and planning for a return to the community. • Service Manager to raise issue of accommodation with Senior Management Team • To ensure VCS is included in resettlement offer.
Ensuring Service is Victim centric in its approach	<ul style="list-style-type: none"> • YJS continues to offer service to victims and where possible promote the use of restorative processes. • Continues evaluation of services ensuring the victims voice is heard and embedded into principles of YJS work. • To understand that many young people known to are service are also victims of crime and to widen our understanding on how the two correlate. 	<ul style="list-style-type: none"> • Ensure this is featured within all staff appraisals to press the importance of this work. • To continue to deliver interventions that are specific to victim awareness and consideration. • To remain up to date with research and practice developments in this area (Restorative Justice).

Priority	Progress on 2022/23 Plan to date:
Addressing Disproportionately	<ul style="list-style-type: none"> • YJS completed own Disproportionately Action Plan in line with specific practice areas. • Plan devised in consultation with Local Authorities Equalities Officer/BME Forum/Staff and Young people. • Plan defines a need for a Champion within the Team to lead on its delivery. • Plan discussed with practitioners frequently at Reflective Practice Forum. • YJS delivered training to the Courts on cultural competency. • All YJS staff trained in cultural competency by the Black Minority Ethnic (BME) Forum

	<ul style="list-style-type: none"> • Stronger partnership with the BME Forum (VCS) and attendance at their events. • Twice yearly scrutiny Panel held on Out of Court Disposals to look at decision making – taking account of diversity factors. • YJS include detail of structural inequalities within Pre-sentence Reports. • Positive Males Group carried out each quarter. Invite successful local black males to deliver their testimony on their achievements. • Forming of partnership with Aspiring Young Women (AYW) to co-design work with females, particularly young black females who are over-represented within the cohort. • Acknowledgement that there is an overrepresentation of Child Looked After within the cohort and consideration on how to improve practice for this group. • Significant percentage of cohort with educational health care plans consequently Service was awarded a practice marker in this area. • Overrepresentation of black females within the cohort – bespoke group work and mentoring offer.
<p>Serious Youth Crime Inclusive of Knife Crime</p>	<ul style="list-style-type: none"> • Introduction to the community led intelligence hub to work with YJS and Police to assist intelligence led responses. • Continuation of Weapons Awareness programme including first aide training. • Continuation of Integrated Offender Management model co-run with Community Safety and Police and Education. • Continued representation from YJS at Complex Adolescent Panel to ensure safeguarding factors related to Serious Youth Violence are addressed via a partnership response. • Use of YJS Risk and Vulnerability Management Panel to discuss Multi-Agency Public Protection (MAPPA) referrals and work, children released on licence and imposition of external controls, addressing vulnerability and where necessary using the panel to escalate in line with YJS and LA escalation policy.
<p>Health Offer</p>	<ul style="list-style-type: none"> • Physical Health Nurse now in place screening all children open to the cohort. • Clinical Team embedded to Service providing consultation sessions and casework and sitting on the RMVP to enhance assessments, planning and intervention.

	<ul style="list-style-type: none"> • Your Choice Cognitive Behavioural Programme being run on identified part of the cohort. • All staff trained in Sexual Health by NHS • NHS Sexual Health Team undertaking monthly visits to assist cohort. • All staff trained in Mental Health First Aid • Continued work with Forensic Child Adolescent Mental Health (FCAMHS) • All staff trained in trauma informed practice. • Continued partnership with Off the Record providing counselling Services to children who do not meet mental health thresholds.
<p>Diverting Children away from the Criminal Justice System (reducing first time entrants)</p>	<ul style="list-style-type: none"> • Implementation of Turnaround Project to work with children who receive Community Resolutions or No Further Action by the Police. • Revised Youth Engagement Offer to complete low level case work, using an Early Help Framework for children displaying early signs of criminality or anti-social behaviour. • Introduction and implementation of Engage – Police Custody Suite engagement of young people who are arrested without charge to provide support at the earliest possible opportunity to steer away from future contact with Authorities. • Continued partner within the My Endz programme – offering or programmes and mentoring via the Voluntary Community Sector.
<p>Responding to County-lines and contextual safeguarding</p>	<ul style="list-style-type: none"> • Newly established pilot to support the National Referral Mechanism (NRMs) moving decision making from Home Office to the Council and partners, resulting in much quicker positive grounds decisions reducing from over one year to one month meaning our young people are recognised as victims and supported across the partnership appropriately. • Complex Adolescent Panel – Chaired by Social Care attended by Partnership including representation from Rescue and Response, Barnardo(s) • Joint work with Specialist Adolescence Service (Young Croydon). • Completion of jointly created Safety Plans with Social Care
<p>Reduce Re-offending</p>	<ul style="list-style-type: none"> • Ensuring the reasons that a child is offending are understood by way of assessment. • Applying child centric interventions that are focused on strengths and opportunities which

	<p>research indicates is the most effective way to reduce further offending.</p> <ul style="list-style-type: none"> • Use of re-offending toolkit to ensure resource led interventions are being targeted at those deemed prolific and children escalating. Oversighted by Management. • Co-managed Integrated Offender Management with Police – monitoring young people who pose the highest risk. • Use of Risk and Vulnerability Management Panel Chaired by YJS Service Manager to ensure all measures are taken to prevent and reduce further offending. • Clinical discussions on children with behaviours that are potentially linked to mental health needs. • Use of forums and consultations with MARAC/MAPPA/Chanel to ensure public protection is oversights when the risk meets eligibility. • Partnership work including offer of mentoring and work experience with approved organisations. • Enhanced 16+ Education and Employment Support
Reducing NEET numbers	<ul style="list-style-type: none"> • Designated ETE worker for 16+ • Employability course via Skills Mill delivered. • Strong partnerships with Education and employment providers and provisions – Palace for Life, Croydon College, Legacy Youth Club. • Offer of mentoring and coaching to support young people in this area – Mentivity, Reaching Higher, P4YE. • Work with Catch 22 to assist Children in ETE and equipment that may be required. • Monthly ‘readiness’ workshop delivered to assist young people with CV/Interview Skills. • Service awarded accreditation for joint work with SEND (Lead marker).
Ensuring Service is Victim centric in its approach	<ul style="list-style-type: none"> • Evaluation already set up for Victims to provide feedback. • Established/experienced victim worker who provides a range of restorative practices based on evidence-based research. • In-house training on victim awareness • Delivery of VRAP programme delivered to all young people. • Victim work included in all YJS staff's appraisals

8. Resources:

The Youth Justice Service is made up of various funding streams. Below is a table providing detail of the contributions made:

2023-24 Budgeted Funding Streams (Staffing & Non-Staffing)				
Agency	Budget	Payments in Kind - Revenue	Other Delegated Funds	Total
LB Croydon	1,150,000			1,150,000
YJB Grant	535,000			535,000
Other HRA (Housing)	91,000			91,000
Unaccompanied Minors Grant	81,000			81,000
Community Safety	52,000			52,000
MOPAC	262,000			262,000
Total	2,171,000			2,171,000

Other contributions are made up of staffing/seconded staff as detailed below.

2023/24 Additional Income (Unbudgeted)				
Agency	Income	Payments in Kind - Revenue	Other Delegated Funds	Total
MET Police	130,000			130,000
DFE (Pupil Referral Unit)	28,224			28,224
National Probation Service	23,750		5,000	28,750
Health Service	110,000		5,000	115,000
Skill Mill Ltd	38,000			38,000
Total	329,974			339,974

The Crime and Disorder Act 1998 places an obligation upon statutory partners to contribute to the delivery of Youth Justice this can be in the form of staffing or financial contributions.

The MET Police is a statutory partner, and the contribution provides internal Police Officers assigned to YJS and Out of Court work.

The National Probation Service is a statutory partner, and they provide a 0.3 post for a seconded Probation Officer.

Department for Education (Pupil Referral Unit) currently the DFE are funding a pilot for YJS staff to be placed on site at the local Pupil Referral Unit as a form of multiagency working this cost contributes to the cost of one Youth Offending Officer.

The Health Cost is inclusive of the Liaison and Diversion Health Worker/Crisis Team who currently is based at Croydon Custody suite to assess health needs of children when arrested. A separate form of funding contributes to the Speech and Language Worker.

Unaccompanied Minors fund accounts for the Local Authorities location with the Home Office and therefore an increased number of children who are applying for asylum.

Skills Mill Project is an employment project the YJS runs these funds are received for assistance with the costing of staff for this project.

Community Safety – 52k contributes to the Operational Management of Gangs, IOM, and Youth Engagement (targeted Services).

MOPAC – Young Adult(s) Gang Work (18-25), ETE Post 16 worker, Gangs/Serious Youth Violence Analyst and Disproportionately Lead in the Out of Court Team. Monies received also partly funds a mentoring programme offered to those in the Out of Court Team.

MOJ – The Ministry of Justice of Justice is currently funding a 3-year project titled 'Turnaround' aimed at children at risk of entering the Criminal Justice System. The role of the project is to divert children away from the System, whilst this project is linked to Youth Justice the model delivered is based on Early Help principles and systemic practice (working with the entire family).

The remaining revenue received from the Local Authority pays for all other staffing costs and the day today running of the Youth Justice Service.

The Youth Justice Board grant is issued each year to assist the YJS in the delivery of the Youth Justice Plan. The grant is based on a formula which measures throughput for each area. The total for the year of 2022/23 was £535,424.00 The grant continues to provide necessary managerial oversight in all key areas of work delivered by YJS including Restorative responses (inclusive of victim work) and education in addition to funding 1 Youth Offending Officer post. The purpose of the grant as defined by 'Youth Justice Board for England and Wales (amendment of functions) Order 2015' notes monies is offered to achieve the following outcomes:

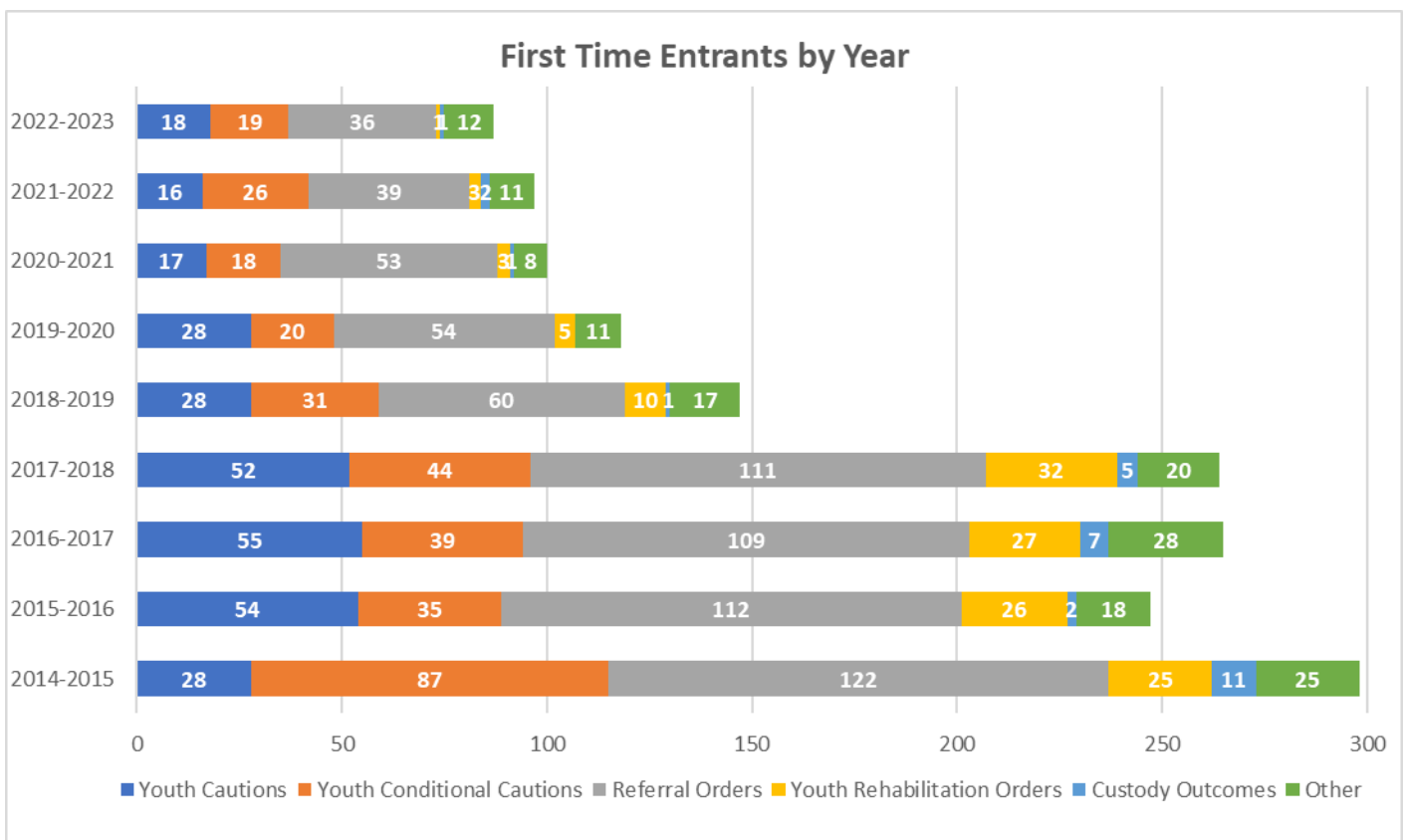
- Reduction if re-offending
- Reduction in the use of custody
- Reduction in the number of first-time entrants
- Effective Safeguarding
- Effective Public Protection
- Improving the Safety and wellbeing and outcomes for children within the system.

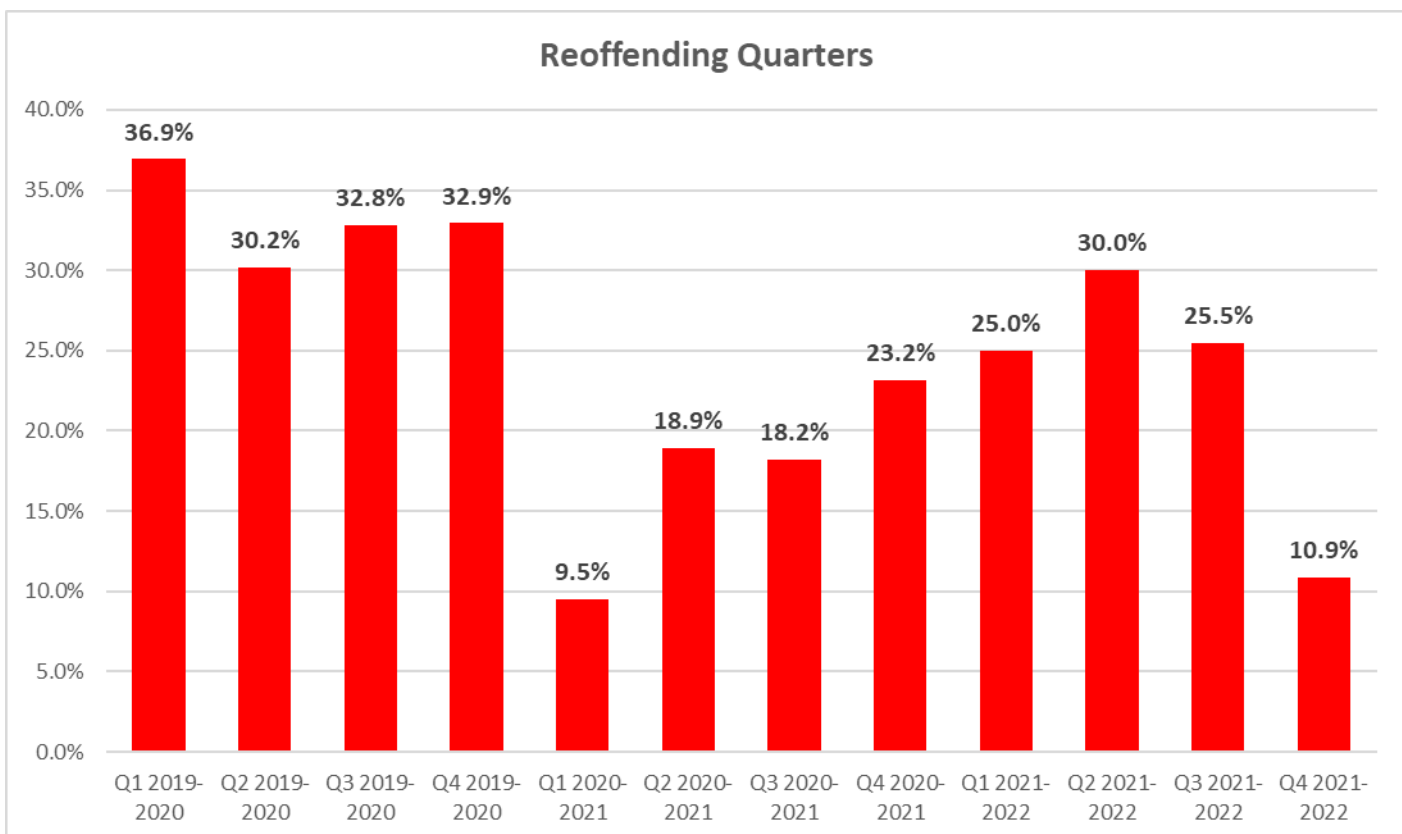
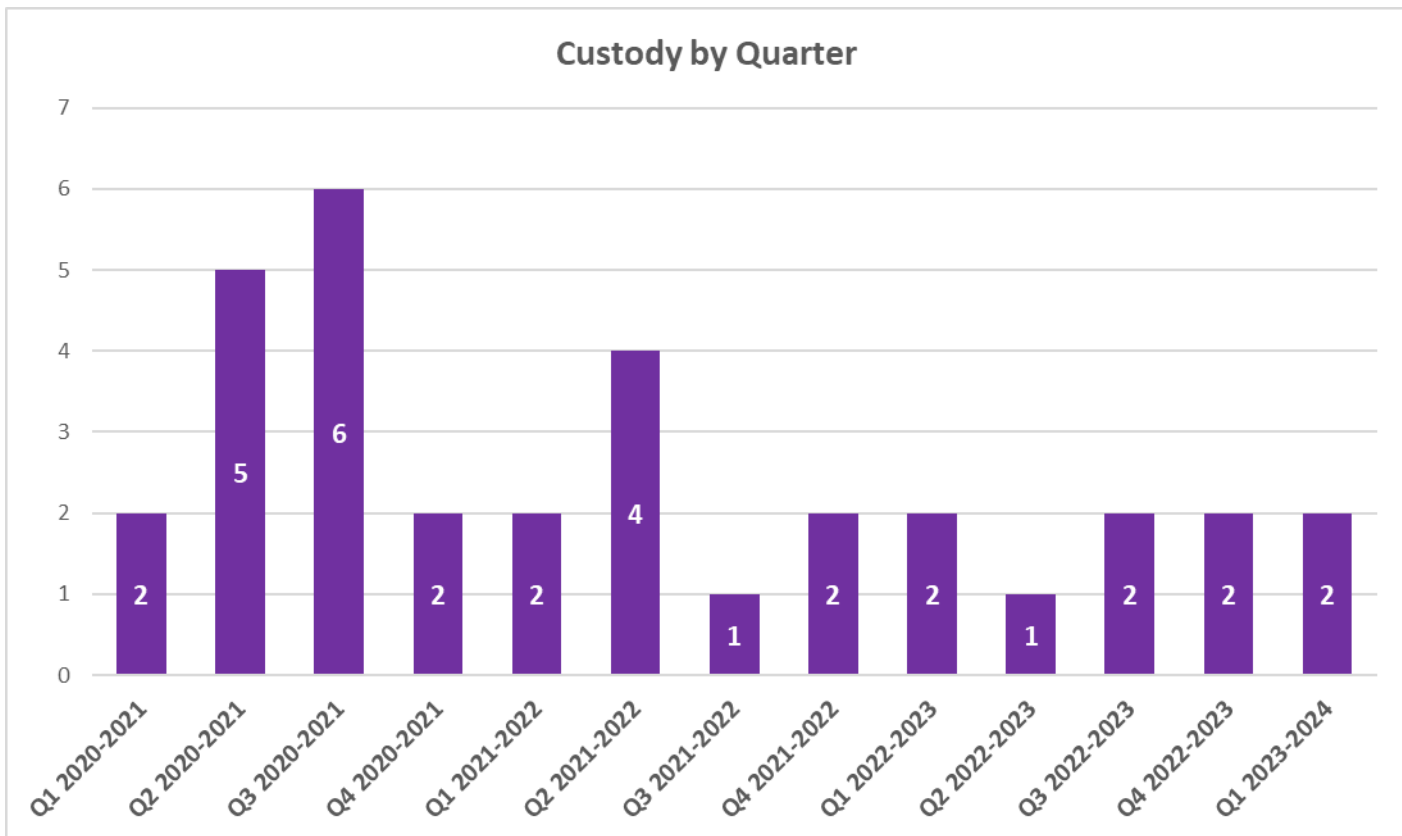
Post Description	Budgeted Grade	FTE 2023/24	Unit Cost £	Full Year Forecast
		8		
Operational Manager (Out of Court)	16	1	57,102	68,522.40
Operational Manager (Post Court)	16	1	57,102	68,522.40
Practise Manager (Out of Court)	14	1	49,890	59,868
Practise Manager (Court)	14	1	49,890	59,868
Restorative Justice Coordinator	12	1	46,857	56,228.40
Restorative Justice Worker	8	1	37,038	44,445.60
Education Practice Manager	12	1	46,857	56,228.40
Youth Justice Service Officer	11	1	43,815	52,578

	Strategic Manager		Operational Manager(s)		Practitioner		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other - Volunteer		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Asian	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	2
Black	0	0	0	2	5	11	0	0	0	0	0	0	1	4	0	0	23
Mixed	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	3
White	0	1	1	1	3	11	0	4	0	0	0	0	1	4	0	0	25
Any other ethnic group	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not known	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Total	0	1	1	3	9	24	1	4	0	0	0	0	2	10	0	0	55
Disabled	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	2

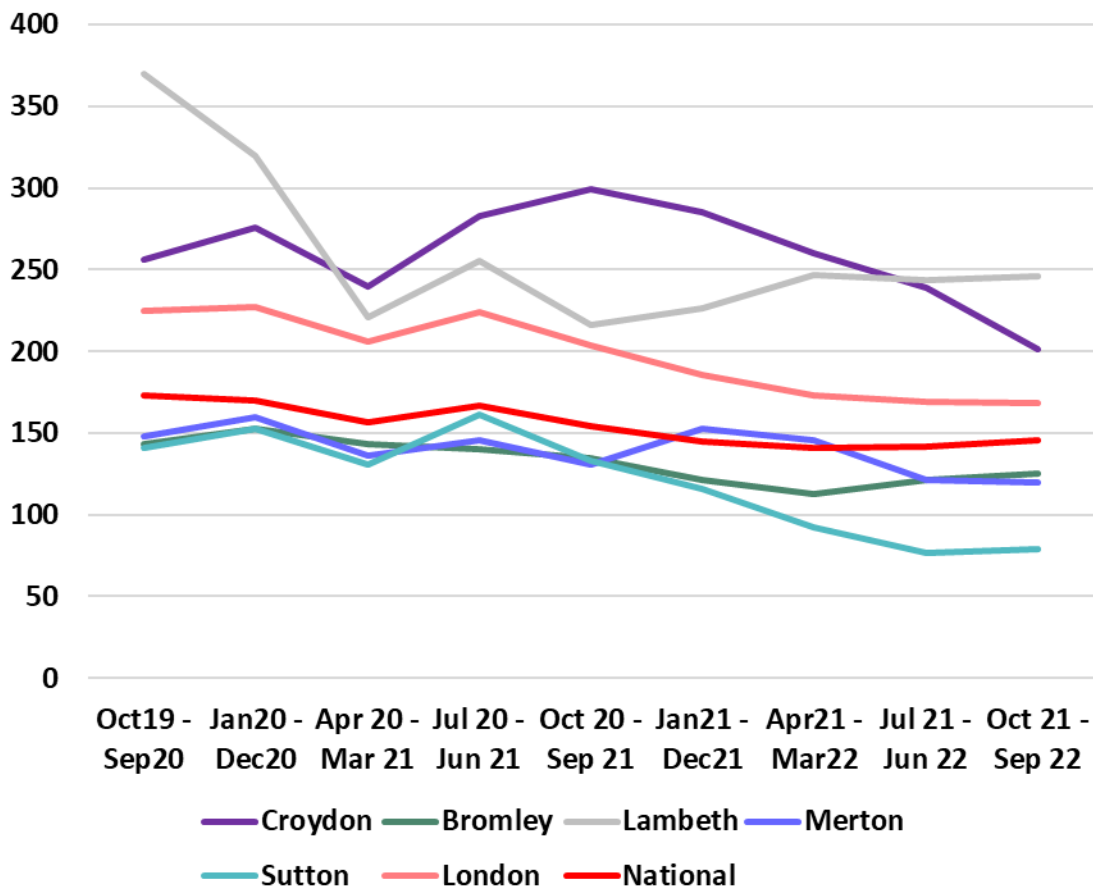
9. Performance

Detailed below are graphs related to 2022/23 Key Performance Indicators (KPIs) used to measure the Youth Justice Service.

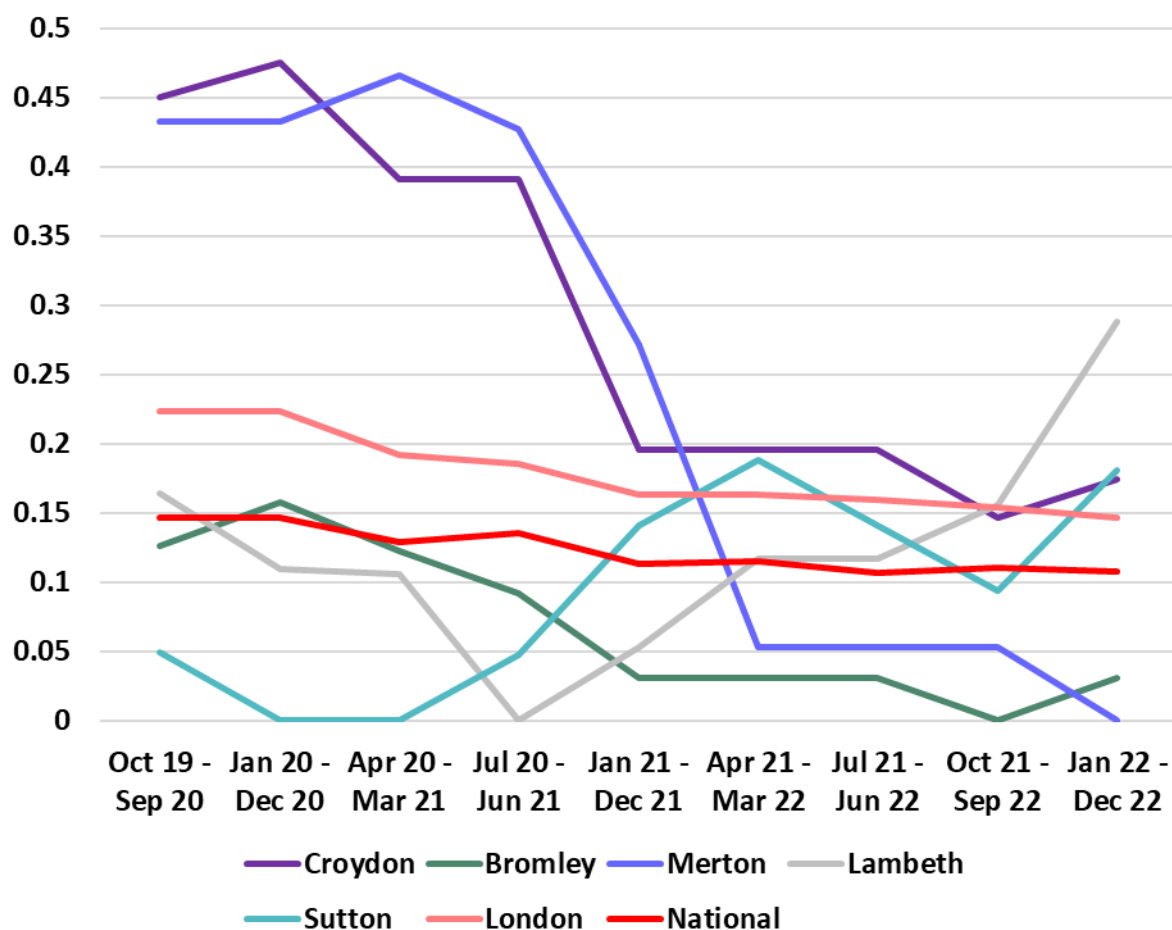




First Time Entrants – Rates per 100,000 population



Custodial rates per 100,000 population



1. First Time Entrants: Whilst Croydon Youth Justice Service remains to have high numbers of First Time Entrants in comparison to neighbouring boroughs the numbers have significantly reduced (over what period of time) and the trajectory is to be in line with the London average. Contextually, Croydon has a much larger youth population than other boroughs so this is a promising and positive picture. Whilst in part the reduction can be attributed to COVID 19 pandemic, and the introduction of Community Resolutions efforts have been made to continue to divert young people away from the system with a number of projects and community sector interventions offered. As noted earlier within the plan, Youth Community Resolutions have been in effect since October 2021, aimed at Children 16+ in possession of small amount of cannabis being dealt with by way of education as an alternative to criminalisation. As noted above this is also a Corporate objective and one the YJS is monitored on, not only as a KPI. To date YJS has met the target corporately on reducing First Time Entrants.

2. Re-offending rates – re-offending has also seen a reduction since 2020 . Re-offending is measured not solely by a return to the system but frequency and number of offending/offences. Notably, less young people have come through the system, however the YJS continues to evaluate and modify its interventions and services to assist young people in this area. It uses evidence based approaches as detailed in research to increase protective factors for desistance to reduce recidivism.

3. Minimising the use of Custody – Custody rates have seen a decline nationally. In 2006 the National number for children and young people in custody was 2,832. In 2020/21 the

Ministry of Justice reported 560 children in custody. In 2022 450 children were known to be in custody (figure not published) providing a picture of a continued decline in the use of custody. What remains however is a national picture of the overrepresentation of certain groups in custody and for Croydon this is the case. The above graph shows a welcomed reduction of the use of custody, with knowledge that this outcome was being over-used in previous years when robust alternatives were available for certain offence types. At the time of writing all children subject to custody (remanded or sentenced) had been accused or convicted of serious offences, reflective of the borough's issues with Serious Youth Violence. The Youth Justice Service remains to advocate for alternatives to custody and has become sophisticated in its design of robust substitutes and re-submissions of bail packages if initially refused in discussion with partners. The Youth Justice Team's relationship with the local Court is also important, and the Service has worked hard to ensure there is confidence in the Service's ability to manage risk whilst addressing criminogenic factors relative to a young person's contact with the system. Conversely, the YJS has delivered training in May 2023 to the Judiciary on Cultural Competency and the use of custody, particularly for young black males, which received positive feedback. The Court was also part of the Youth Justice Crime Board's workshop and dialogue is continuous.

10. National Key Performance Indicators & local performance

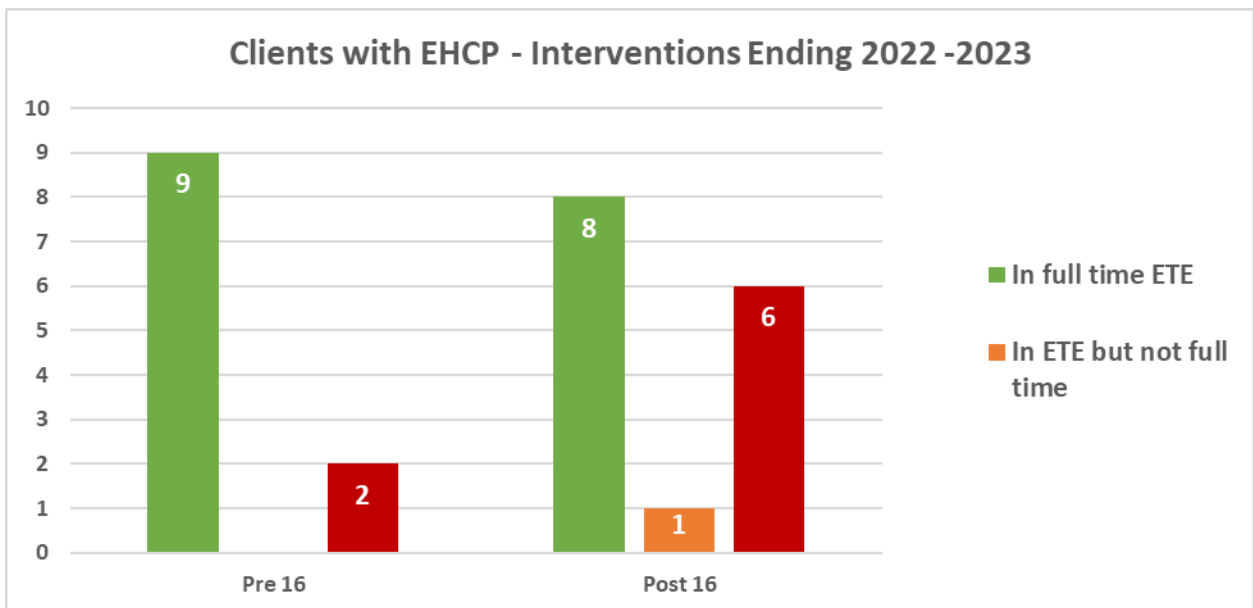
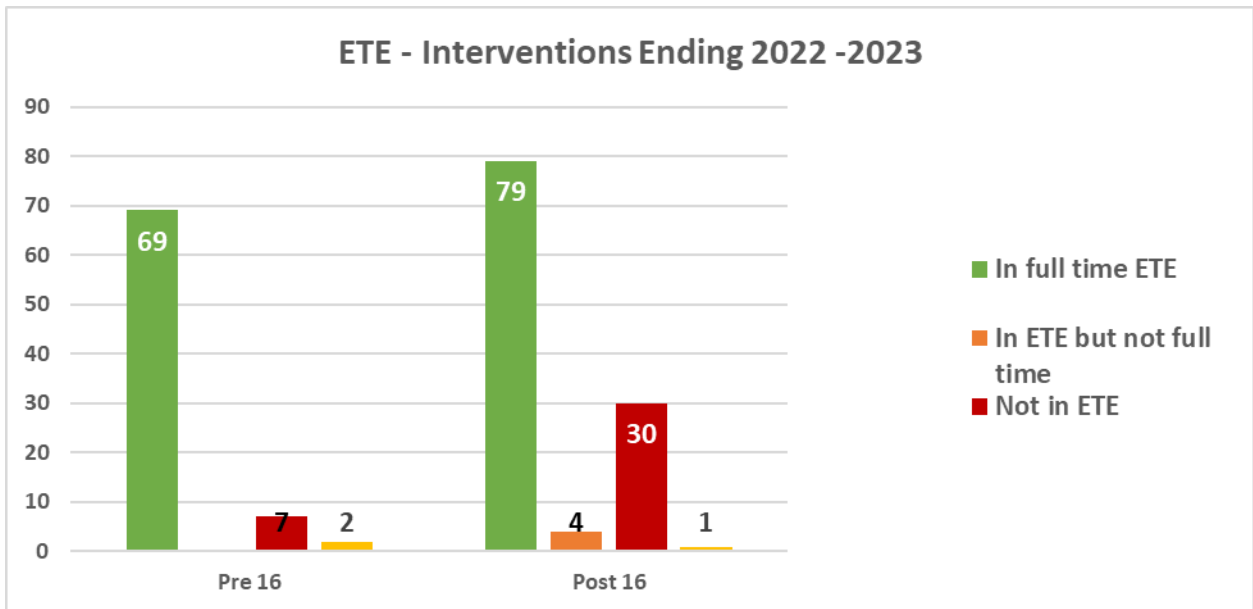
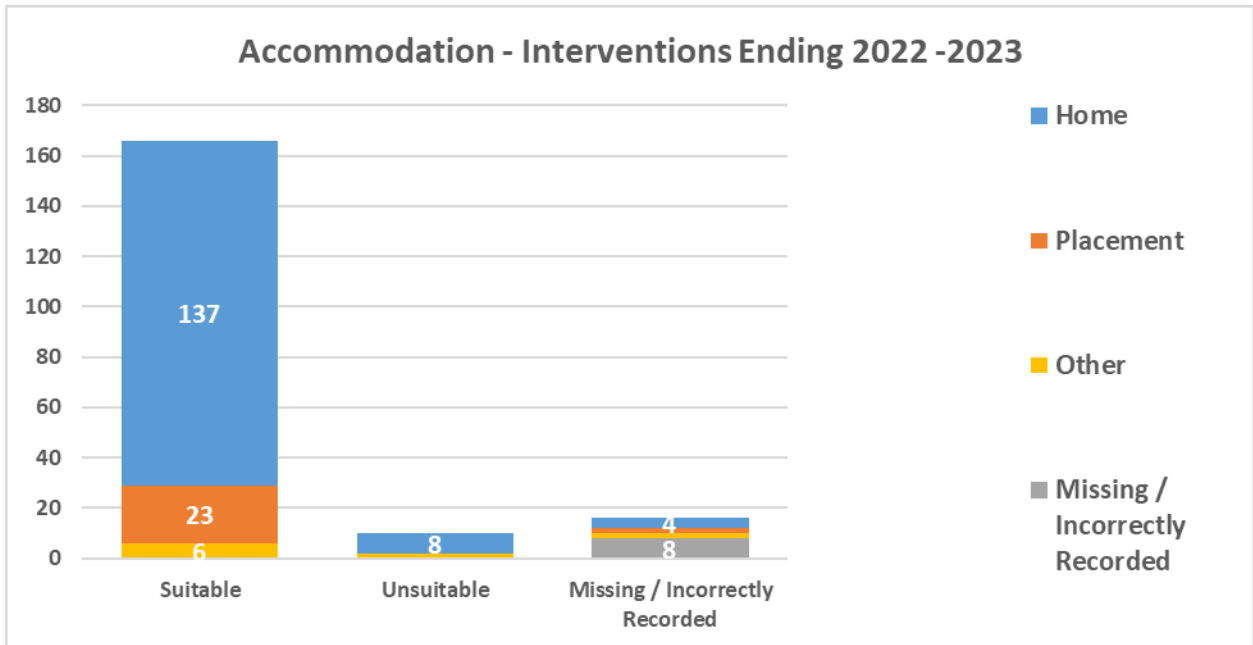
Performance Indicators:

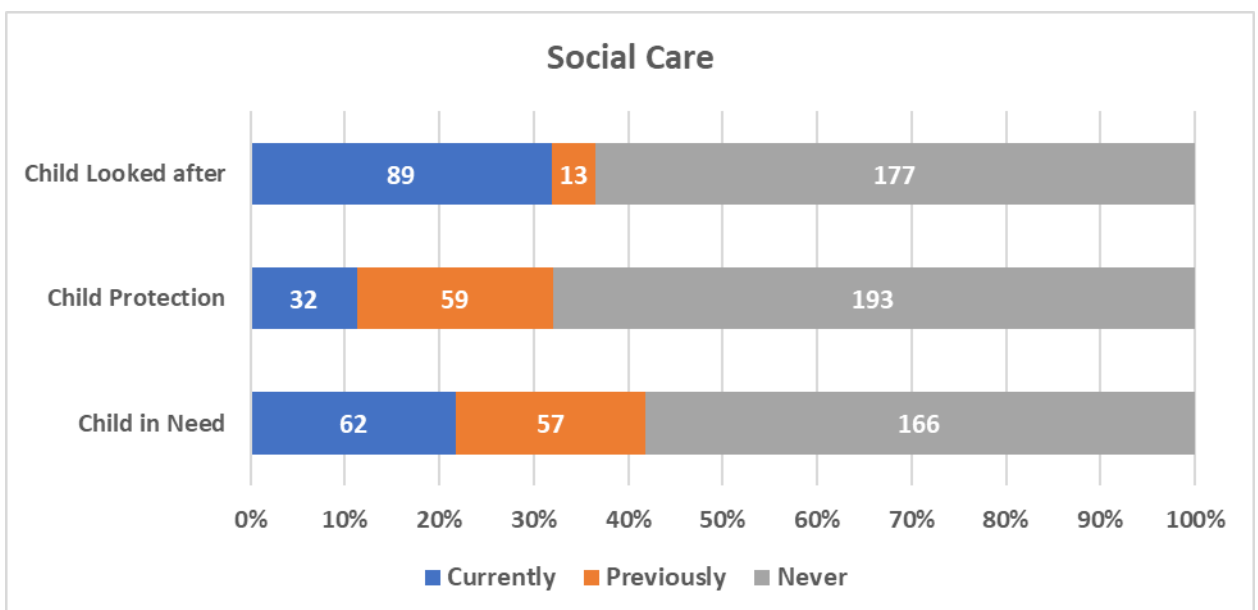
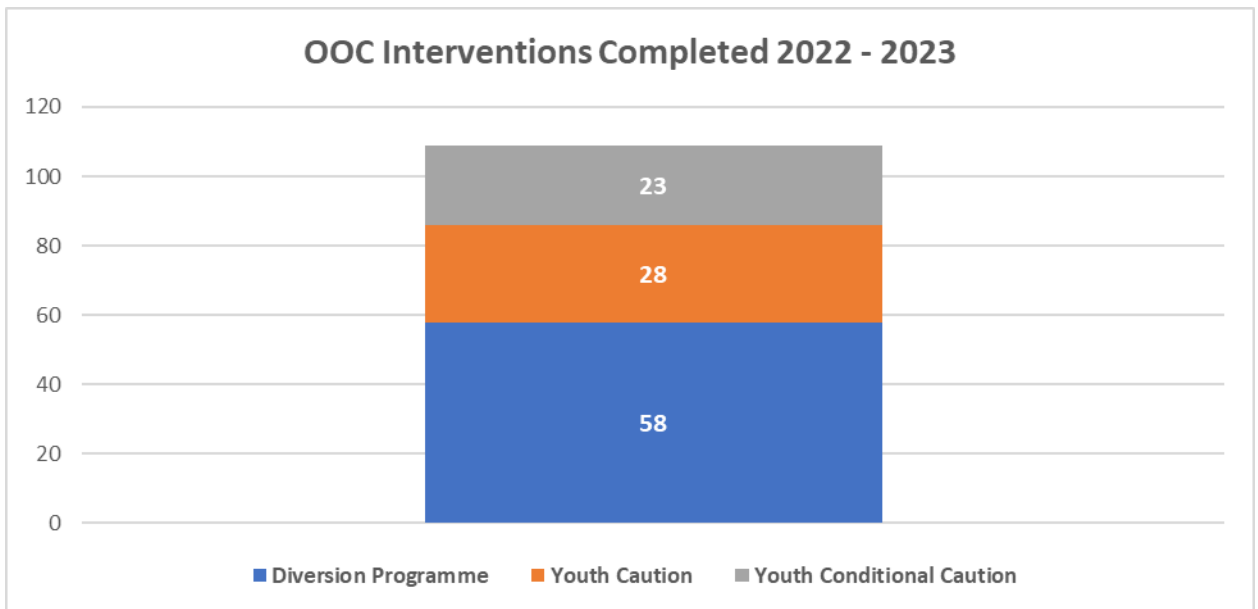
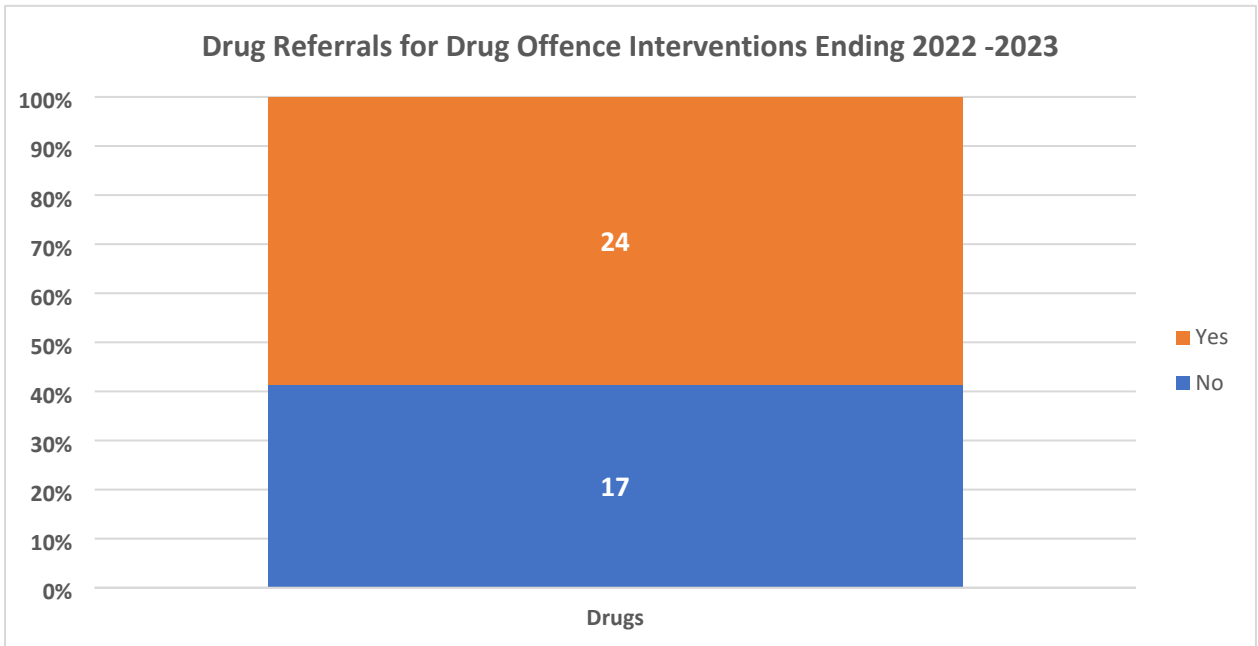
As from the 1st of April 2023 10 new Key Performance Indicators were issued to Youth Justice Services nationally. These include:

- Accommodation - % of children deemed to be in suitable accommodation.
- ETE - % of children in education or employment
- SEND – number of children with Education Health Care Plans
- Emotional Wellbeing - % of children deemed to have a need and the % of children provided with an intervention.
- Substance Misuse - % of children assessed as having a need and % of children provided with an intervention.
- Out of Court – number of children who receive Triage, Cautions, or conditional cautions.
- Youth Justice Crime Board attendance – register of partners attendance.
- Wider Services – number of children open on a Child in Need Plan, Child Protection Plan or a Child Looked After
- Serious Youth Violence – number of children who have committed specific offence types including weapon related offending.
- Victims – number of victims who have given consent and the number who received a Service.

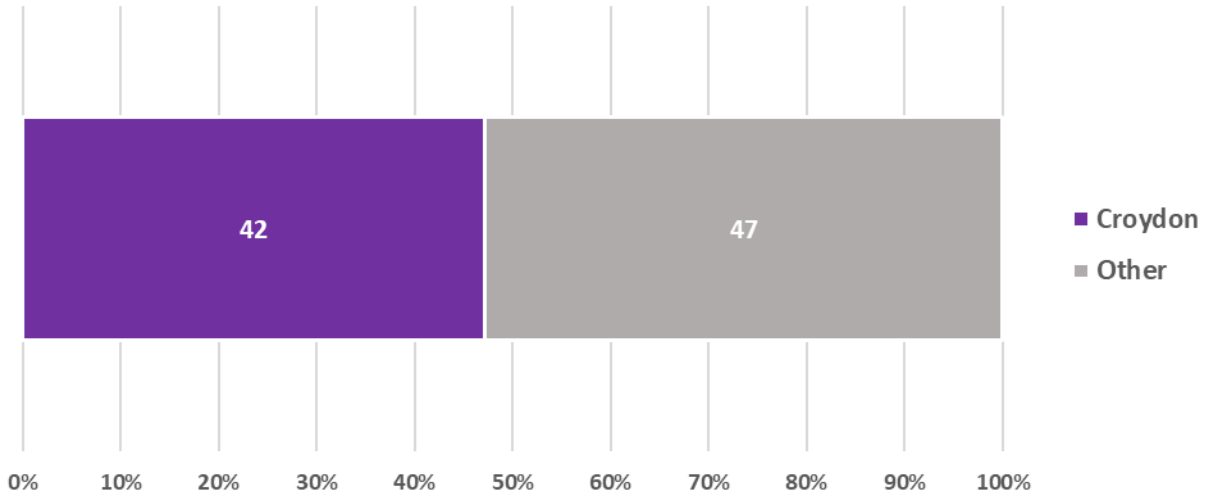
Croydon Youth Justice Service has historically reported on the above as local indicators, consequently the service is familiar with collating the above information to ensure that it has oversight on performance related to each area and is therefore able to measure partnership contributions to ensure areas of practice overcome any difficulties.

Whilst the new Indicators will not be reported on until August 2023 the picture on each new KPI for 2022/23 is detailed below:

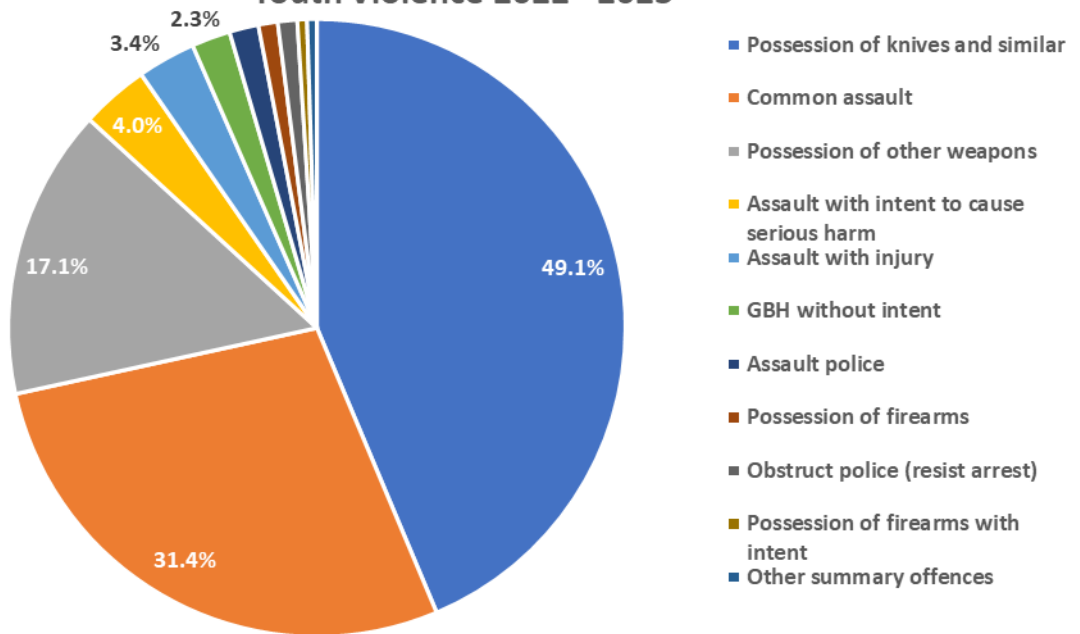


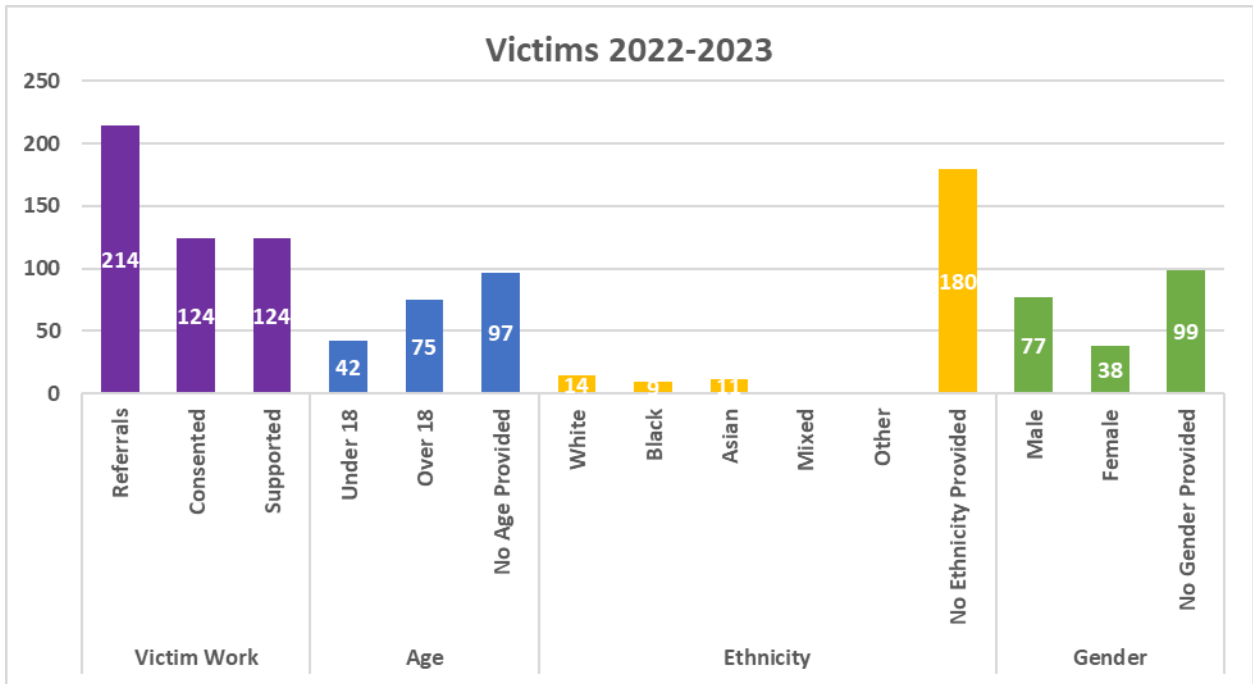


Child Looked After Locality



Youth Violence 2022 - 2023





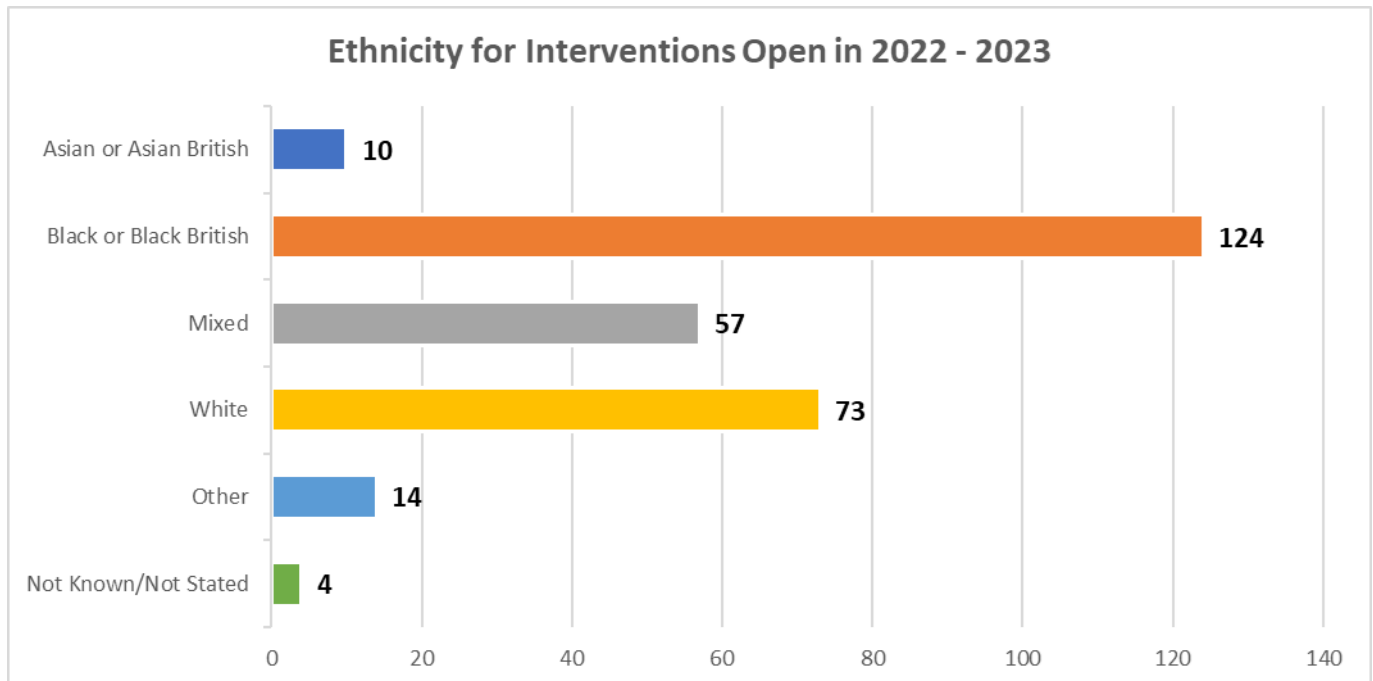
Separate to Key Performance Indicators, the Youth Justice Service is measured against 'Standards for children in the Youth Justice System (2019)'. The government produced standard expectations which sets out clear guidance on the delivery of core Youth Justice work – Out of Court work, Court work, Court disposals, Secure settings and transitions and resettlement. Weekly to monthly reports are produced for the YJS Management Team to have oversight on achieving these standards. In addition to reports, monthly audits are undertaken to ensure all aspects of work are to a high quality and meeting timeframes. All this work is scrutinised further by Senior Management within the Local Authority, including information being provided at the Services Performance Forums and again governed and referenced at the Youth Justice Crime Board.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1115435/Standards_for_children_in_youth_justice_services_2019.doc.pdf

11. Children from groups which are over-represented

Reducing the over representation of certain groups within the Youth Justice Service is a key priority. The YJS uses data to view characteristics of children known – characteristics include a child’s ethnicity, age, religion, gender, Social care status, demographis (where they reside) and where they attend school to provide insight.

Detailed below is a break-down of ethnicities of children open to the YJS during the year of 2022/23. *



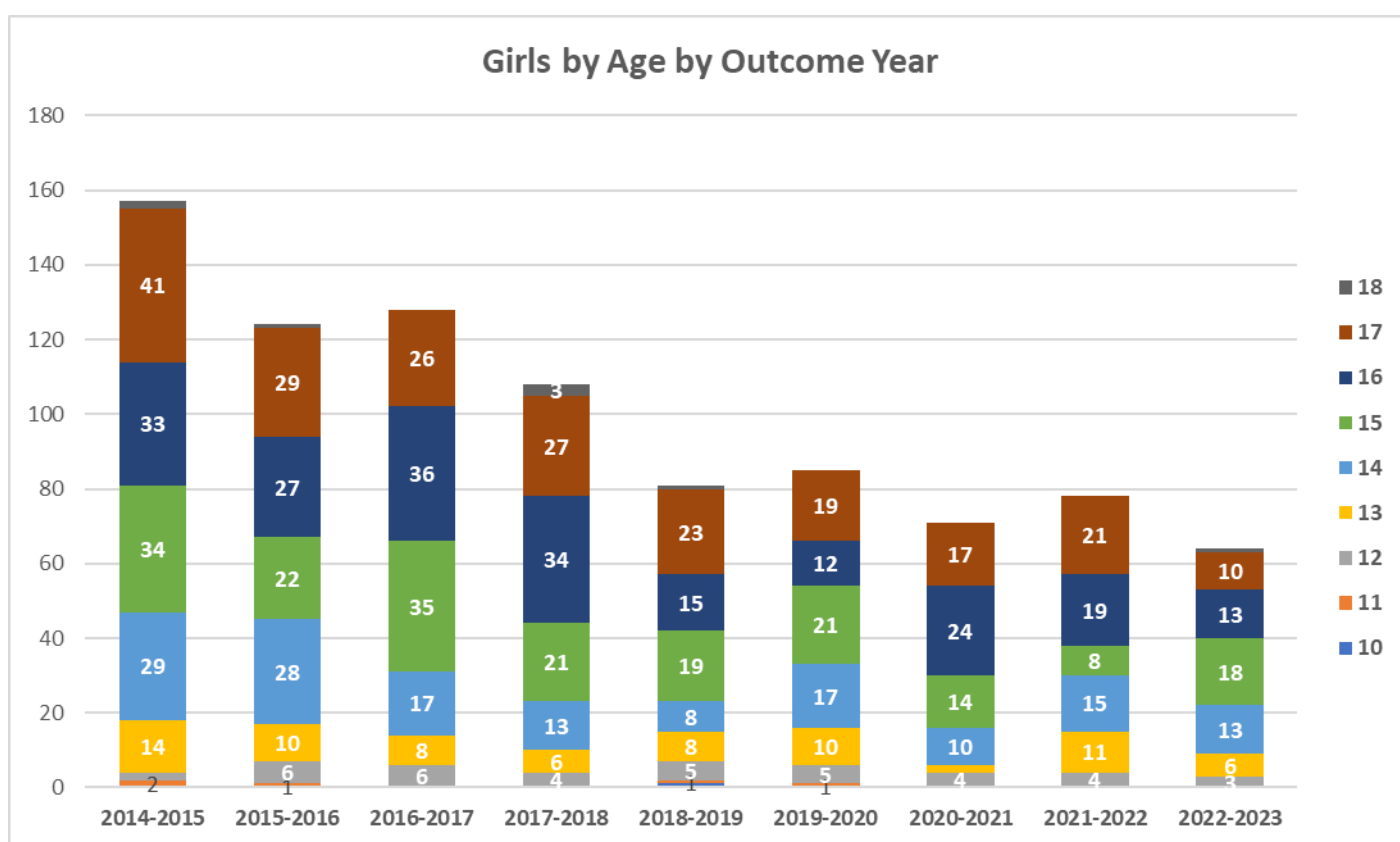
Disproportionality or the over-representation of specific groups has caused long-standing concern within the Criminal Justice System. Croydon Youth Justice Service in consultation with the BME Forum and Equalities Team, Young People and Staff have devised a Disproportionately Action Plan (appendix 3), which is renewed each year, the plan is aimed at reflectively looking at each area of practice within the Service and how over-representation can be challenged, addressed and to ensure practice is bespoke and culturally sensitive. The plan delivers on wider strategic aims that can be sighted in the Boroughs George Filloyd Race Equality Pledge and Equalities Strategy, Croydon Community Safety Strategy and nationally the Youth Justice Board Strategy. The plan also ensures that the workforce are trained in cultural competency and a committed to anti-racism forms part of the organisation’s culture. The plan looks at how the Service can advocate for children, including challenge to Courts and Police, in some instances acting as a ‘gatekeeper’ for fairness by avoiding escalating children unnecessarily through the system. The Service has played a role in supporting the induction of new Police Officers and delivered training to the Judiciary inclusive of data where disparity is evident. All reports produced for Court also mark protected characteristics and draw awareness to the over-representation of specific groups with sentencers, particularly where custody is being considered.

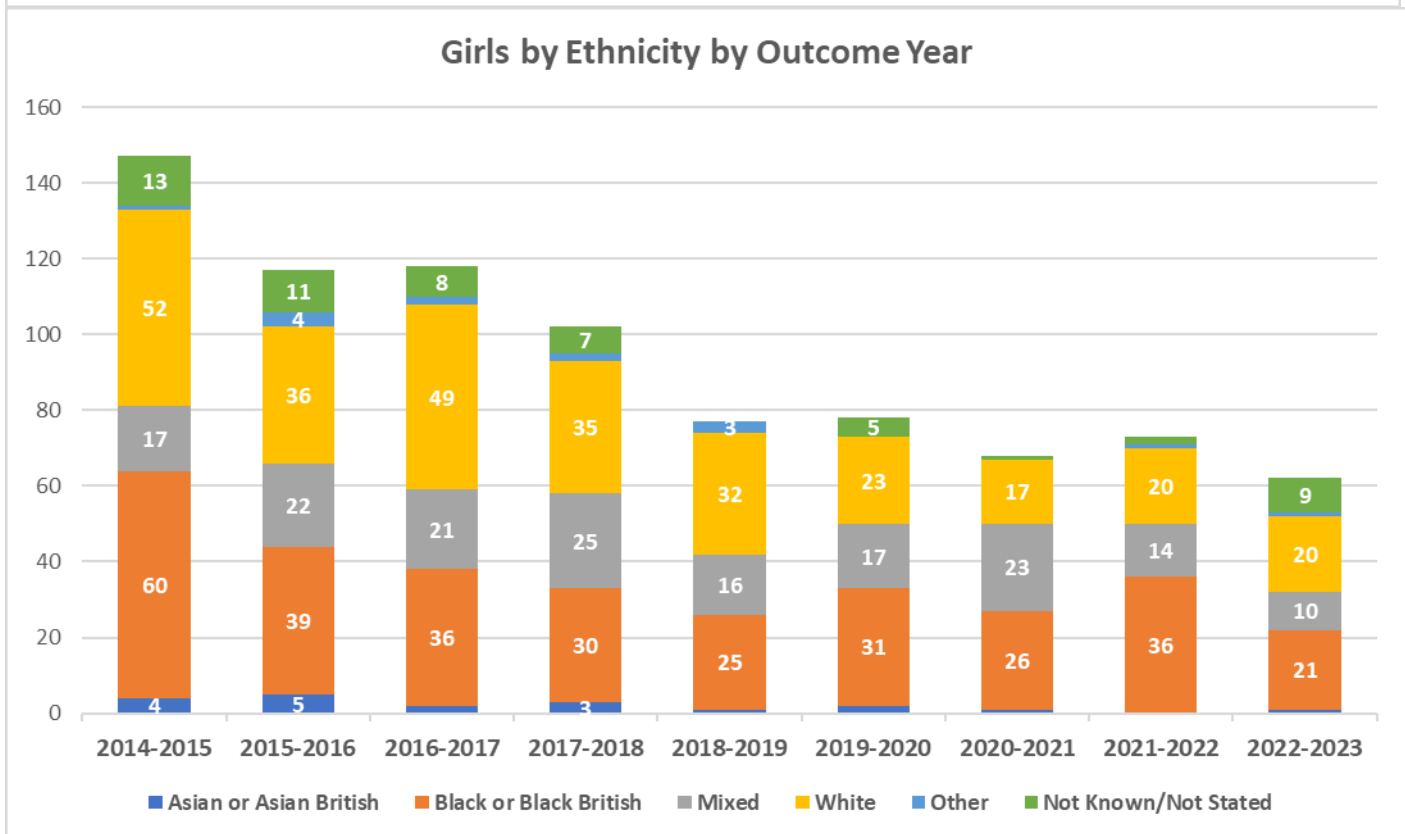
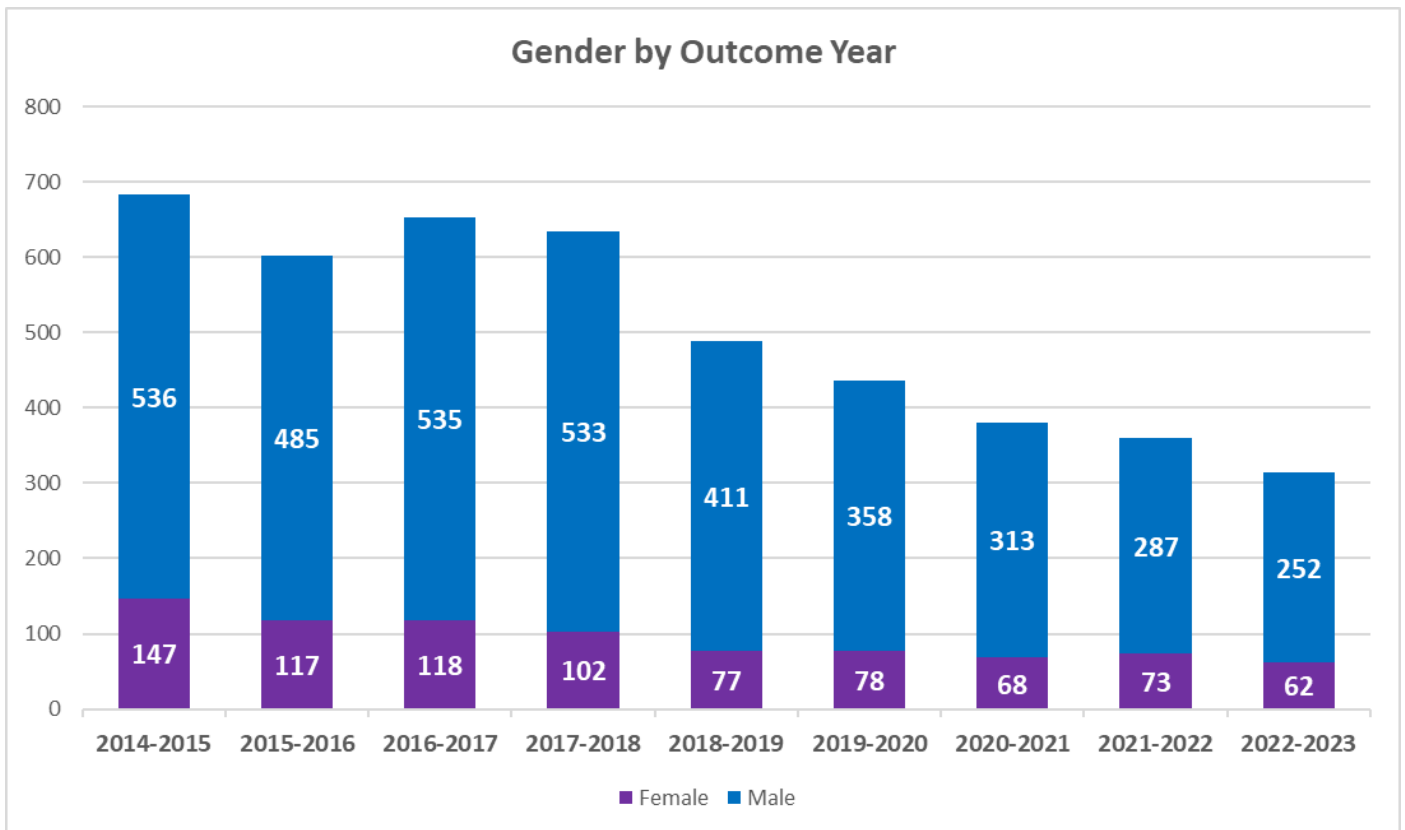
In 2022/23 the Service began exploring the use of Stop and Search within specific parts of the community that ultimately impacted upon over-representation within the Service, subsequently a programme was delivered that enabled young people to understand their rights but also explored with them their experiences of discrimination.

2022/23 saw a decrease in young black males of 30% (97), this group are statistically disadvantaged in several areas including education and therefore understanding the challenges for this group are important when consider the most appropriate way to intervene.

The Service has continued to see a reduction in females within the system but there has been considerable attention on those at risk of entering the system and the YJS has played a role looking at intelligence available with partners and contributing to the diversion offer by way of bespoke mentoring via the community sector and a group work offer delivered by the Youth Engagement Team.

Below details the female population ethnicity and age break-down for the year 2022-23. *





Data provided above shows a reduction in black and mixed female representation where white representation has remained at the same number.

Another group that present highly in the YJS data is Children Looked After. Data detailed earlier shows a high number of young people also placed in the borough by other Local Authorities. This can bring a number of challenges – placements can be temporary meaning interventions can be difficult to start, in some instances children are placed in local crime hot

spots which is in contradiction to their own vulnerabilities, this group of children can often go missing due to the lack of connection with the locality which raises issues of enforcement and safeguarding. The Local Authority works within the National protocol to reduce the Criminalisation of Looked After Children. <https://www.gov.uk/government/publications/national-protocol-on-reducing-criminalisation-of-looked-after-children>

Looking at our practice(s) for this group will be a priority for 2023/24.

It is integral for YJS practitioners and Managers to understand other structural inequalities and experiences certain groups are more exposed to. Stop and Search data provided by the Local Authorities Violence Reduction Unit shows significant disparity with the use of this Power for certain groups and exclusion data also shows differences. National research looking at all areas of the Criminal Justice system show differences in outcomes for minority ethnic groups (Ethnic Disproportionately in remand and sentencing in the youth justice system 2021). Tackling overrepresentation therefore is for the YJS and partners to jointly challenge in addition to wider central government policy.

12. Prevention

The Local Authority retains an Early Help Offer for those who do not meet statutory thresholds but for families in need or where some moderate concern related to anti-social behaviour or growing links to criminality pose. The Youth Justice Service maintains a close working relationship with Early Help Services, often with the role of referring into the Service or working with when a family is known to both Services.

The introduction of the Turnaround Project in December 2022 has provided a further Early Help offer that is specifically aimed at children who are presenting early signs of criminality having been issued a Community Resolution or arrested with no further action or released under investigation. The Project is underpinned by Early Help Principles and Practice Standards and consequently the post holders are located alongside Early Help Triage and MASH to ensure referrals are identified at the earliest opportunity, screened and where appropriate allocated. Whilst the Project sits within the YJS structure there is a clear distinction that children accessing interventions through this project are not within the Criminal Justice System. The Project has seen high numbers of referrals, concluding there is a demand for specialist work in this area. The Project works within a systemic framework – meaning the practitioners consider services for the family including parents and siblings.

Since starting in December 2022 the Project has received 118 referrals indicative of a need in this area. The Project is funded to work with 47 families during 2023/24. The Project is voluntary and to date (May 2023) 18 families have progressed to assessment and intervention. Most referrals received have been driven by Community Resolutions (on the spot cautions) – 41 of the 118 referrals have been via this route.

The Service Manager for the Youth Justice Service also oversees the Youth Engagement Offer (Targetted EH Service) and subsequently prevention is a primary focus via projects such as CLIP (1:1 short term intervention for those who are presenting with concerns within their localities) and Engage (based at Croydon Police Station – meeting young people who have been arrested without charge and signposting services to prevent further contact). Areas of delivery include:

- 1:1 case work for those who present with some moderate concern
- Intervention/Project Delivery – attendance in Schools and Community Provisions to deliver educational workshops on topics such as peer pressure/resilience/personal safety/Empowerment related to self-esteem/Every Choice Matters – giving information on county-lines and knife crime/Exploitation and how to keep safe.
- Youth hub delivery in wards that feature high in MET and YJS data
- Youth hub for 8-12 year olds on the Shrubland Estate
- Youth Participation – providing platforms for young people to speak out about their experiences living in the borough and what would help improve the lived experiences of young people particularly in relation to safety.
- Outreach Work – Outreach Team accessing hard to reach young people where reports of anti-social behaviour or reported concerns related to groups has been expressed. The team will engage young people and make them aware of services available across the borough. Work is targetted around intelligence reports and critical incidents. Local Authority's local presence following serious incidents and reports back to Council on local feelings and concerns.
- Partnership Work with Community Sector including Palace for Life, Gloves not Guns and Legacy Youth Club to run activities for local children and young people.
- Delivery of sessions in the hubs around education of substance misuse.
- Joint work with Street Doctors teaching young people how to administer first aid.

The above runs in parallel with the Community Offer and the YJS has built close partnerships with the following providers: BME Forum, Legacy Youth Club, Palace for Life, Gloves not Guns, Reaching Higher, Croydon Voluntary Action and more widely the My Endz Project and its partners.

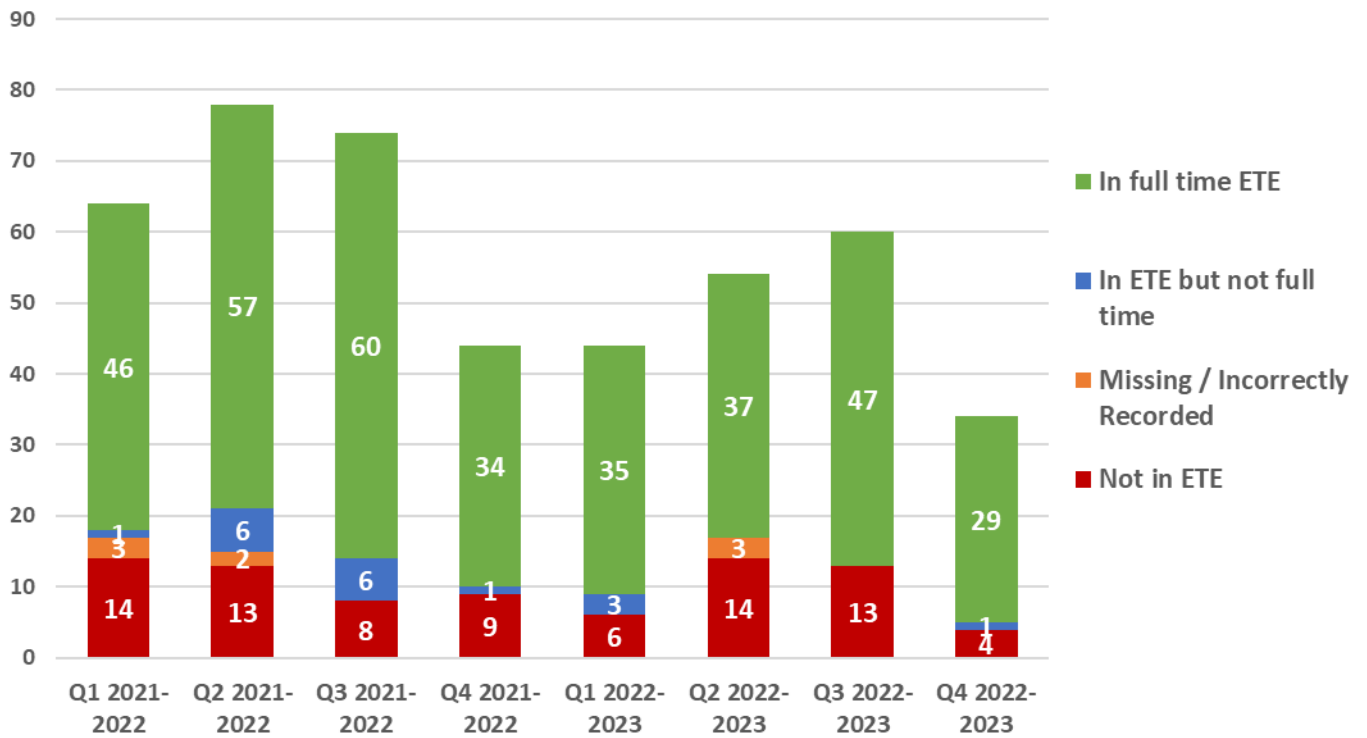
13. Diversion

Full detail of the Youth Justice diversion offer is captured in the Croydon Youth Justice Prevention and Diversion Strategy 2023/24. (Appendix 8).

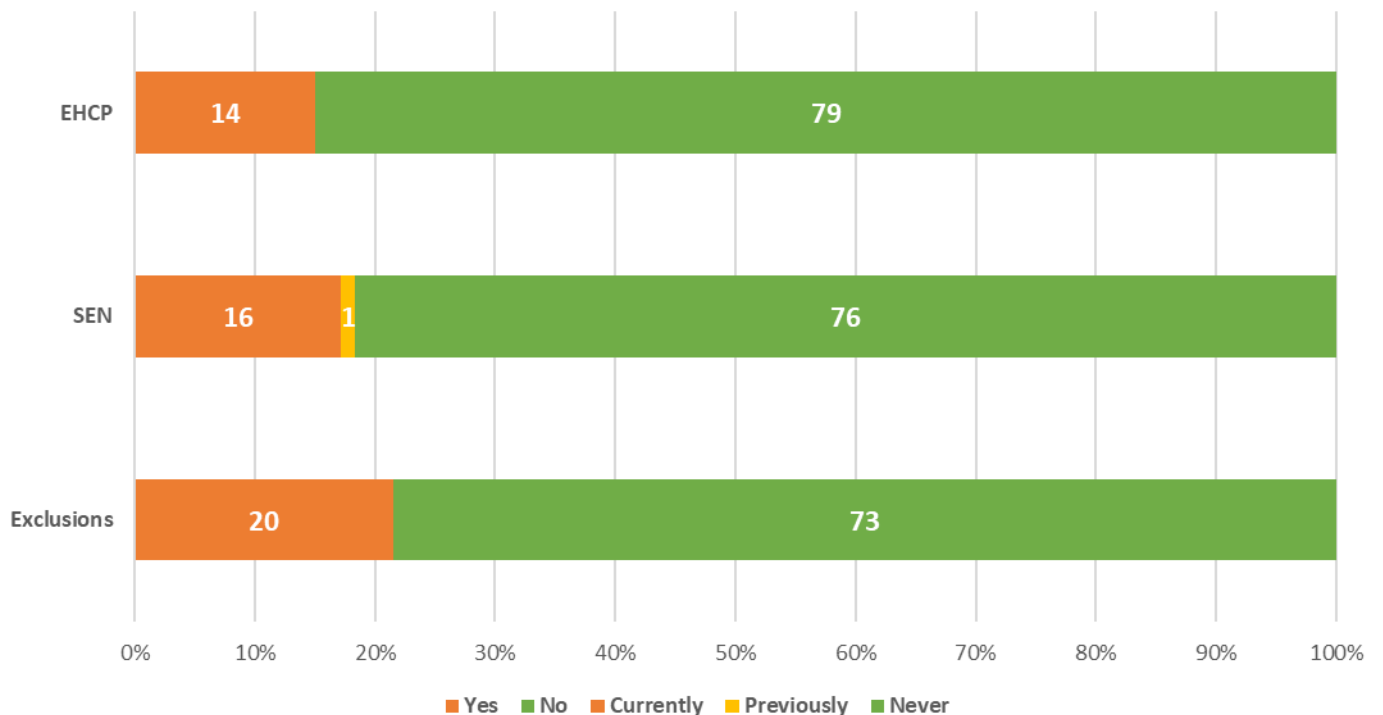
The strategy details the prevention offer as above but also provides summary of the Engage Project, a Project based at the Custody Suite to greet young people who have been arrested without charge. The aim of the project is to ensure all children coming into contact with the Criminal Justice System are screened and assisted to access services that reduce future risk of contact if unknown. Interventions are short-term and will be diverted into projects that provide longer term contact if required.

The use of Community Resolutions remains to form part of the diversionary offer, coming into the system and use of Out of Court triage and cautions remains to avoid young people entering the formal Court System. Croydon Youth Justice Service remains to have a Team dedicated to this area of work, whose purpose is to screen all young people to ensure they are kept (where possible) away from the statutory Court system.

ETE - Interventions Ending by Quarter



EHCP, SEN, Exclusions - Current Interventions



14. Education

Education, Further education and/or Employment are viewed as a significant means of desistance and reducing offending behaviour. Croydon Youth Justice Service has an Education Practice Manager who ensures all children of statutory school age are in education or alternative provision and in receipt of adequate hours and to ensure all 16+ children are attending further education or finding employment. This role requires close partnership work and attendance at panels to advocate for children known to YJS. The role also requires local knowledge of provisions for 16+ and forming partnerships with providers. The target rate is for 95% of statutory school children to be in provision and for 85% of 16+ to be in provision.

There is a dedicated 16+ ETE worker who is assigned to all children deemed NEET, whose role is, to assess young people's readiness and assist them in areas such as application completion, CV formation, intervention techniques and to work towards matching young people in accordance to their strengths and aspirations. The work undertaken in this area is linked to key partners including: local colleges, Catch 22, Sutton and District, Croydon Works and the Employment Sector. The model offered is focused on an outreach offer where the practitioner visits young people in the community to promote opportunities.

The Service also provides its own employability scheme using a Social Enterprise Project called Skill Mill. Every six months the Service interviews and appoints 4 young people to work on various different projects to gain direct work experience with the intention on finding work at the end of the period. Young people open to the Project are provided with training opportunities such as health and safety and first aid and are assisted to job search. Training includes health and safety, CSCS cards for construction, first aid training and job search support.

The Youth Justice Service often finds young people known to the Service have experienced inconsistent education history and in some instances learning needs have been undetected until full screenings have been completed by the Service. Many young people known to the Service are attending alternative provisions such as the local Pupil Referral Unit during their statutory period in education. The YJS has seconded a member of staff as part of a pilot 'Serious Youth Violence Task-Force' offered by the Department of Education to be based within the local Pupil Referral Unit. The role of this practitioner is to bring YJS expertise to the provision and engage those known to both services, whilst supporting the individual within the educational setting with the intention of playing a role in the task-force that offers bespoke services to young people at risk or involved in Serious Youth Violence. To date this has proven a successful partnership with positive outcomes for the children in receipt of this support.

The Youth Justice Service Education Practice Manager collates data on all children and as from the 1st April 2023 this is now a Key Performance Indicator:

- How many children in the cohort have been excluded?
- How many are subject to part-time tables?
- How many children are home school elected?
- How many Educational Health Care Plans & open to SEN?
- How many children following SALT screening during each quarter required follow up?
- How many children are school refusers?
- Ethnicity of children linked to above.
- Care status of those questions above.

Youth Justice SEND Quality Lead Status Redesignation with Child First Commendation

On 9 March 2023, Croydon YJS were awarded the Youth Justice SEND Quality Lead Status Redesignation with Child First Commendation.

The Youth Justice SEND Quality Award developed an award for the practice with children in the youth justice system with special educational needs and disability (SEND). The Youth Justice Quality Lead offered, in partnership with Microlink PC recognises consistently high levels of work between YJS and SEND in the working in the best interest of young people with an EHCP (Education Health and Care Plan) who are under the supervision of Croydon YJS. Croydon YJS and SEND have achieved the highest marker which is the 'Lead' in recognition of the partnership work between the two Teams including sharing relevant information to improve outcomes for young people with an EHCP and SEND and considering these children when in custody. This award is valid for 3 years. Croydon is one of 8 London boroughs who has been award the Quality Lead marker.

Education and addressing NEET levels is an ongoing priority for 2023/24.

The Youth Justice Service works with many schools, alternative providers and colleges both locally and across London. Reports list a number of provisions and the service has worked hard to form strong partnerships with those most frequently used. As detailed above the Service has a member of staff located within Saffron Valley a provision where a high % of children known to the Service attend. Similarly the Service works closely with Croydon College. Representation at key educational panels means direct access to schools and providers and the Service ensures accessibility to ensure information is shared, particularly when risk is factor.

15. Restorative Approaches and Victims

Croydon YJS Restorative Team (part of the Youth Justice Service) aim to contact all victims harmed by the young people they work with as a Service. The Service offers a wide range of direct and indirect restorative interventions that enable communication between the young person and those they have harmed. These include formal and informal restorative conferences, shuttle mediation, apology letters and videos. This is to ensure that those harmed can be heard and their needs are addressed. YJS Practice is victim-led, and the Service adheres to the Victim Code of Practice, therefore offering victims updates on the progress made by the young person as well as referrals to relevant support services, such as Victim Support. When the victim is not willing to engage, we complete individual restorative work with the young person to ensure they are given the opportunity to reflect on the harm caused. This can also be achieved through surrogate sessions with the YJS Police when the person harmed is an emergency worker and he/she is unable to participate. YJS Police are restoratively trained and use this space to also challenge pre-conceived perceptions of Police amongst the cohort.

To encourage young people's participation in restorative processes, we have developed a double AQA accredited Victim Restorative Awareness Programme (VRAP), which includes Restorative Justice theories, principles of neuroscience and trauma informed practice as well as interactive videos and live sessions with real life victims.

Using a Child First approach, the YJS is creative about mediums of communication used by including some elements of Art Therapy, Play Therapy as well as visual aids, and collaborate

with the SALT team to ensure any intervention matches the needs of the young people involved.

The Team takes a multi-agency approach, working in partnership with the Police and British Transport Police (BTP) to obtain consent for the details of people harmed by crime. The YJS Victim Team also coordinate victim contacts with other boroughs as well as Probation when there are several co-defendants or when the young person is about to become an adult to ensure consistency. There is a feedback system to ensure victims are given the opportunity to shape the service we provide. All the members of the Croydon YJS RJ Team are accredited/registered practitioners with the Restorative Justice Council (RJC) as well as experienced trainers and provide regular restorative justice training sessions to colleagues and partner agencies. When there is not a direct victim, we work closely with local communities to address indirect harm. For example, we have gained impact statements from shop workers to enable a AQA accredited programme around the consequences of shoplifting and have created reparation opportunities within the local communities often jointly with the Voluntary Community Sector such as Croydon Voluntary Action. The Service has also developed an AQA accredited intervention that draws on feedback from local communities around the wider impact of knife crime.

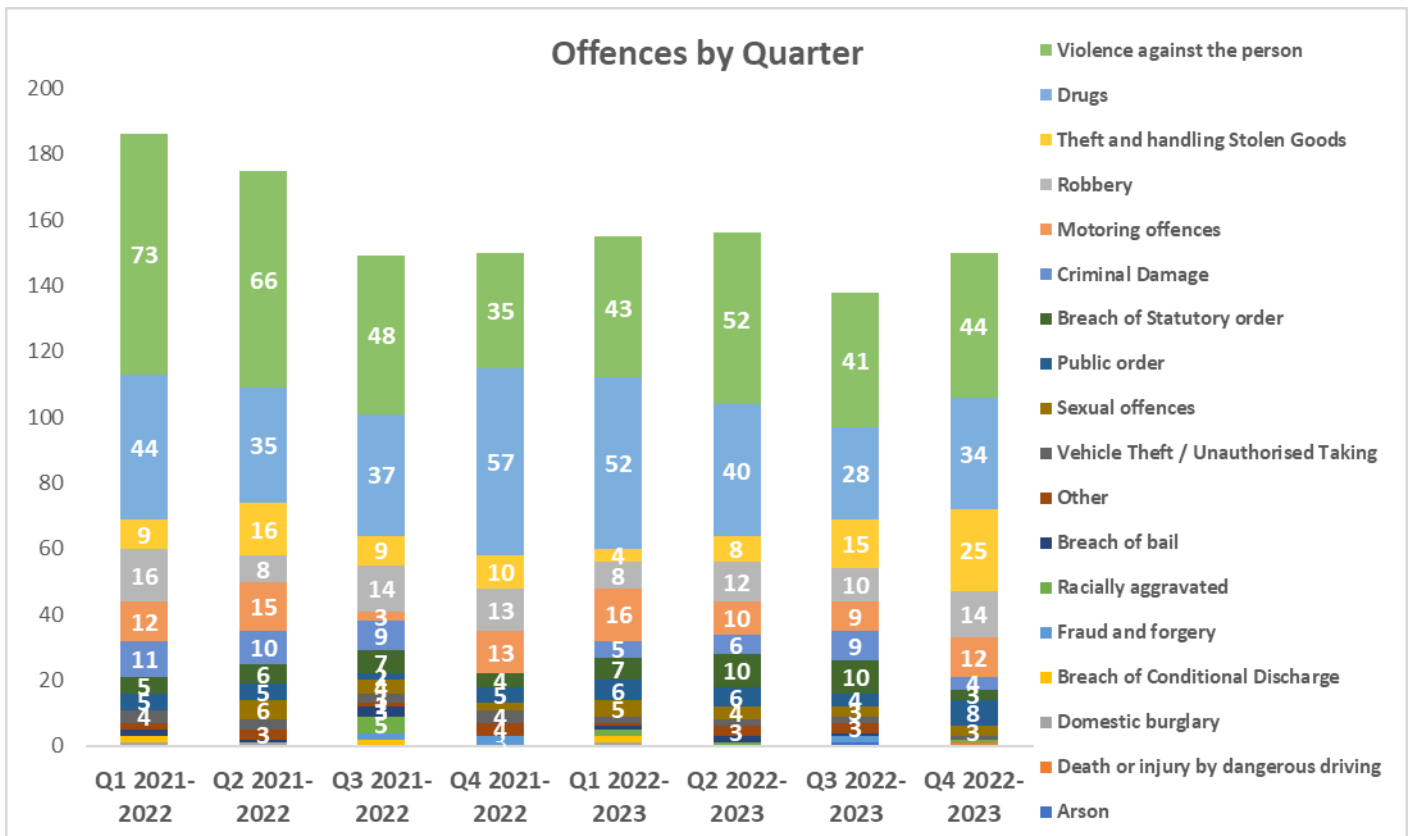
The Croydon RJ Team always discusses safety during the initial contact with victims and then raises any specific requests around non-contact or exclusion zones with the wider professional network. Any concern is then discussed at our regular multi-agency meetings such as the Resettlement Panel, New Case Panel, Joint Discussion Meeting and RVMP with the aim to create an accurate safety plan. The RJ Team has delivered specific training around victim safety and developed a visual victim mapping tool to support case managers in their assessment and planning of interventions.

Ensuring the entire Service is victim centric and to promote the voice of the victim is an ongoing practice priority for YJS. Internal and national data shows us that males of a specific age are most likely to become victims and the Service data shows us that many of the victims known (40%) are under 18. Conversely, many of the young people known to YJS have experienced their own victimisation – particularly under the category of Serious Youth Violence.

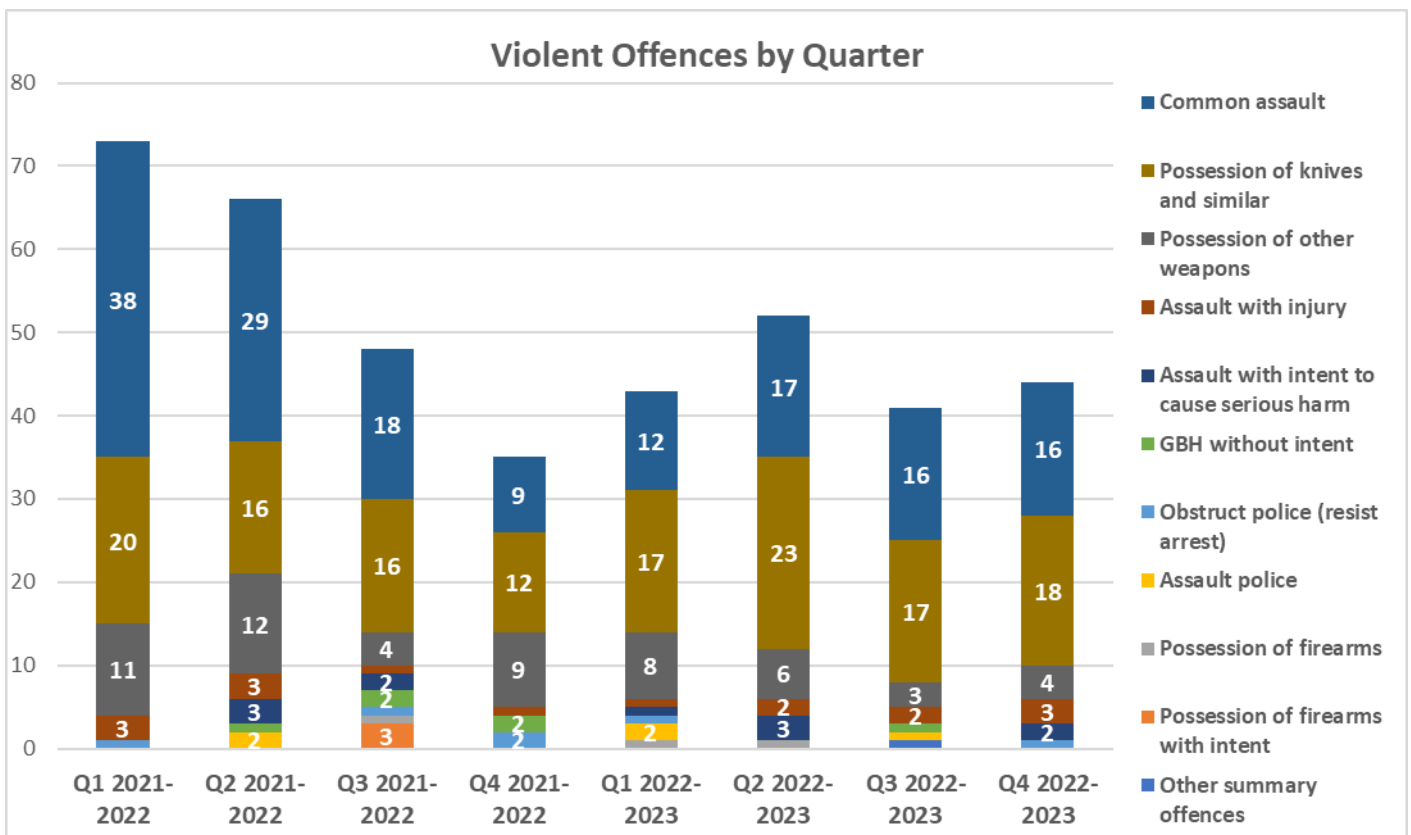
16. Serious Violence and Exploitation:

Using the Youth Justice Board's Definition "Serious Violence is violence against the person (which encompasses homicide and weapon offences), Robbery and drug offences with a gravity score of 5 and above" The offence type data is set out below:

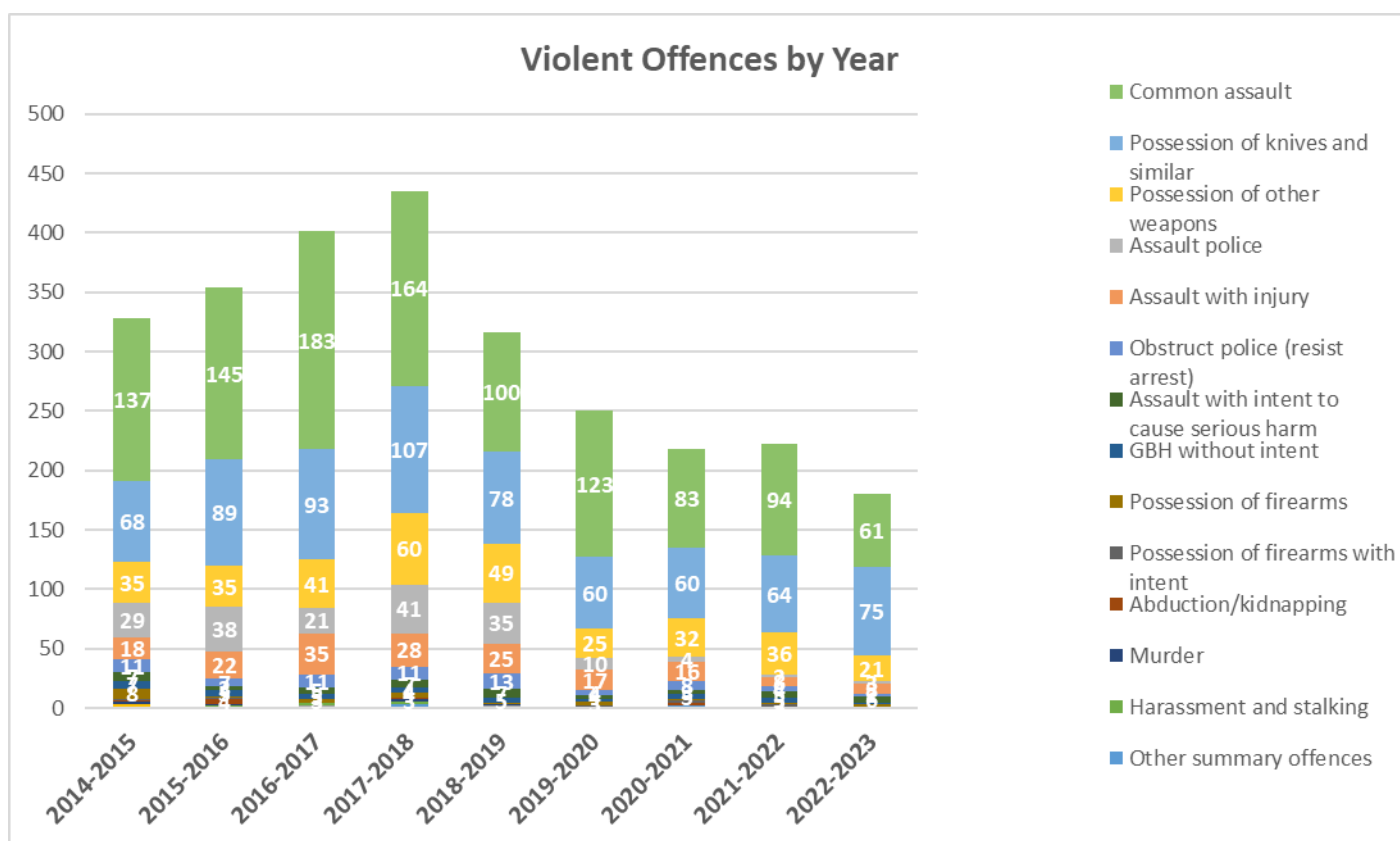
Table below details offence types per quarter since 2021.



The above confirms that 'violence against the person' in addition to drug related offending dominates offence types within the Croydon cohort. Typically 'Violence Against the Person' is indicative of weapon related offending. Further detail of violent offences is outlined below.



Combining the weapon related offences concludes that this is currently the highest offence type that Croydon Youth Justice Service intervenes with. There has been a reduction since 2018 that has seen a gradual reduction for those under 18 year olds in this category..

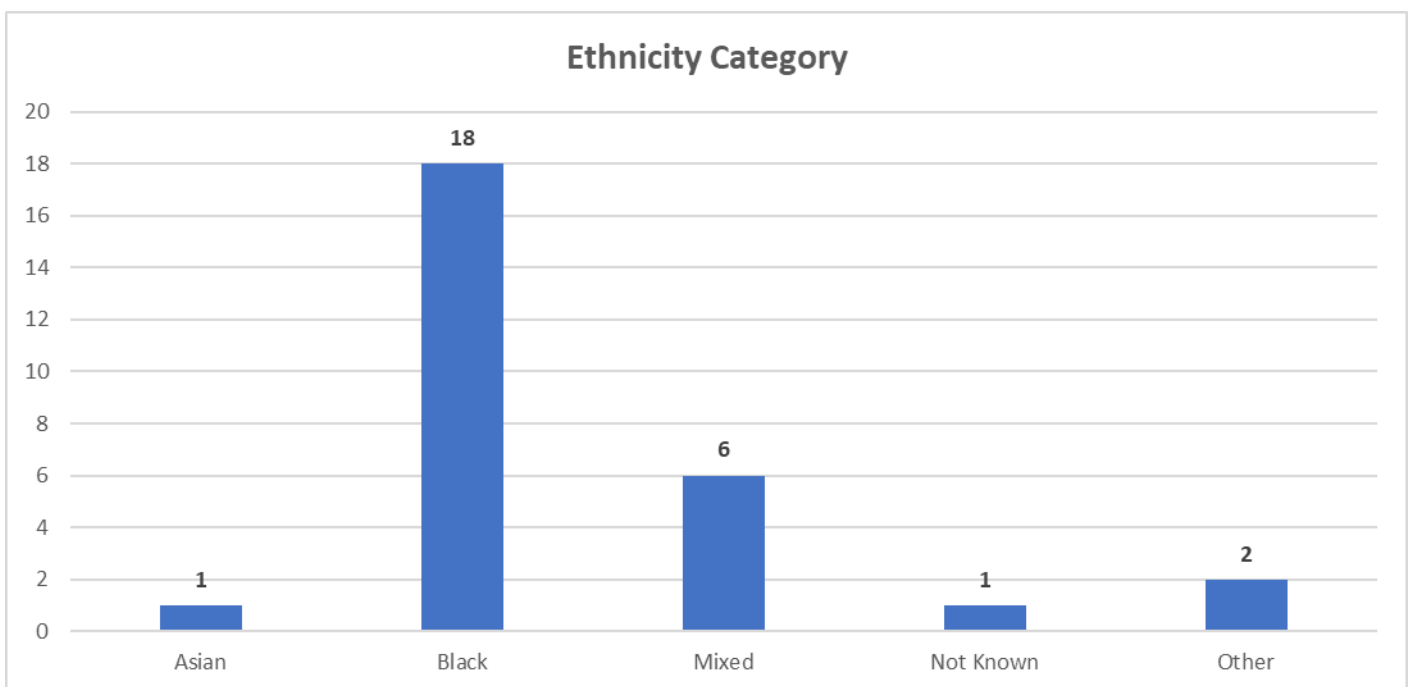
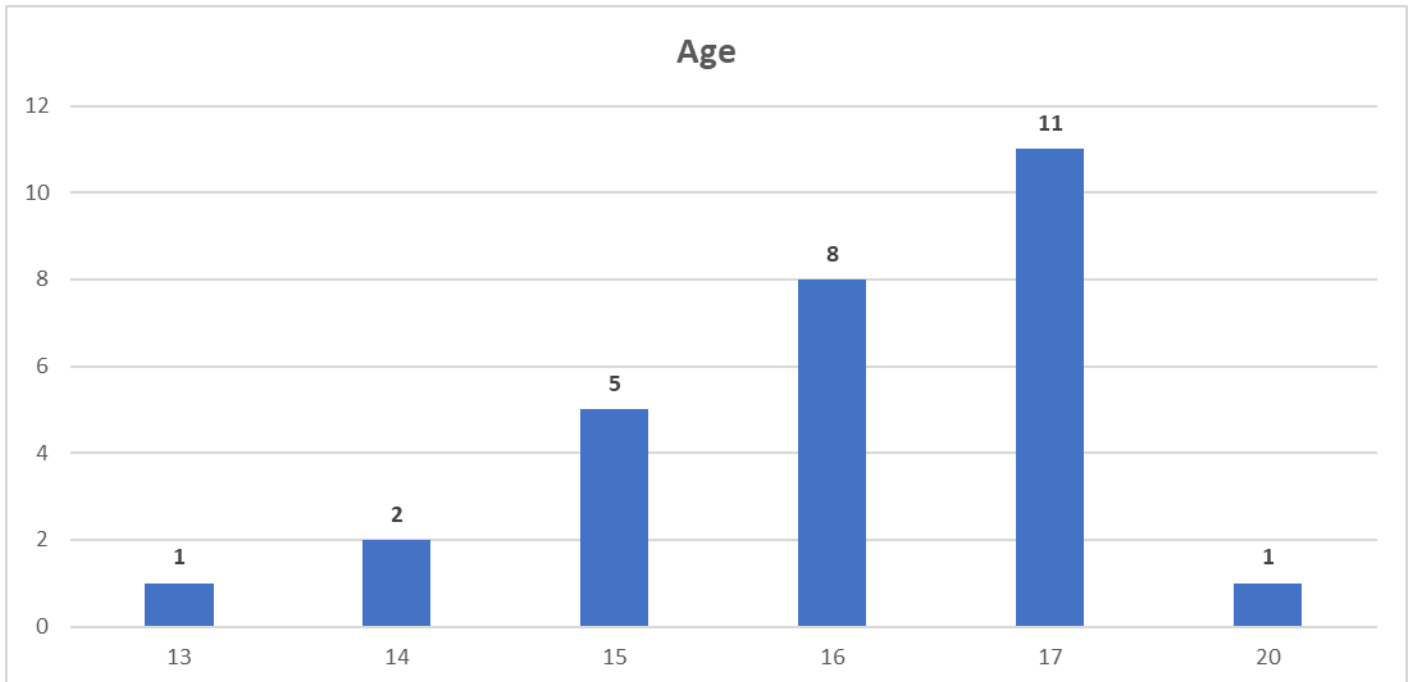


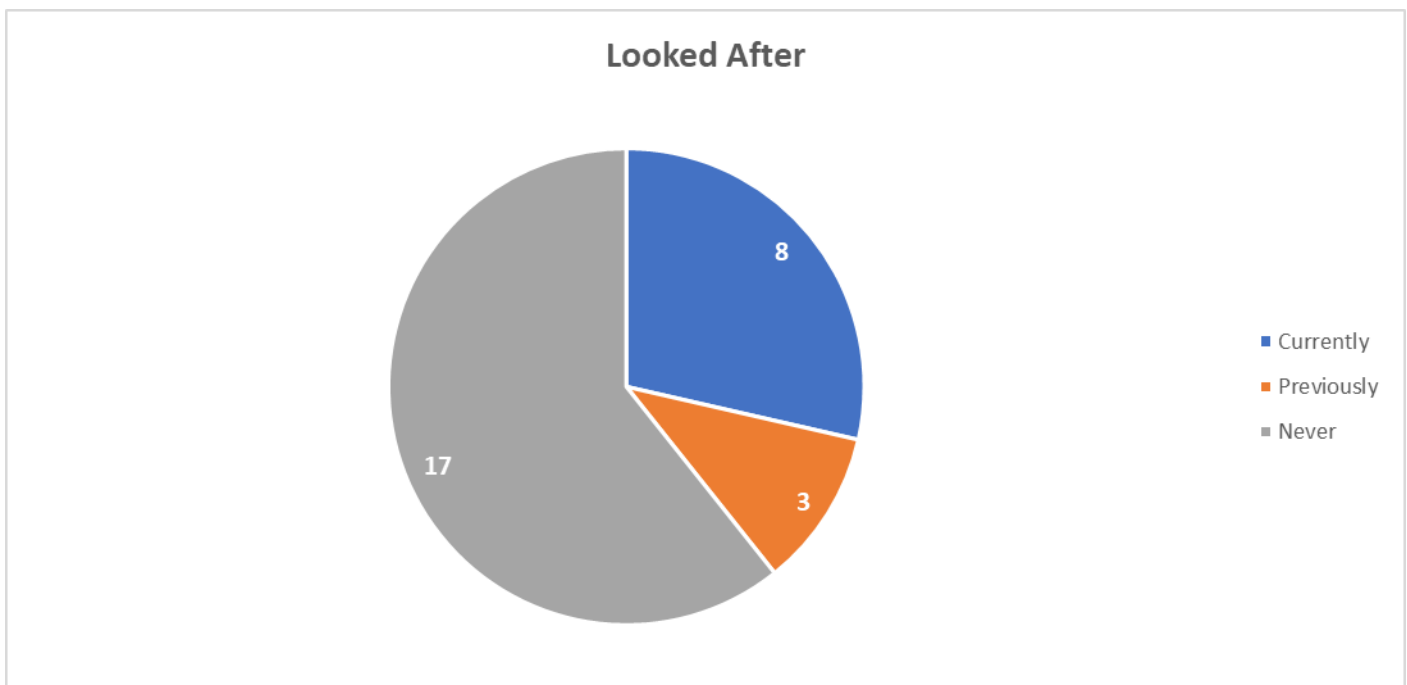
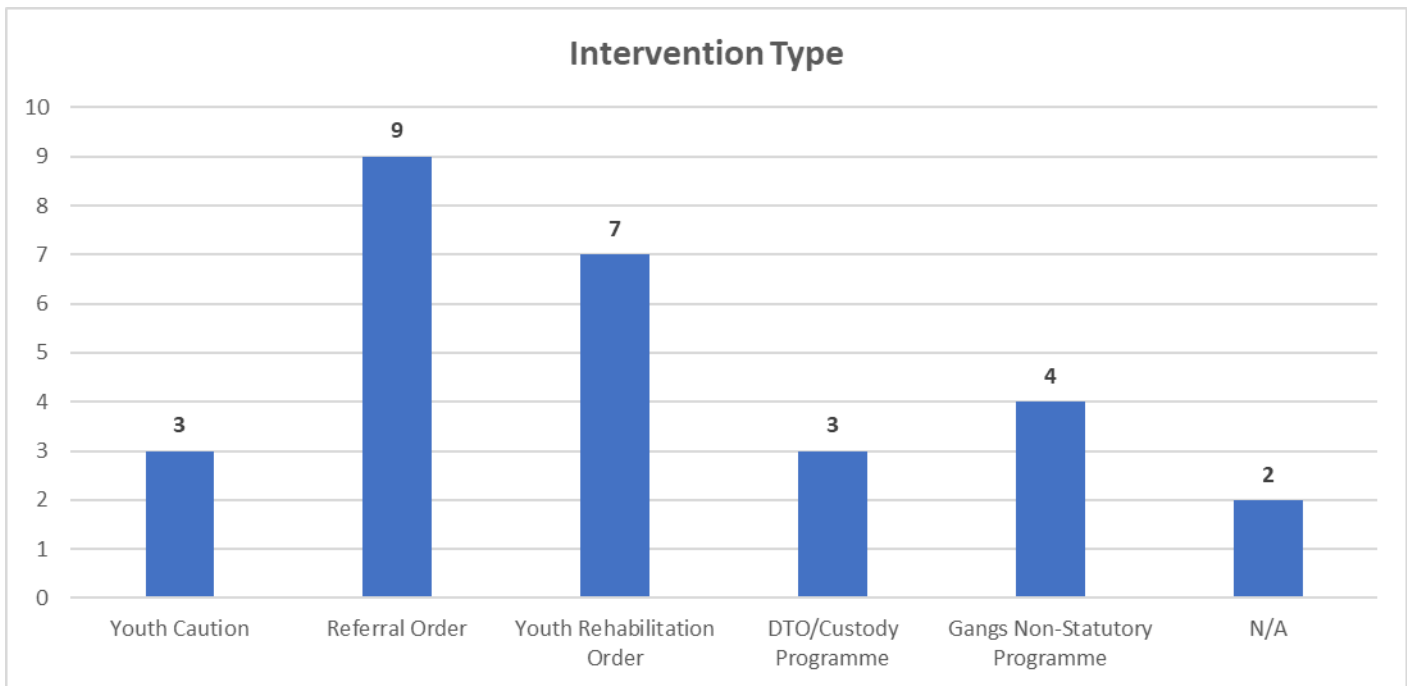
The overarching strategy to address Serious Youth Violence is detailed in the borough's Community Safety Strategy that identifies partnership roles to target Serious Youth Crime and actions are carried forward in the Local Violence and Vulnerability Action Plan.

Operational Oversight – For children who are known to pose risk of Serious Youth Violence, they are overseen by internal processes jointly with the Police, Community Safety and Education.

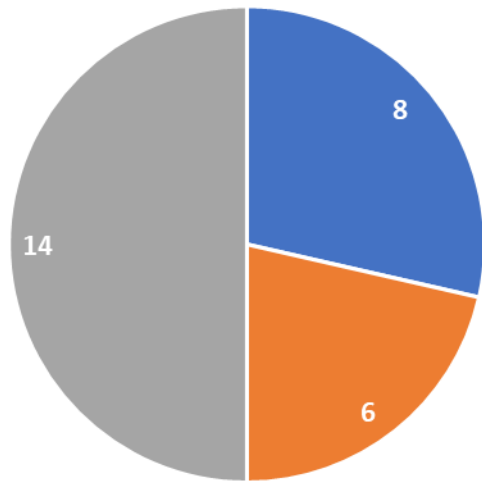
1. **Integrated Offender Management (IOM)** – Where there is known risk YJS Practitioners will refer into IOM. The referral is processed by the Police to provide intelligence. Referrals are reviewed monthly and if accepted all agencies heighten their level of monitoring of the child in question and the dosage of intervention is increased to ensure agencies have regular contact with the child and their family/carers. Children are rated red (being the most concerning), amber (of concern) and green (reduced concern). A child who remains green will be deselected from the process.
2. **Gangs Matrix** – the matrix is a Police led system that identifies children and adults who offend in groups and where there is known group identity. The children's matrix is much smaller than the adults, which is indicative that much of the Boroughs Serious Youth Violence is committed by 18-25 year olds. At the time of writing there was 1 under 18 and 12 over 18's on the matrix. However, those on the Matrix are discussed weekly to ensure there is joint monitoring between the Police and Youth Justice Service. At the time of writing this form of monitoring was being disbanded by the MET Police hence the numbers provided.
3. **Risk and Vulnerability Management Panel** – Chaired by the Service Manager of the YJS the panel provides a forum for Practitioners to discuss risk posed to and from a child. The purpose of the panel is to ensure that all reasonable actions have been taken to safeguard the child in question or/and to protect the public within the scope of the YJS. The panel is

multi-faceted, as it looks at the use of licences for those children coming out of custody, it ensures where eligible and risk thresholds met Children are escalated into processes such as Multi-Agency Public Protection Arrangements (MAPPA), it ensures children are being referred into IOM where additional Policing and YJS input is required to manage risk, it also looks at how bail and sentence proposals can reduce and manage risk.



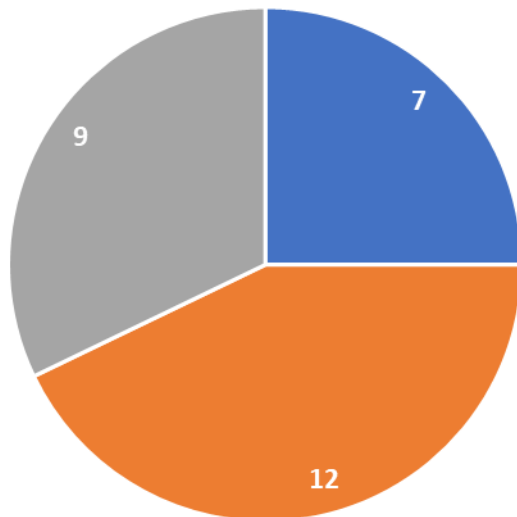


Child Protection Plan



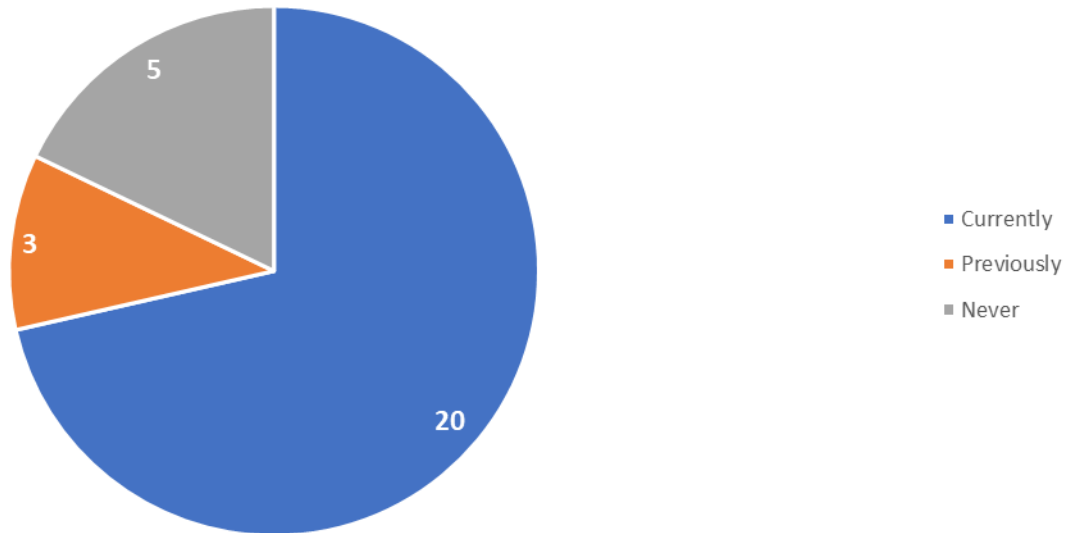
- Currently
- Previously
- Never

Child in Need Plan



- Currently
- Previously
- Never

Social Care Involvement



Factors related to Serious Youth Violence, are believed to stem much earlier within a child's development and linked to their own adverse childhood experiences (ACEs) alongside exposure to exploitation and contextual safeguarding. Issues such as county-lines and consequently drug related offending has seen a drastic increase within Croydon YJS offence types and it is estimated that 4000 children across London are known to have been involved in county-lines and therefore exploited. Data is suggestive that Croydon is currently ranked as number 1 for identification of children involved (Rescue and Response 2023). The issue therefore of addressing Serious Youth Violence therefore becomes a wider task than detection and enforcement but one where prevention is required and safeguarding children a necessity. There is a clear correlation between county-lines and Serious Youth Violence, often children arming themselves as a form of protection from posed risk associated.

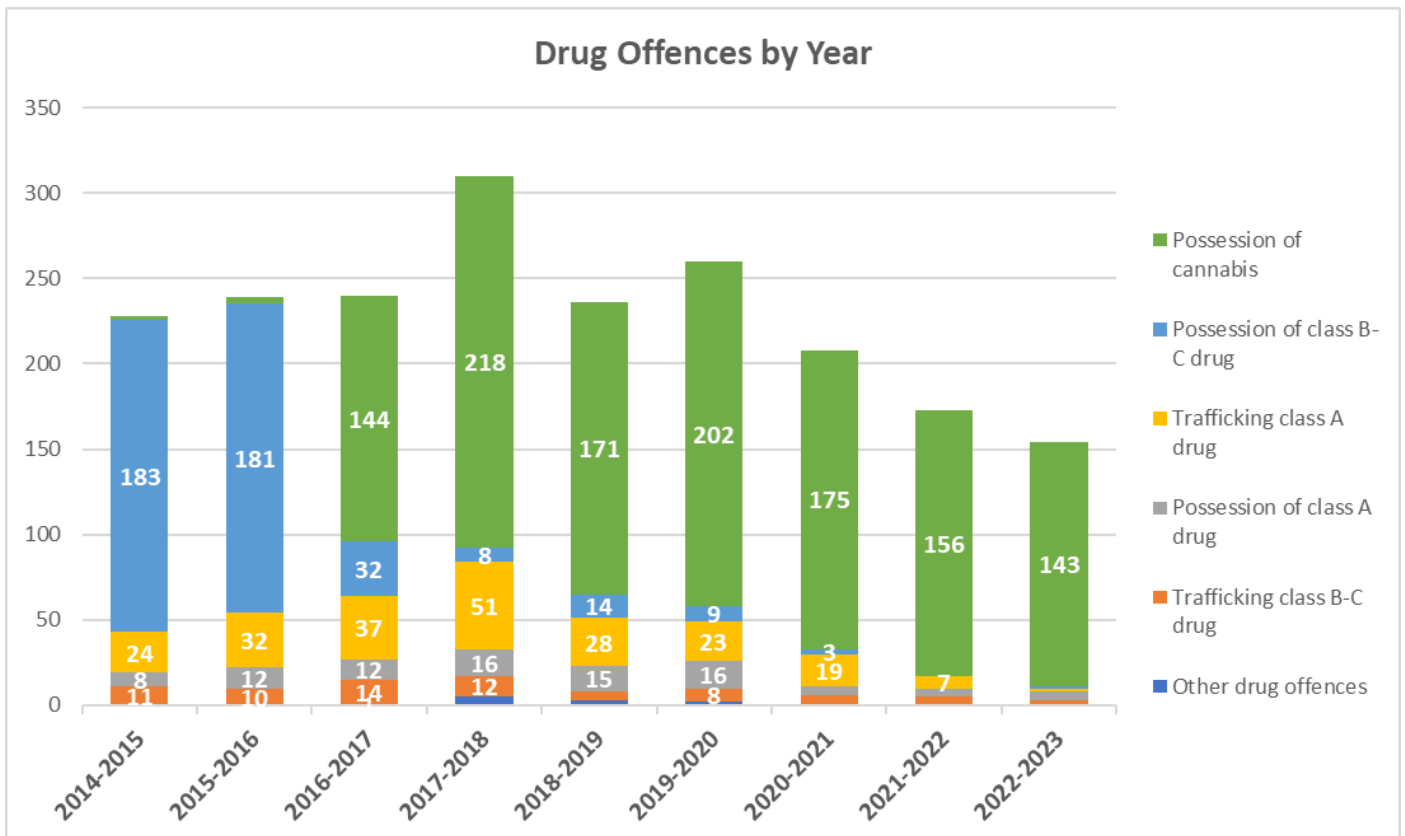
The YJS works with all service areas within Croydon Social Care, and wider council as well as the Police to address Contextual Safeguarding concerns. Panels such as Complex Adolescent Panel (CAP) as mentioned earlier, is represented by an array of Partnership panel members both statutory services and third sector. The expertise and knowledge provides oversight on children involved with Criminal and Sexual Exploitation.

The Local Authorities response to county-lines follows the Pan London Safeguarding Procedures and the borough's Missing Protocol (May 2022).

<https://www.londonsafeguardingchildrenprocedures.co.uk/>

Where a child is open to the YJS and Social Care practitioners and managers jointly complete a Safety Plan ensuring that the safety of the child is paramount.

Drug related offending by year is detailed in the chart below:



Extremism & Radicalisation

Whilst extremely rare, violence related to radicalisation or extremism is addressed via the Prevent Strategy as outlined by the Home Office. There is a statutory duty upon all agencies, including YJS to make necessary referrals where any form of extremism/radicalisation is detected. Extremism/Radicalisation is defined as: *The process by which one adopts extremist views, usually a non-linear and personalised journey*

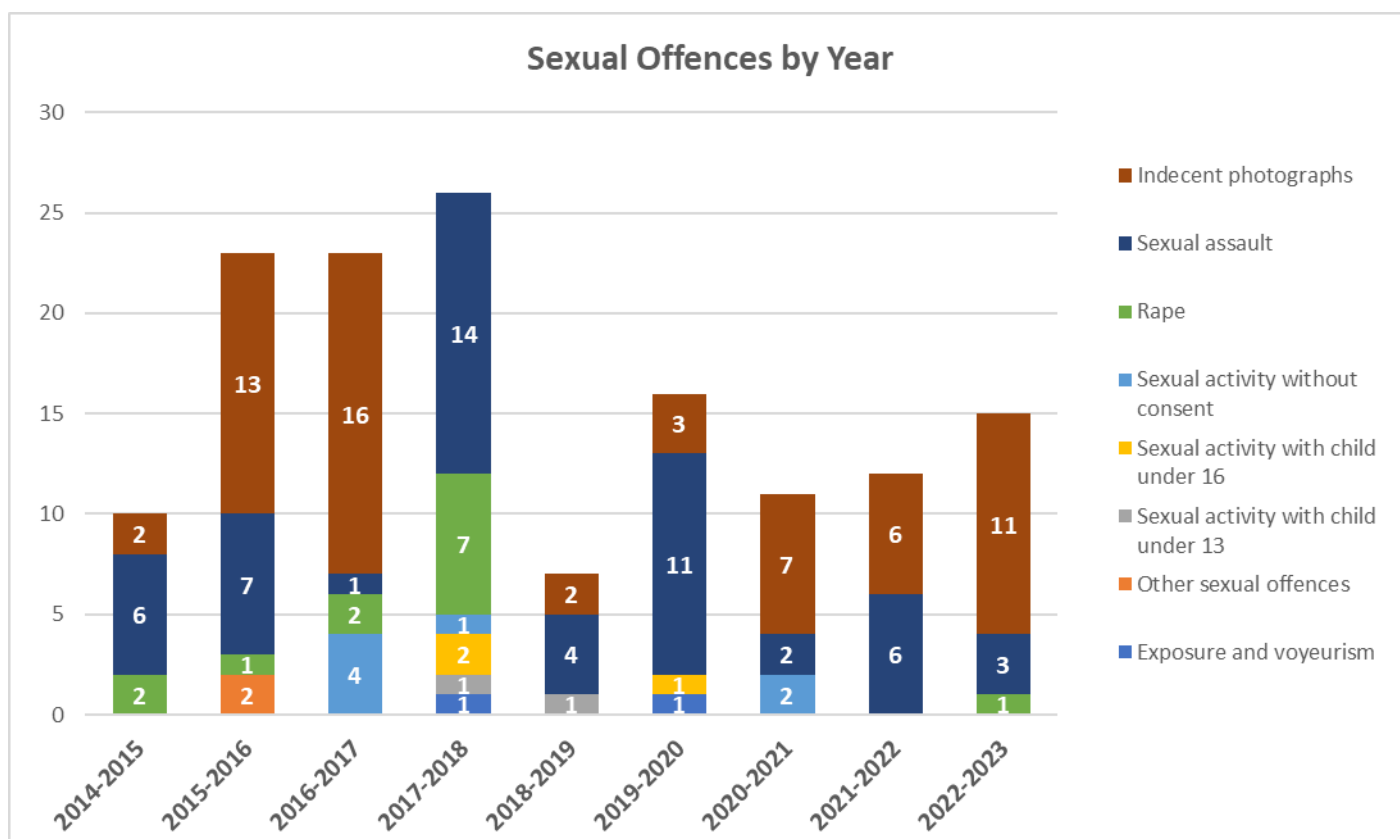
Referrals are received by the Channel Panel and where evidence is found the Prevent Panel will discuss and offer interventions on a voluntary basis. Croydon has the 2nd highest referral rates in London, but it is very rare for Croydon YJS to have concerns in this area. However, the YJS is in a position of detection and staff are trained in indicators related to this area the most recent training on process being held in 2023.

<https://www.croydon.gov.uk/community-and-safety/safety/prevent-strategy>

Other violent behaviours - Sexually Harmful behaviour:

Below is a chart showing sexually harmful offences open to YJS by year. Specialist assessments and interventions are offered to children and young people who sexually harm and we co-work with Health Services to ensure the level of intervention is appropriate and responsive to all needs. Many Staff are AIM trained (an assessment tool specifically designed to assess children and young people who sexually harm) and we look to professional experts in this field to direct or co-manage this work. Such partnerships include joint work with the Lucy Faithful Foundation who have also trained YJS staff (including Manager's) beyond assessment but the delivery of interventions. Joint work with Forensic Child Adolescent Mental Health Services is also common. However, whilst the data would allude to low numbers sexually harmful behaviours can be identified without conviction and staff will respond to any identified risk in this area regardless of sentence/conviction type. Such work includes 1:1 delivery of healthy relationships and sex and the law. As noted in the information contained in the table below there has been a rise in those convicted of indecent

photographs and educational sessions are offered to children and parents on the use of Social media and what is illegal content.



Domestic Abuse & Extra Familial Harm

The borough has seen an increase in the reports of domestic Abuse. In 2019 a scoping exercise was completed on YJS young people which confirmed suspicions that a high proportion (95%) had experienced domestic Abuse and in some instances extra familiar harm, where the young person was inflicting violence towards parents or siblings or within relationships. Whilst often not presented in the form of a conviction, the YJS works closely with Social Care, Police, and the Family Justice Centre to address these harms. There is a multitude of literature and research which concludes a child’s exposure to domestic abuse can have several adverse and damaging outcomes for a child including poor mental health, development difficulties and a poor understanding of what healthy relationships look like. The Drive Programme is a specific Domestic Abuse perpetrator intervention and the Family Justice Centre project lead on the programme alongside Rise Mutual. The YJS can refer a young person to this programme. The YJS is also familiar with the Multi-agency Risk Assessment Conference (MARAC). MARAC is a meeting where information is shared on victims at the highest risk of serious harm or murder because of domestic abuse Training is currently being completed on practitioners understanding the risk assessment (DASH RIC) checklist under this risk category.

Multi-agency public protection arrangements (MAPPA)

Where a young person has been subject to 12 months custody for a violent or sexual offence or there is significant concern related to violent and sexual offending the YJS has a statutory duty to comply with the above processes. Each eligible case is screened and triaged at the YJS Risk and Vulnerability Management Panel overseen by the Service Manager – where

risk is felt manageable at a local level the YJS will retain oversight jointly with partners including policing partners (MAPPA level 1), where the risk is felt to be beyond the capacities of the YJS a Level 2 referral will be made to gain expert advice on the risk management necessary. MAPPA Level 2 is a Panel co-chaired by a Senior Probation Officer and Senior Police Officer. The panel consists of all key partners including Victim Liaison, Health, Social Care LADO, Housing. The YJS presents the risk to this panel where the Panel will give guidance, escalate specific concerns and in some instances provide additional resourcing such as Police monitoring etc MAPPA Level 3 is reserved for the most enhanced level(s) of risk management including oversight of convicted terrorists or where there is significant public/media interest. This Level is extremely rare within Youth Justice.

The YJS has a clear process surrounding any child or young person eligible under these arrangements and enhanced oversight is given via the YJS internal panels.

<https://www.gov.uk/government/publications/multi-agency-public-protection-arrangements-mappa-guidance>

In 2022/23 two children were identified as meeting the eligibility and were categorised as MAPPA nominals. 1 child was deemed Level 2 and 1 deemed as meeting the most severe risk category and categorised as Level 3.

17. Detention in Police Custody

Children arrested and presented at the Police Station are entitled to legal advice under Police and Criminal Evidence Act 1984. Where a parent or carer is not available to act as an appropriate adult (AA) the child is provided with an approved appropriate adult, at the time of writing The Appropriate Adult Service (TAAS) were commissioned to provide such services. The scheme is reported to run well and Police Officers are familiar with the processes that all children must have an adult that can assist a young person during their processes.

Operational Harbinger (2021), of which Croydon is a selected borough, has tightened communication between the Police and the Local Authority reporting on children who are in custody. The process requires Officers to contact MASH and the Out of Hours Team (Emergency Duty Team – EDT) to notify Social Care. Separately but in line with the process all arrests are reporting via reports known as ‘Merlins’, both Social Care and Youth Justice receive these reports.

A child in the custody suite also has access to the Liaison and Diversion Health Worker (delivered by the Crisis Team connected to Child Adolescent Mental Health Team) where a child is presenting with emotional health concerns. A child in need can be screened and this information will also be shared with both Social Care and Youth Justice and any follow up advised.

In instances where the Police Custody Sergeant views an overnight remand necessary given the nature of the offence, the Police will contact Social Care to provide a placement, avoiding Children staying at the Police station.

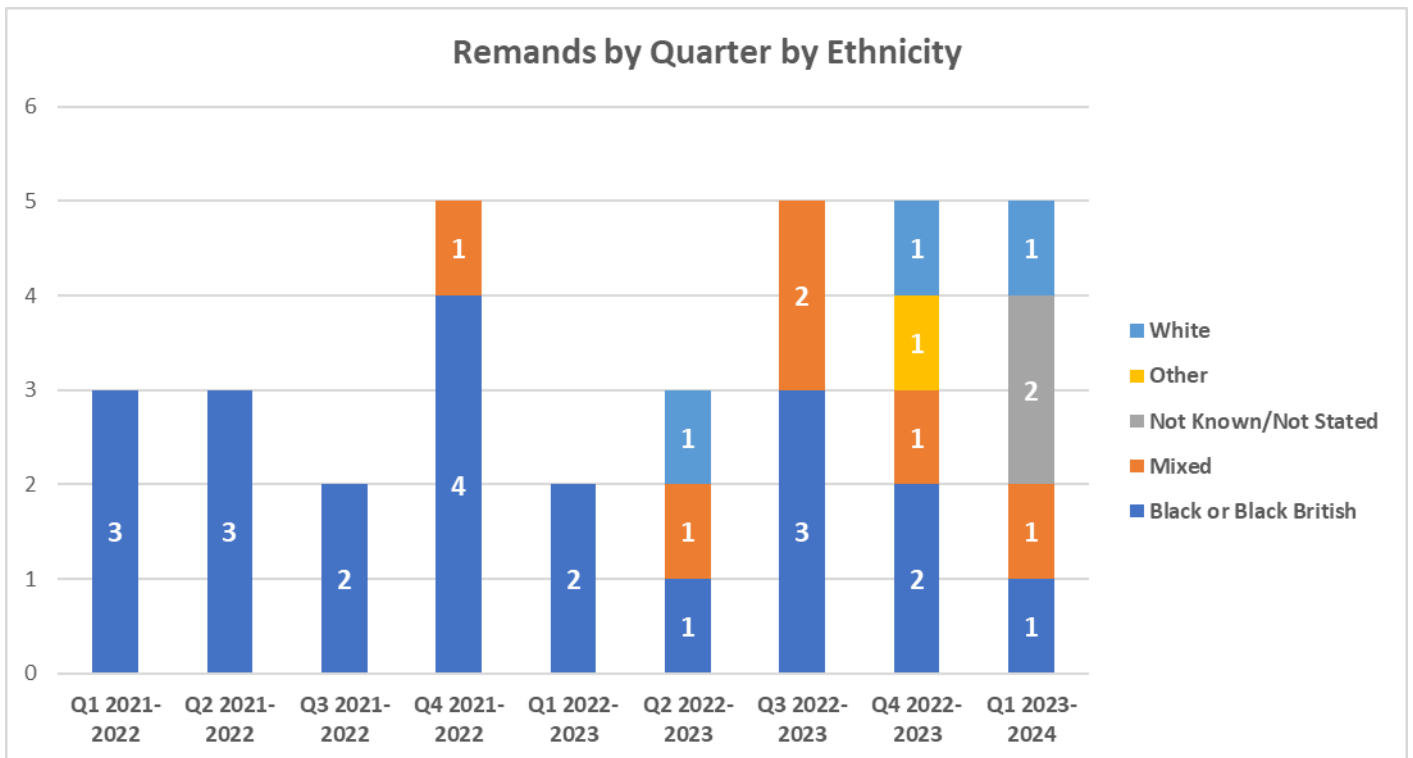
18. Remands

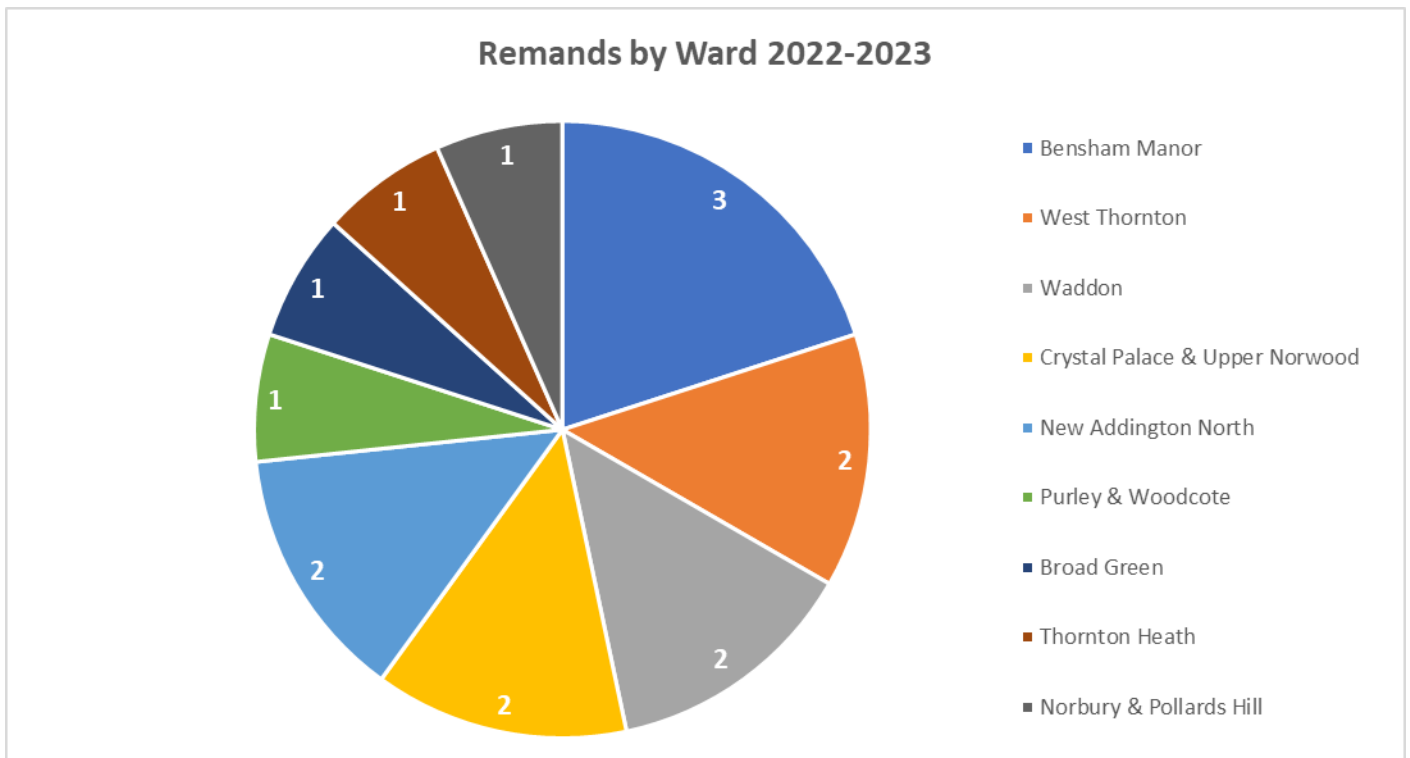
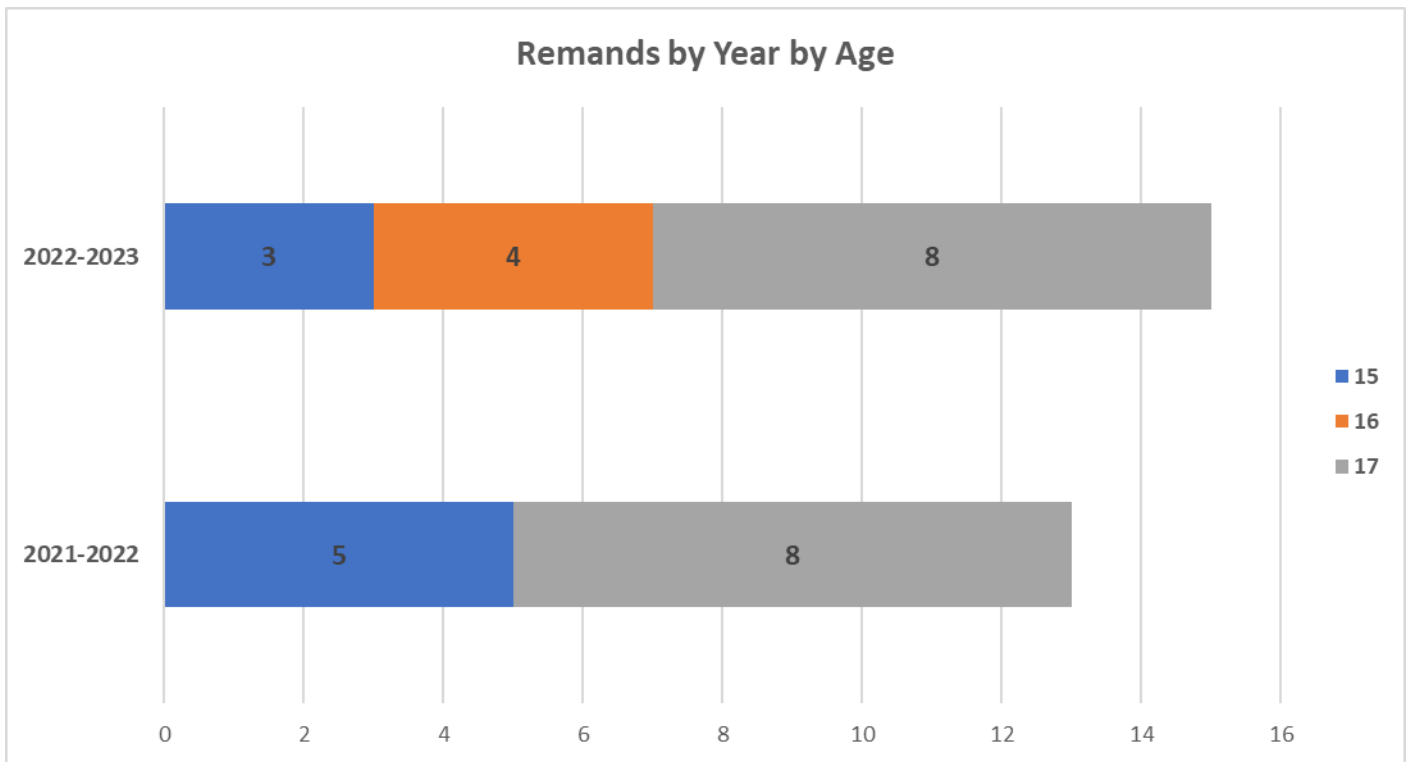
Under the Legal Aid Sentencing Punishment of Offenders Act 2012 provides the Court with powers to remand a young person – the Court can remand into:

- Local Authority
- Into Secure Training Centre
- Into Youth Detention (Young Offenders Institute)

In 2023/23 15 children were remanded for varying periods. At the time of writing 8 children were remanded. Below details ethnicity break down of those remanded in 2022/23 but also alleged offence type.

Please see details below providing remand numbers and ethnicity breakdowns:





The pie-chart above details wards young people who were remanded during 2022/23 resided. At the time of writing in June 2023 there are 8 remands.

Reducing Remands – Croydon YJS acknowledges that remands should be a last resort and is therefore driven to keeping young people out of custody whilst retaining public confidence and playing a role contributing to public protection. The use of bespoke bail packages that are responsive to risk are presented to Courts as an alternative were assessed as appropriate to do so. Recommendations can/may include the following:

- Victim considerations including no-contact clauses.

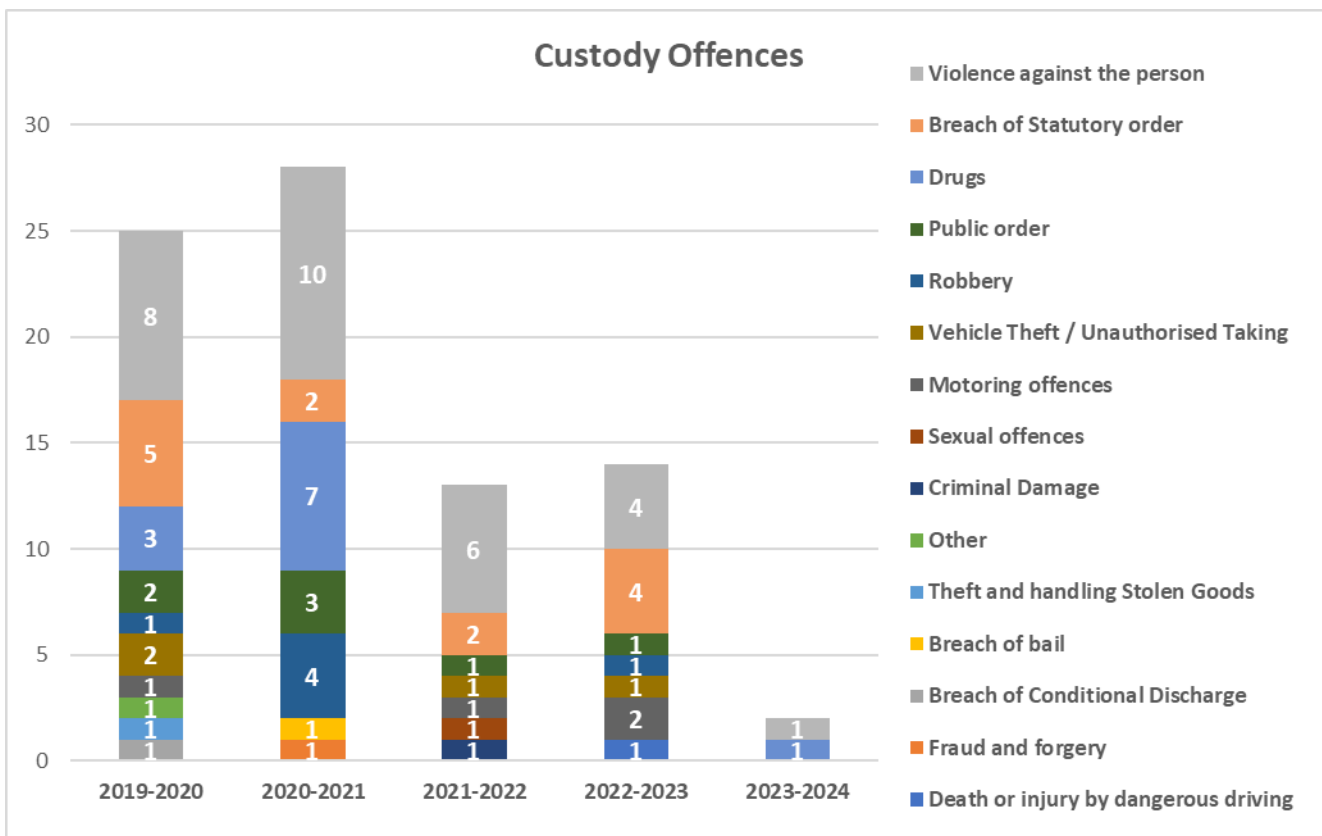
- Exclusions from specific areas
- Prohibited activities (e.g., not to travel on specific bus route or to attend a specific premise such as a school)
- Curfews (electronic)
- Non-association with co-defendants
- Reporting requirements to the YJS and following of all reasonable requests from YJS (e.g., to attend education or an activity)
- Reporting requirements to the Police
- To reside at a specific address
- Where risk is significant the consideration of the use of Intensive Supervision Surveillance (daily contact with the YJS and other means to account for a young person and how they use their time).

Practice in this area is driven by working collaboratively with statutory and third sector agencies to provide bail packages that address risk and need to promote confidence with courts to use community disposals over custody, ensure the bail packages are child focused, subject to a high level of monitoring and continuous evaluation, ensure enforcement is completed in a timely manner, when necessary, sanctions are proportionate with the breach.

19. Use of Custody

In 2022 there was an average of 560 children (under 18 year olds) in custody (both remands and sentenced) nationally. This population has continued to decrease during 2023 to a reported average of 450 children.

The national decline in the use of custody has been seen by Croydon Youth Justice Service. In the year 2022/23 Croydon Youth Justice Service saw 7 children sentenced to custody. A chart detailing the offences for which they were in custody is provided below:



20. Constructive Resettlement

At the time of writing there were seven young people in custody, three 18-year-olds, three 17-year-olds, one 15-year-old, all male, six of the seven identified as Black British and one of mixed background. Croydon YJS are committed to reducing re-offending rates amongst those leaving custody given research by the national youth justice data for 2019/2020 states that they are the highest of any group. Challenges children are faced with when leaving custody include often being the most detached from ETE, most likely to be misusing drugs and alcohol, have mental health issues, high exposure to familial or peer criminality and issues surrounding accommodation and risk. Therefore, the YJS applies a holistic approach involving multi-disciplinary assistance to address the needs of those children departing the secure estate and details of this are found in our resettlement policy which sets out our objectives in obtaining positive outcomes for this group of young people.

Croydon YJS Resettlement procedures follow the Youth Justice Service practice guidance Custody and resettlement: Section 7 case management guidance (2022). In terms of service delivery Croydon YJS standards follow National Standard 4 (in secure settings) and National Standard 5 (on Transition and Resettlement) as detailed in Standards for children in youth justice services 2019 - Addressing the Seven pathways to Resettlement.

Croydon YJS are committed to providing effective resettlement, one that focusses on the process of enabling a shift from a pro-offending towards a pro-social identity, whilst ensuring personal and structural support mechanisms are put in place. To achieve this Croydon YJS, implement the principles and best practice of: Beyond Youth Custody Effective Resettlement of young people (2015) and the London Resettlement Pathfinder - Constructive Resettlement.

Key Partnership work:

HMPS– lead agency in custody, responsible for providing Children with a safe, secure, and rehabilitative regime, case management to complete referrals and coordinating services, Resettlement planning,

Prison Education (Nova) to complete Education plans and deliver 25 hours education including maths and English, liaising with community agencies to ensure information is shared with community ETE providers,

NHS – to provide Physical health and Mental health services both in custody and the community,

MAPPA – Multi agency panel, lead agencies are probation and police, risk management planning for children assessed a high risk of harm and re-offending:

Local Authority Children’s services including Leaving Care Team – Children and young adults subject to social care support,

Courts for sentencing and enforcement,

Community Partnerships agencies.

Substance Misuse: To provide information to support staff and to follow up cases where it is accepted that the young person meets the criteria.

Forensic Psychology: To provide information to support staff in relation to screening, agree on suitability for a more in-depth consultation with a view to identify further interventions. To provide advocacy on ways of working with young people who have diagnosis such as conduct disorder, trauma, ADHD etc.

YJS Education: To provide information to support staff and to follow up cases where it is accepted that the young person meets the criteria.

Virtual School: To provide information to support staff and follow up cases where it is accepted that the young person meets the criteria.

Educational Health Care Plan Coordinator: To provide information to support staff and follow up cases where it is accepted that the young person meets the criteria.

Restorative Justice Coordinator: Attend each meeting to help inform the assessments in terms of victim considerations and to encourage victim input into any ensuing plan.

DIZ Housing: To provide information to support staff and follow up cases where it is accepted that the young person meets the criteria.

Additional Staff as required: Case managers can invite any relevant staff to the meeting who they feel have a significant contribution to make to the resettlement of the young person.

Whilst we have yet to complete a need analysis on these subject to custody, we refer to research on the custody and remand cohort provided by the London Resettlement Pathfinder which provides detailed insight into the needs of those in custody.

We work to the following principles resettlement –

Risk classification: Resources follow risk, our custody cohort who are often deemed our most high risk of re-offending with high support needs.

Criminogenic need: Assessment is important for planning and delivery - custody cohort often have complex needs, subject to multiple assessments – to avoid duplication this information needs to be shared between custody and the community, continuity of care is important, so we avoid changes in worker where possible.

Dosage: Scaled approach ensures that intervention is proportionate to risk and need and reporting requirements must reflect this, professional discretion is permitted where there is learning difficulties, mental health, Croydon YJS as per YJB National Standards have clear procedures for monitoring attendance and punctuality, providing supportive supervision, clear lines of communication amongst relevant case workers, facilitate parental input to encourage compliance, hold regular review to monitor the child's progress.

Responsivity: To meet the learning style of the child Croydon YJS employ a full time Speech and Language Therapist for assessment, advice, and intervention – recommendations are shared with YJS Practitioners to improve service delivery, workers utilise a child's learning style and Self-Assessment Questionnaires to improve the child's engagement with the intervention plan, several learning tools are available to YOS workers including written, visual, and technological based.

Community based: Croydon YJS ensure that every child sentenced to custody is considered for 'release on temporary licence (ROTL) to support resettlement, and that ROTL placements are meaningful to support resettlement back into the community. Evidence suggests that programmes in the community have more effective outcomes than those in custody or segregated settings- Croydon YJS is a multi-agency teams, including offence focused, Restorative Justice, substance misuse, gangs' intervention, paid ETE via Skill Mill, ETE support for school children and post 16 etc.

Intervention modality: Croydon YJS offer group and one to one offending behaviour programmes that are skills based and emphasize problem solving within a cognitive behaviour framework, There are a range of complex interventions to address ETE, parental/carers support, purposeful activity that rely on a range of providers from other agencies.

Programme integrity: To ensure that programmes have a clear rationale Croydon YJS ensure that all stakeholders are clear about the programmes rationale and the role and responsibility of each worker within it, a child must be matched up with the appropriate programmes, and in terms of service delivery Croydon YJS ensure coherence and continuity

in programme components, interventions are tailored to young people needs - Croydon YOS have a data analyst to monitor performance and reports and data are provided to the Youth Crime Board who have strategic oversight.

21. Standards for children in Youth Justice

In early 2020 the Youth Justice Service completed a self-assessment National Standards audit. The audit focused on the following areas:

- Out of Court work
- Court work
- Community work
- Secure settings
- Transition into adulthood.

Each area was broken down using the above practice areas to measure standards and given an overall grade. The audit was subsequently turned into an action plan that has been continuously revisited. A further self-assessment is planned for 2023. Following the last self-assessment subsequent monthly audits have been completed to look at practice in more details within specific themes chosen each month. In the past 12 months this has include the following: Out of Court/Working with Girls/Children who have Weapon related offending/Use of Referral Orders and Processes/Children in Custody/Victim work. Additionally, peer audits have been completed with the London Borough of Hammersmith and Fulham that found 70% of those assessed were assessed as a good standard and above and an External Consultant has also reviewed files during May 2023. The Service also uses thematic inspections and inspection reports by HMPI to measure its overall standards.

In summary **Out of Court Work** received criticism in the 2019 HMPI inspection and consequently the Out of Court offer was renewed including a refined assessment tool that considers risk (risk of re-offending, risk to self, risk to others). Planning has become more inclusive of families and children and interventions are offered once a week and extended where there is a need. In an audit carried out in 2022, auditors found that in almost all instances' processes had been followed and were child centric. Audits found that often children subject to these forms of disposals can present with higher risk than the disposal and therefore the dosage of intervention and support may have to consequently be increased. The audits also found that in most instances there was clear consideration for exit strategies including the use of Early Help, Social care, or the community sector to deliver work, to remove children from the criminal justice system. The introduction of Community Resolutions for low level offending and small amounts of cannabis, has

Court work is one of Croydon Youth Justices strongest areas of work, with a presence at the local Youth Court 6 days a week, the Team boasts a strong relationship with Court staff, which enables staff to feel confident in advising Courts on the best possible outcomes for children and victims. Staff regularly meet with the Court and deliver annual training on topics such a race and restorative justice. Within the self-assessment framework, the measures are linked to report writing (pre-sentence report) – Croydon Youth Justice Service often receives compliments for the detailed reports they produce including use and input from a Speech and Language Therapist, drawing awareness to Adverse Childhood experiences including discrimination and measured sentence proposals that are bespoke to the child in question and importantly victim considerations both actual and potential. The role of YJS Court staff is to also ensure all children produced from Police custody are assessed including their wellbeing, putting together bail packages as alternatives to remands and consequently

liaising with the wider professional network that may surround a child. They are also responsible for processing a remand if one arises by ensuring the child and their family are communicated with on arrangements and any risk related to suggested placements is communicated with the Youth Custody Service. They complete paperwork to ensure the secure setting receiving the young person has all relevant information including medication information and details on emotional presentation, any religious or dietary considerations or risk known to others including staff. Each Court appearance of a child is recorded and where the child is known to another local authority information is shared securely. In instances where the child receives a community order – the Court staff will ensure the child and their families/carers understand what is being directed by the Court and that a first appointment is offered with the Service. Where a young person cannot be seen at the Service's Office, alternative arrangements will be made using a sister-site to ensure the child feels safe when engaging with the Service.

Community work – During the last HMPI Inspection in 2019 the Service was assessed as 'good' in the delivery of their oversight of Community Statutory Orders on behalf of the Court. This rating was reinstated during the self- assessment completed in 2020 and has continuously been reviewed via the auditing framework in place. The timeliness of completing assessments is a continued area for improvement, ensuring inclusivity of young people within their Youth Justice Plans and enhancing victim consideration remain ongoing focus areas. Weekly reports are sent to Managers to ensure that there is monitoring processes and audits on victim work and training in this area provides continued focus for Practitioners.

Custody –Those who enter custody are often some of the most vulnerable yet high risk children within the cohort and therefore joint work with the Secure Estate is essential. The YJS see a young person in custody as outlined in national standard expectations but will sustain contact through telephone calls and in some instances welfare visits outside of these expectations. The YJS and Secure estate share a joint portal YJAF, each Practitioner and Manager is expected to have log in details to this site to ensure there is readily available access to records. Croydon Youth Justice Service also has a designated member of staff attend and work regularly from YOI Cookham Wood, permitted accessibility to children within this establishment. Wider issues related to specific establishments including segregation, frequent incidents of violence, not accessing 30 hours education continue to be challenged by the YJS via safeguarding leads and where necessary direct communication with Governors. The YJS Resettlement Manager is also co-located within YOI Cookham Wood weekly to ensure there is direct accessibility to children within this establishment and communication between the two agencies is strong.

Transitions – For those young people open to the Youth Justice Service, who have their 18th birthday nearing, there is the potential that they will be transferred to Probation being deemed a young adult. The YJS uses National Probation Service guidance on transfers and has its own local framework to ensure that children are aware of the transition and as much preparation occurs, beginning 6 months prior to any transfer. In some instances where there is less than 6 months remaining on an Order, or the young person is subject to a Referral Order (specifically devised for Youth Justice) or there is specific vulnerability or need, the YJS will retain the supervision of 18-year-olds. In 2022/23 14 young people were transferred and 43 postponed remaining with the Youth Justice Service. Reasons for remaining with the Service could include sentence type, time period left of sentence, young person's vulnerability, or other transition considerations. During the self-assessment in 2020 transfers were deemed as 'requiring improvement'. Often a young person will be transitioning in other ways e.g., if in care leaving care to pursue independent living, transferring from Child mental health services into adult etc It is therefore important to consider transitions more widely and to ensure that preparation combines all elements of the young person's transitioning. The

improvements observed included the National Probation Service allocating in a timely way and follow up of the transition once transfer has been completed being embedded.

22. Workforce Development

It is important that Croydon Youth Justice Service has a well-trained and experienced Team to ensure the best possible outcomes are achieved for children and their families and victims.

The Youth Justice Service utilises a variety of courses to ensure staff have knowledge and understanding in all aspects of their practice and/or know where to gain information. Training includes use of the Youth Justice Board INSET Training, Internal training delivering courses on safeguarding particularly contextual safeguarding which is often sighted within the cohort. Specific external/bespoke courses are also offered including Youth Justice Effective Practice Certificate, Systemic Practice Training, Trauma Informed Practice, Counselling, Management Courses. A training analysis for 2023 has been completed and both analysis and plan are shared with the Board to ensure the workforce is adequately trained within the specialism of Youth Justice.

The Youth Justice Service Management Team has also delivered a number of workshops during 2023 on practice areas including: ASSET+ (assessment tool), Desistance, Future Behaviours, Planning and Sequencing, Out of Court work, Court work, Restorative Justice, Serious Youth Violence and the IOM process, Contingency Planning, Speech and Language training, Referring to Social Care, National Referral Mechanism, Serious Incident Thematic feedback, Use of Resettlement, MAPPA training (inclusive of MAPPA admin), Pre-Sentence Report writing, Court work the creation of a bail packages

Bi-weekly Team and monthly Service Meetings provide a platform for guest speakers to present and the last six months has welcomed: Prevent and Chanel Manager to discuss radicalisation and processes when identification is made, Red Thread – Youth Workers in the emergency duty department of hospitals who meet with young people who have been the victims of violence of exploitation, Suicide Prevention Services, Barnardo's, Croydon Safeguarding Partnership Manager, Family Justice Centre Operations Manager, Palace for Life detailing local projects running in the North of the Borough via Crystal Palace Football Club.

For further detail please sight Appendix 7 (Croydon Youth Justice Workforce Development Plan).

23. Evidence Based Practice and Innovation

There are a number of approaches that research findings have found to be the most effective when working with young people within a Criminal Justice context. Primarily, a strength-based approach, utilising young people's aspirations and interests in addition to promoting their potential, this supported by a 'Child First' approach, where children are treated like children, has been found to be the most successful way of reducing/preventing offending behaviour. It is important for all partners to adopt these principles and to look at ways to enhance protective factors and support young people by providing opportunity to entice desistance. A relational approach is therefore important to provide trust in the Service and to ensure young people have confidence in the Youth Justice System. Survey(s) and Youth Participation Forums undertaken in 2023 have found young people known to the system view the Organisation positively and saw staff had their interests at heart to make change and aspire to a future away from the system.

Research also supports the use of community re-integration. The YJS has strong established relationships with the Voluntary Community Sector, to promote social inclusion and opportunity within the communities' children and young people reside. This work has brought with it local expertise and knowledge, delivered by those people, children and young people identify and resonate with as the local population. The My Ends Project is an example of statutory and community collaboration where the Local Authority works with the community to enhance outcomes for children and young people. The Project delivers a variety of projects aimed at different sub-sections of the community and includes parental and school-based work. This work has brought with it open dialogue on need and creative solutions. The networking within this group means resource and support is often found and tailored to individual need quickly. Police, YJS, violence Reduction Unit and Education dept. are the Statutory partners but there is a directory of VCS providers that play a role in this project's delivery which is overseen by the Croydon Voluntary Action Team.

24. Evaluation

The YJS has an audit framework that was integrated and revised during 2023 to align with a wider Social Care auditing programme 'Windows into Practice'. The revised framework extended audits to Manager's across the department inclusive of QA Managers and Social Care Managers with the addition of peer moderators alongside a moderation panel to support consistency of gradings.

The YJS continues to audit cases each month, typically with a YJS theme and a presentation is given by each auditor on the findings answering key questions under each theme and using a specific tool influenced by HMPI inspection criteria. Audits have included: work with girls, work with those in custody, out of court work, referral order work, work on disproportionately. The auditor spends time with the Practitioner and Line Manger detailing both strengths and improvements designed to improve practice. Findings have led to practice improvements including a performance oversight section within the YJS Management meeting to look at National Standards including assessment timeliness, formation of the girl's group and mentoring offer, delivery of practice workshops on all key areas of YJS practice, Managers training as Inspectors (Local assessor) to enhance their auditing knowledge, training analysis, creation of the Stop of Search programme along with the Positive Male group.

At the time of writing Croydon YJS had also partaken in a peer audit with Hammersmith and Fulham the focus on disproportionately and its consideration in practice.

25. Service Development Plan

Croydon Youth Justice Plan for 2023/24 should be read in conjunction with the Youth Justice Board Strategic Plan 2021-2024 [YJB Strategic Plan 2021 - 2024 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/102222/yjb-strategic-plan-2021-2024.pdf)

The Youth Justice Board Strategic Plan provides an overall framework for national objectives within the sector, which Croydon YJS aspires and work towards. The Youth Justice Board is a central governing body attached to the Ministry of Justice who has oversight of the sector by ways of monitoring and providing practice support.

The Youth Justice Plan has also been devised in reference to existing and linked strategies within the borough including the Community Safety Strategy 2021-24.

26. Service Development

Priorities 2023/2024	Aim	Actions
Addressing over-representation	<ul style="list-style-type: none"> To address the stark over-representation of black and mixed heritage males within the cohort of children known to the Service To consider practice with Children in Care and known to Youth Justice 	<ul style="list-style-type: none"> Revise Disproportionately Action Plan for 2023/24 Continue to look at other areas where children are disadvantaged where the YJS can advocate for children – Police and Court training, work with education and advocacy related to exclusions. Continue to work with the Voluntary Community Sector to ensure the communities children reside play an integral role assisting children to avoid further contact with the System. Deliver spoke interventions such as the Positive Male Group and Girls Group Offering mentoring where young people can resonate and engage with their mentors through appropriate cultural matching. Continue to promote the rights of children e.g., Stop and Search group – empowering children with knowledge on the law. Enhance our practice when working with children in Care – joined up work with the Children in Care Council. Ensuring that we provide robust bail packages as an alternative to custody recognising this is an
Prevent and Respond to Serious Youth Violence	<ul style="list-style-type: none"> To contribute as part of a wider partnership to address the causes of Serious Youth Violence and be responsive to Serious Youth Violence when it emerges. 	<ul style="list-style-type: none"> Focus on high priority neighbourhoods by offering bespoke interventions for specific areas jointly with the VCS. Youth Engagement Outreach Team to show a presence following SYV incidents to provide support and advice to

		<p>the children and communities it impacts.</p> <ul style="list-style-type: none"> • YJS has a lead role in the creation and delivery of the Council's Youth Safety Plan which is currently in development as a co-production activity. • Co-chair with Adolescent Service (Young Croydon) locality discussions jointly with partners to discuss children of concern to ensure appropriate services are in place. • Continue to manage and oversee children open to the YJS, for SYV, via internal processes such as IOM, RVMP, CAP. • To enhance factors for desistance by way of specialist interventions being offered – counselling/bespoke interventions/mentoring/Speech and Language/constructive activities/support with ETE. • Where jointly open with Social Care joint supervision to be delivered.
Contribute as part of a wider partnership to tackle domestic Abuse	<ul style="list-style-type: none"> • To note that domestic abuse is prevalent within our cohort both as children being victims but in some instances the perpetrator and to ensure procedures are followed and staff are trained in this area. 	<ul style="list-style-type: none"> • All staff and Managers to adhere to safeguarding processes in this area. • All staff to be trained in risk assessment screenings linked to MARAC processes. • All staff to have knowledge of the Family Justice Centre (FJC) and programmes offered. • Staff to ensure they are consulting with the FJC where domestic abuse is evident and where necessary
Health Offer	<ul style="list-style-type: none"> • To ensure there is a holistic health offer for children known to Youth Justice – inclusive of Speech and Language, Substance Misuse, Physical Health (including Sexual Health), Counselling Services and Mental 	<ul style="list-style-type: none"> • Recruit into SALT vacancy • Increase number of staff trained in AIM (assessment tool linked to sexually harmful behaviour) (accounting for the increase in incident images convictions seen in data) • Continue to deliver Your Choice Cognitive Behavioural

	and Forensic Health Services.	<p>Programme jointly with the support of the clinical team.</p> <ul style="list-style-type: none"> • Continue to provide staff with Clinical support through reflective practice and case consultations. • Mental Health Offer to be reviewed by partnership. • Enhance FCAMHS offer within the Service.
Prevent and divert	<ul style="list-style-type: none"> • To ensure that children at risk or on the periphery of criminality are offered services at the earliest opportunity and to divert children away from the Criminal Justice System using alternative platforms. 	<ul style="list-style-type: none"> • Continue to evolve newly implemented Projects - Turnaround and Engage • To obtain data on new projects to analyse patterns & themes. • To continue to link with key partners to prevent and divert children from the system including Police, Education, Health, Social Care and VCS. • Staff to continue to be based in MASH and continue to improve joint work at earliest possible stages.
Responding to Contextual Safeguarding	<ul style="list-style-type: none"> • To ensure the workforce has a sound understanding of contextual safeguarding (risks outside of the home) and extra familial harm ensuring that their practice in this area is collaborative with key partners including Social Care, Police, Education and Health in addition to the Voluntary Community Sector. Overall aim is to ensure children are safe. 	<ul style="list-style-type: none"> • Changes to NRM processes are understood by Team. • All Managers to attend Decision Making Training • All YJS staff to jointly attend NRM decision making panel. • To improve quality of NRM data held on YJS children and this data is analysed. • To ensure plans surrounding children with positive NRMS are jointly held with Social Care • All staff to be trained on Contextual Safeguarding • YJS to continue to be representative at CAP
Reduce the number of Children identified as NEET (Not in Education or Employment or Training)	<ul style="list-style-type: none"> • To ensure all reasonable attempts are made to provide opportunities to children open to Croydon Youth Justice Service that are deemed NEET 	<ul style="list-style-type: none"> • Continue to work closely with Croydon Works to ensure training and employment opportunities are promoted. • Remain to run Skill Mill employability project. • 16+ Worker to continue to provide readiness sessions to

	<p>and help them in their readiness within this area.</p>	<p>support young people to get ready to enter the employment sector or further training.</p> <ul style="list-style-type: none"> • Partnership to be regularly briefed on employment and training challenges in borough. • Continue to work on relationships with providers and employment sector to create directory of offer. • Continue to be representative at all key panels including Fair Access Panel to ensure exclusions are minimalised for our cohort. • To continue to provide a staff member to the local Pupil Referral Unit to form part of their Task-force inclusive of YJS expertise.
Victim Centric Service	<ul style="list-style-type: none"> • To ensure that Croydon YJS is victim centric, and victims are at the centre of the work we deliver by way of restorative processes and ensuring their voices are heard to influence practice and manage risk. 	<ul style="list-style-type: none"> • All staff to have an appraisal target to be victim centric. • To ensure all children open to YJS have access to restorative justice provisions taking account of victim wishes. • For all staff to be trauma informed trained and to acknowledge that many of the cohort are themselves victims. • To ensure the victim(s) voice is heard and applied in our practice. • To consider potential victims as part of our risk management.
Resettlement Offer	<ul style="list-style-type: none"> • To ensure that there is a holistic resettlement offer that promotes recidivism by ensuring suitable accommodation is available, education and health services are offered. Offer to consider cultural relevance and to promote child-first principles. 	<ul style="list-style-type: none"> • YJS Resettlement Forum to continue to oversee children in custody ensuring that all their basic needs are being met and plans for release are considered at earliest opportunity. • Where issues of accommodation occur for these to be escalated at the earliest opportunity • Create of ROTL policy and ensuring ROTL is considered where eligible as part of resettlement offer

27. Challenges, Risks, and Issues

1. **Addressing Disproportionately** – The Youth Justice System does not determine who enters the system by way of arrest, the role the Service does play is ensuring advocacy is used to divert children away from unnecessary escalation and to ensure processes are fair. The Service is familiar with escalating with Criminal Justice Partners and drawing attention to structural racism that creates disadvantage for specific groups.

Response – The Youth Justice Service is committed to equality and anti-racist policy that ensures practice is fair. The creation of the Disproportionately Action Plan is intended to look at all areas of the practice model to ensure reflection and consideration is given to all aspects of practice. The work varies from training other Criminal Justice agencies to ensure our young people are heard and interventions are bespoke to the children they are intended for. Cultural sensitivity and awareness is promoted as part of the organisational culture.

2. **Serious Youth Violence** – As detailed above, Serious Youth Violence and its contributing factors remains a significant concern to the YJS. Whilst fatalities have reduced, stabbings and other forms of Serious Youth Violence, including weapon related offending remains high. The YJS alone cannot address all factors related to Serious Youth Violence, which includes poverty/inadequate housing, education/exclusions, exposure, and risk of exploitation and managing contextual safeguarding risk, detection, disruption, and enforcement action against those exploiting children. Adequate access to services and opportunities, environmental factors, discrimination, and structural inequalities have a significant impact. It is therefore the role of all services and partners to contribute to the reduction of Serious Youth Violence and an outline of such a response can be found in the Community Safety Strategy alongside the Youth Safety Plan and child / adult safeguarding protocols.

Response – The YJS continues to work with key Statutory Partners and the voluntary sector as a collaborative response to Serious Youth Violence. One success in 2021/22 was the implementation of a community led intelligence hub where key representatives known to the local community sector can voice concerns with the YJS and Police – this forum remains. This permits a connection with statutory services and those who know their communities and the current risks, in addition for the community sector to influence responses and approaches that are locally informed. The work in this area however continues to evolve. The YJS Service Manager, since 2021 oversees the Youth Engagement team to address concerns much earlier on to avoid entry into the Youth Justice System. This work will continue to provide children with opportunity and education, to divert away from the system and will include a voluntary offer for those released under investigation for a second time. Research indicates that prevention is key to ensure children and families receive services earlier on to divert away from criminalisation. The introduction to the Turnaround and Engage Project adds additional resource in this capacity. Both projects deliver bespoke interventions with a strong emphasis upon community involvement and delivery.

3. **Domestic Abuse** – a significant percentage of children known to the Youth Justice Service have been exposed to domestic violence/abuse. Conversely, the Youth Justice Service has a number of children who through their own experiences and trauma, normalise violence and coercion and having been victimised begin to perpetrate. Violence against parents or partners is not uncommon and often these risks are in addition to the offending behaviour for which they are known. The Youth Justice Service is responsive to these risks and will liaise with Croydon Social Care and the Family Justice Centre (FJC) to ensure these risks are adequately considered and managed. YJS Practitioners and Managers attend Multi-agency

Risk Assessment Conference (MARAC) where there is concern of domestic violence. In rare instances, the YJS will also contribute to the management of restraining orders imposed and ensure that this is considered as part of the monitoring role the YJS has as one of its many functions. YJS will liaise with the Police, Social Care and FJC to ensure risk management is considered in full and information is shared to safeguard others.

Response – Ensuring the entire workforce is appropriately trained in this area of work and has full understanding of safeguarding processes and MARAC is essential. Whilst there are some programmes available to refer into (locally) the YJS continues to evolve their joint work with the Family Justice Centre.

4. **Health** – The current provision of health services is delivered through the established roles with both permanent and locum staff, the aim would be in 2023 to ensure that health roles are filled on a permanent basis to provide consistency and stability for our young people.

Response – There has been significant progress within the domain of Health – implementation of a Physical Health Nurse who screens all children open to the YJS ensuring they are signposted into appropriate health services and advocated for, implementation of monthly Sexual Health Clinic to ensure adolescents are readily accessing support in this area, inclusion of Clinical Team within the YJS, providing consultation and bespoke case-work, implementation of Your Choice Programme a Cognitive Behavioural Programme for a specific part of the cohort, continuation of commissioned counselling services such as Off the Record and Croydon Drop In inclusive of services for bereavement. Whilst the Health Offer has expanded work specific to acute mental health need poses challenge and lengthy waiting lists. The Service has a well-formed relationship with FCAMHS, and a Liaison and Diversion Service based at the Custody Suite. The Speech and Language Post is also vacant and there have been challenges recruiting which is a picture seen London wide. Staff however are trained in Mental Health First aid and trauma informed practice.

5. **Prevent and Divert** – New projects funded by the Ministry of Justice and MOPAC has enhanced the Offer of early intervention and there is a now a framework provided for children identified at risk of criminality. The framework permits an offer for children Released Under Investigation, Bailed and/or NFA'd in addition to those subject to on-the-spot cautions also known as Community Resolutions. Work delivered from the custody suite in addition to projects that ensure all children encountering the Criminal Justice System are offered services and variants of intervention dependant on need. The risk and challenge are the demand. Whilst fewer children are entering the Youth Justice Service or formal Criminal Justice System, data shows that high numbers of children still coming into contact with Police. Other factors are also at play including lengthy bail periods and release under investigation drift.

6. **Responding to Contextual Safeguarding** – Linked to Serious Youth Violence is the issue of county-lines and contextual safeguarding (risks posed outside the home). Croydon is statistically rated as number 1 in London for children's involvement in county-lines (Rescue and Response, 2023).

The YJS continues to see high levels of out of area drug related offences which is often linked to the child's own victimisation and exploitation. Whilst YJS and services attempt to safeguard children and work with specialist services such as Barnardo's and Rescue and Response, challenge remains around the policing of those exploiting children. Joint work with Social Care, Police and Housing has led to several families being moved out of area to protect the young people in question, often families report a desperation and a sense that they have lost

all control over their children. The YJS remains to use its statutory tools in effort to assist in the safeguarding of children, yet the issues are complex and require multi agency responses.

Response – Earlier interventions to support families, strategic responses from Police are required. The YJS understand the complex context in which it works and addresses this area by advocating services and support to protect the children and young people known to its service. Positively, the implemented National Referral Mechanism pilot has been localised ensuring children are correctly identified as victims at the earliest opportunity without delay. This has reduced the time taken to confirm a child is being exploited leading to reduced criminalisation and fast access to bespoke and targeted work by specialist services such as Barnardo's.

- 7. Not in Education or Employment Training (NEET)** – Children within the YJS cohort have often had difficult experiences within the education system. Data tells us that many, when they arrive at the system, have experienced managed moves, exclusions or have been enrolled in Alternative Provision. Information also tells us that many have not consistently been in education regardless of enrolment and many have Education Health & Care Plans. The application of the Speech and Language work has also provided the Service with insight that some young people have needs that have not been detected such as communication difficulties and understanding but also neuro-diverse conditions such as attention deficit hyperactivity disorder and autism spectrum disorder. Children known to Youth Justice face several additional challenges particularly when considering further education and employment and often there is a need to assist a young person with 'readiness'. Children within the cohort are often without key pieces of documentation such as ID and bank accounts, struggle with concepts such as time or do not have routines that support attendance in addition to holding a criminal record and the challenges this brings. Children can be unfamiliar with leaving the borough or due to risk unable to attend certain localities. Appropriate provisions for children with these challenges are also in short.

Response – The Youth Crime Board has played particular focus to this area, which was raised in the Inspection 2019. The Partnership has continued to pull together to source provisions and support advocacy for these children. The YJS has also obtained a SEND accreditation for joint work with the SEND department and recruited into an Outreach 16+ worker that offers 1:1 support in this area.

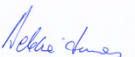
- 8. Victim(s)** – Victims are an important part of the Youth Justice Service function and ensuring they have a voice in the work we deliver. Current challenges are linked to consent being obtained for contact. The YJS has a Victim Worker designated to this area of work and is working closely with the Police to improve consent and information supplied by the Police.
- 9. Custody & Resettlement** – Croydon has seen a significant decline in the use of custody and whilst this has been seen nationally, the reduction has placed Croydon in line with the London average. Custody is reserved for the most serious offences and the children from the cohort presently in custody are there following sentence or remand for incidents of severe violence including murder. Croydon Youth Justice Service recognises that there are times when custody is warranted, when a crime is so grave that protection of the public is required, but fundamentally the use of custody is non-conducive to a young person's development and chances of rehabilitation. Inspection reports detailing environments that enable violence, segregation, limited access to services remind the Service why all efforts should be made to provide alternatives such as the use of bespoke bail packages that consider risk, or community orders that manage risk with the use of requirements are promoted. For those

who do enter the secure estate the statutory role of the YJS is to ensure that whilst there their wellbeing is considered and that they access all necessary services.

Planning for a young person returning to the community takes time and one difficulty many Youth Justice Services report is the difficulty in finding accommodation prior to release. Youth Justice Services work closely with Children's Social Care & Housing to identify accommodation. There are significant, well known and researched, local and national challenges in finding suitable placements however we continue to work together in addressing these challenges to identify placements that are safe and meet the young people's needs. This can be an anxious time for our children, YJS and Social Care will work together to reassure and plan the transition for the children. National Placement shortages and relocations can indirectly place pressure on resettlement plans, particularly when the young person is placed into a new area. Any delays in securing placements can compromise risk management; we work tirelessly to ensure services are available upon release, so the transition is a positive one.

Response – Any challenges with accommodation are escalated for Head of Service oversight and the challenges regarding accommodation has been raised with Partners at the Board informing our sufficiency strategy and commissioning plans.

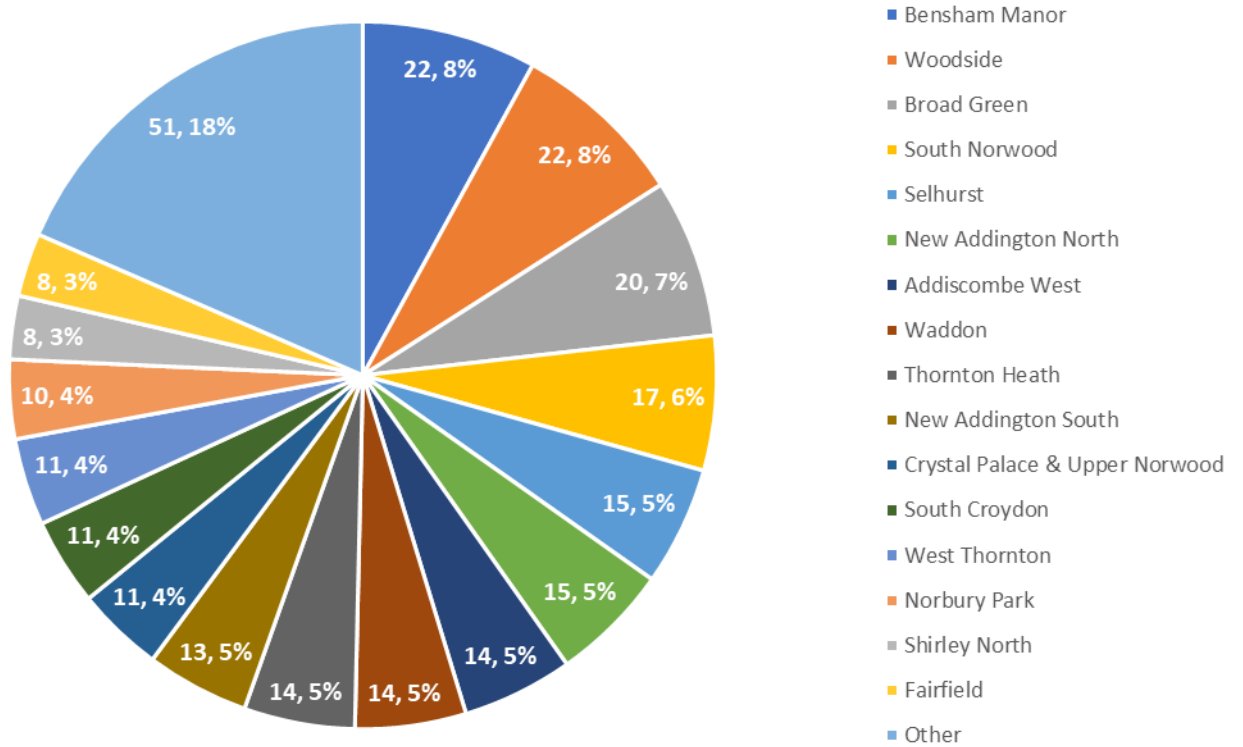
27. sign off, submission and approval

Chair of YJS Board - name	Debbie Jones
Signature	
Date	13.07.23

Appendix 1

Wards 2022 – 2023 cohort

Wards 2022-2023 Cohort

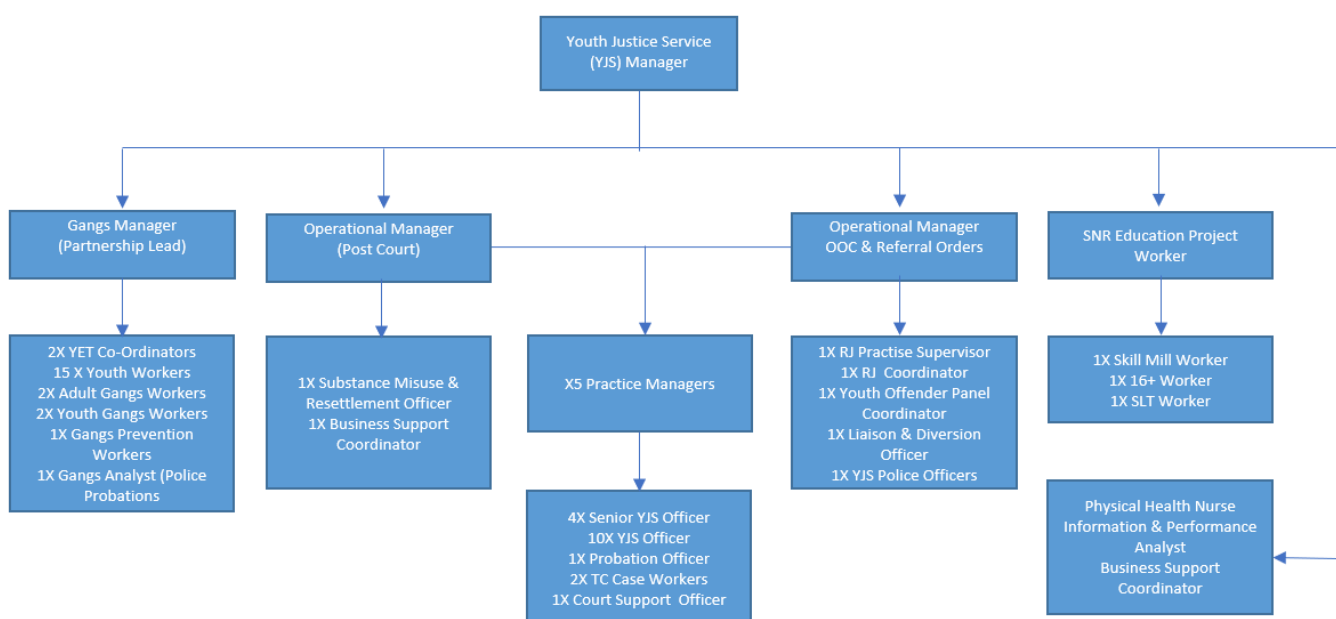


- Bensham Manor - 22
- Woodside - 22
- Broad Green - 20
- South Norwood - 17
- Selhurst - 15
- New Addington North - 15
- Addiscombe West - 14
- Waddon - 14
- Thornton Heath - 14
- New Addington South - 13
- West Thornton - 12
- South Croydon - 11
- Crystal Palace & Upper Norwood - 11
- Norbury Park - 11
- Fairfield - 8
- Shirley North - 8
- Shirley South - 7
- Addiscombe East - 7
- Sanderstead - 6
- Norbury & Pollards Hill - 5
- Selsdon & Addington Village - 5
- Coulsdon Town - 4
- Selsdon Vale & Forestdale - 4
- Purley & Woodcote - 3
- Old Coulsdon - 2
- Purley Oaks & Riddlesdown - 2

Withyham - 1
 Seven Kings - 1
 Sitwell - 1
 Carshalton Central - 1
 Ravensbury - 1
 Beddington South - 1
 Longthornton - 1
 Streatham Wells - 1
 Herne Hill - 1

Appendix 2

Staffing Structure



Appendix 3

Disproportionality Action Plan (DAP) 2023-24



Disproportionality Action Plan 2023-24.d

Appendix 4

Reparation Projects



Available Reparation
Projects June 2023.do

Appendix 5

Croydon YJS Quality Assurance Framework



YJS CSC QA
proposal.docx

Appendix 6

Youth Justice Crime Board Terms of Reference



YCPYJS Board TOR
2023.doc

Appendix 7

Croydon Youth Justice Workforce Development Plan



Workforce
Development Plan (Tr.

Appendix 8



Prevention
Strategy.docx

Appendix 9



Joint Working
Protocol

Common youth justice terms
Please add any locally used terminology

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health, and social care needs of a child with additional needs
ETE	Education, training, or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting

FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPP	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language, and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

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LONDON BOROUGH OF CROYDON

REPORT:	CABINET	
DATE OF DECISION	27th September 2023	
REPORT TITLE:	Youth Safety Delivery Plan	
CORPORATE DIRECTOR / DIRECTOR:	<p>Nick Hibberd Corporate Director of Sustainable Communities, Regeneration & Economic Recovery</p> <p>Debbie Jones Corporate Director for Children and Young People</p> <p>Kristian Aspinall Director of Culture & Community Safety</p>	
LEAD OFFICER:	<p>Kristian Aspinall <u>Kristian.aspinall@croydon.gov.uk</u></p>	
LEAD MEMBER:	<p>Councillor Ola Kolade Cabinet Member for Community Safety</p> <p>Councillor Maria Gatland Cabinet Member for Children and Young People</p>	
KEY DECISION?	No	N/A
CONTAINS EXEMPT INFORMATION?	No	Public
WARDS AFFECTED:	<i>All</i>	

1 SUMMARY OF REPORT

- 1.1** This report outlines the work done in the last 12 months to deliver on the Executive Mayor’s commitment to making Croydon’s streets safer for young people, the plan for the next three years of action, and the commitments to partnership working with the voluntary sector and community to tackle violence.
- 1.2** The plan is attached as Appendix 1. For the context of this work, younger people include people aged 11 to 25.

2 RECOMMENDATIONS

For the reasons set out in the report and its appendices, the Executive Mayor in Cabinet, is recommended:

- 2.1 To endorse the work delivered to improve youth safety in the last year.
- 2.2 To agree the plan contained in appendix 1 as the three-year delivery plan.
- 2.3 To support the development of public health funded initiatives to improve youth safety.
- 2.4 To agree the commitments to working with the voluntary sector and communities as outlined in the plan and section 6.

3 REASONS FOR RECOMMENDATIONS

- 3.1 The Executive Mayor's Business Plan outlines his commitment to "make Croydon safer for young people", in addition to tackling knife crime and ensuring children and young people in Croydon have the chance to thrive, learn and fulfil their potential.
- 3.2 Over the last twelve months, a significant amount of work has been delivered to make Croydon safer for young people. This follows the tragic murders of five teenagers in 2021 and the continued high levels of violence amongst young people in the borough. The work was delivered in partnership with and by the Council, Police, and voluntary sector. The work includes:
 - Additional investment in key areas such as Croydon Town Centre, Thornton Heath, New Addington and Shrublands, with 6 months of youth outreach work delivered by trusted local partners.
 - Rapid response to critical incidents in the borough, with local charities funded to deliver on-street youth work within 48 hours of an incident to help ease community tensions, support young people who may be affected, and prevent reprisals.
 - Multiple intervention programmes aimed at helping young people leave crime and not reoffend.
 - Dedicated Police robbery patrols to deter young people from being robbed.
 - Extra grants for summer holiday and back-to-school activity in key areas to provide more diversionary activity.
 - A new Substance Misuse Board to work across Health, Police, and Council to tackle the supply and demand of drugs in the borough which drives violence.
 - Smart watermarking for young people in schools to help deter robbery.
 - Closer working with British Transport Police on transport hub safety for young people.
 - A new Community Safety Engagement Board to allow all community groups, voluntary sector organisations, and businesses to help work with the partnership on making Croydon safer.

- Investment in our sports pitches across Croydon to provide more diversionary activity for young people.
- 3.3** A key example of the improvement of response was the multi-agency approach to issues on Church Street in Croydon Town centre. There were significant concerns around large groups of young people, knives, anti-social behaviour, and low-level crime aimed at local businesses. The Council, Police, and key community groups rapidly developed an intelligence profile drawing on statutory information and local qualitative information from the community. We then worked rapidly in partnership with local groups to put additional youth workers and outreach workers (from youth groups already active and with trusted relationships into the area), to help support young people and get them off the streets. This had an immediate noticeable effect, significantly reducing the number of young people at risk and preventing further violence and crime.
- 3.4** Comments and feedback from key partners and community groups at the MyEnds forum and the Community Safety Engagement Board reflect the improvement over the last year. Although there is an acknowledgement that there remains more to do, the speed of the Council's response and the willingness to work in new, innovative ways with community groups and partners has been recognised and praised as a step-change in how the borough tackles violence against young people.
- 3.5** The attached plan draws that work into a framework for delivery over the next three years, based on the key themes of:
- Prevention – stopping young people becoming at risk.
 - Intervention – supporting those young people at risk.
 - Disruption – tackling the gangs exploiting our young people.
 - Diversion – providing positive alternatives for young people.
- 3.6** It has been developed in consultation with key partners and will continue to be developed with the voluntary sector, communities, and young people over the lifespan of the plan.
- 3.7** This plan directly links to, and was developed alongside, the Youth Justice Plan, together. Both complement each other and work towards the same outcome – making Croydon safer for young people. This plan directly contributes towards the key performance indicators of the Youth Justice Plan in reducing the number of young people entering the criminal justice system.
- 3.8** The plan outlines an achievable series of actions that will lead to measurable improvements in safety for young people and is recommended for approval.

4 BACKGROUND AND DETAILS

- 4.1** Violence against young people has been unacceptably high in Croydon for many years. As section 3 of the plan outlines, Croydon has had some of the highest levels of violence involving young people in London, across various violent crime types.
- 4.2** We recognise that this violence is disproportionate. It affects young Black boys from the African and Afro-Caribbean community more than others, and as a result impacts

the Black community more than others. Tackling this inequality has been core to all the work delivered since and embedded within this new plan.

- 4.3** In recognition of this, the Council, statutory partners, and the voluntary sector have developed and delivered many significant pieces of work over the years to make Croydon Safer. Key to this was the Vulnerable Adolescent's Review in 2019, which looked at the multi-agency response to youth violence. This was developed into an action plan and delivered from 2019 to 2021 through the Croydon Safeguarding Children Partnership.
- 4.4** Prior to developing the plan, the partnership explored other approaches across the country to better understand best practices. The research aimed to understand how plans were established, implemented and developed in partnership. Boroughs that face similar challenges and have similar demographics were included in the review. As a result, Croydon has incorporated ideas from other plans that can benefit the local area.
- 4.5** The plan takes into account key findings from recent high-profile case reviews which puts greater emphasis on preventive work. The findings will continue to feed into the ongoing delivery plan.
- 4.6** This new plan was developed in response to the Executive Mayor's commitment to making Croydon safer for young people and to tackle knife crime in Croydon. It builds on all the work delivered in recent years by the Council, the Police, and the Voluntary Sector. It is evidence-based and draws upon the annual Crime and Disorder Strategic Assessment, the Vulnerable Adolescent's Review, and all the work and contributions of Croydon's voluntary sector and communities.
- 4.7** The plan will be delivered through a new "Youth Safety Delivery Board" that will be led by Community Safety and Children's Services with key partners from across the partnership. Each theme will have a key lead agency and will include and involve voluntary sector representatives, community members and young people in the design, development, and delivery of further actions. The board will report into the Community Safety Engagement Board, the new forum established in spring 2023 to empower and work with a wide range of Croydon's voluntary sector to make Croydon safer. Ultimately it will report into the statutory Community Safety Partnership and the Croydon Safeguarding Children's Partnership.
- 4.8** This plan is a living document that will continue to be developed over its three-year lifespan. As outlined in the commitments to co-production and in recommendation 2.4, the next steps will be to work with communities to further develop each of the four theme, and to develop, with public health, funded interventions for the lifespan of the delivery plan.
- 4.9** Key areas for development when funding is identified (through Public Health or external funders) include:
- Young people not in Education, Employment, or training (NEETs).
 - Transitions (primary to secondary and 18+).

- What preventative and interventions look like for 18- to 25-year-olds.
- A more direct and resourced approach to embedding anti-racism in our practice.
- Trauma-informed practice in the voluntary sector.
- Work with the PRUs to reduce pupils in the PRUs and better protecting them.
- Better health integration and offer.

4.8 All of these areas are in the current plan, but additional funding / resources will allow us to further develop and grow them.

5 ALTERNATIVE OPTIONS CONSIDERED

5.1 One option was not to develop a delivery plan, and to continue the reactive responses to violence that the partnership has developed and delivered over the last year. However, doing so would inhibit a pro-active approach and long-term planning. It also would have prevented any development of long-term funding options and the ability to attract additional resources from outside Croydon.

5.2 Another option was the development of a 10-year public health strategy. This option was not taken forward as it was felt that:

- Significant work on the long-term causes had already been delivered through the Vulnerable Adolescent's Review.
- Longer-term child exploitation and child protection strategies are being developed through Children's Services and the Children's Safeguarding work.
- There was a need to deliver on the Mayor's commitments and take action rapidly given the challenges facing Croydon.

6 CONSULTATION

6.1 *As outlined in section 5 of the plan, numerous organisations have fed into the work that forms the basis of this plan, both over the last six months and during the preceding years through the Vulnerable Adolescent Needs Assessment and other pieces.*

6.2 *It is key to this plan's continued development and delivery to work in true partnership with residents, voluntary sector organisations, and especially young people through relevant engagement opportunities such as those provided by the Croydon Youth Forum. As such we are making several key consultation commitments for this work:*

- We will develop sub-groups from the Community Safety Engagement Board to ensure each of the four themes has specific plans and projects from the voluntary sector and communities.
- We will ensure this plan is presented at multiple community engagement events throughout its lifespan and seek feedback.
- We will be honest and about its successes and failures, focusing on learning from projects that did not achieve their goals and ensuring that young people

and young adults involved in projects are part of the evaluation.

- We will treat the voices of voluntary sector groups as equals in every sense, recognising their expertise, knowledge, and trusted relationships.
- We will never stop looking for better ways to include young people, their families, and their communities in projects and the overall delivery plan.

7. CONTRIBUTION TO COUNCIL PRIORITIES

7.1 This plan directly contributes towards two key objectives in the Executive Mayor’s Business Plan:

“Make Croydon safer for young people”

“Tackle anti-social behaviour, knife crime, and violence against women and girls so that Croydon feels safer”

It will also contribute to the headline objective that “Children and young people in Croydon have the chance to thrive, learn and fulfil their potential” for the work delivered to under 18s.

7.2 This plan also delivers on one of the three objectives of the Croydon Safer Partnership: tackling violence against young people.

8. IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

8.1.1. There are no direct financial implications arising from the approval of this report and its recommendations. Approval of the recommendations may assist with the development of long-term funding options and the ability to attract additional resources from outside Croydon.

8.1.2 Comments approved by Darrell Jones Acting Head of Finance, for Sustainable Communities, Regeneration & Economic Recovery Department on behalf of the Director of Finance. 9th August 2023

8.2 LEGAL IMPLICATIONS

8.2.1 Although there are no direct legal implications arising from this report, the Council has several statutory duties to children and young people who are the intended recipients of the targeted intervention and support described in this Report. These include:

8.2.2 Section 17 Children Act 1989 to safeguard and promote the welfare of children in their area who are in need.

- 8.2.3 Sections 10-11 Children Act 2004 to ensure that its functions are discharged having regard to the need to safeguard and promote the welfare of children and to promote cooperation between the Council and its relevant partners to ensure that children's wellbeing is improved.
- 8.2.4 Section 17 Crime and Disorder Act 1989 to exercise its functions with due regard to the need to do all that it reasonably can to prevent crime and disorder, the misuse of drugs, alcohol and other substances and re-offending.

Comments approved by the Head of Social Care & Education Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 16/08/2023)

8.3 EQUALITIES IMPLICATIONS

- 8.3.1 The Council has a statutory duty, when exercising its functions, to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must, in the performance of its functions, therefore, have due regard to:
- eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.3.2** Violence involving young people is a significantly disproportional crime, where the victims are far more likely to be young Black boys than any other demographic and out of line with the local population.
- 8.3.3 This plan acknowledges and recognises the equalities issues, and in the work delivered to date the Black community has been specifically consulted and involved in provision and interventions.
- 8.3.4 The plan will address this disproportionality and ensure that we take a culturally competent approach to all our commissioned services and projects. This will include ensuring that young people and the Black community are involved, and their voices heard in all stages of the plan.
- 8.3.5 An EQIA has been carried out and shows largely no adverse impact on any protected groups. However, as no data is provided because third parties mainly hold it, it is difficult to evidence that conclusion.
- 8.3.6 Comments approved by Naseer Ahmad of the Equalities Programme Manager. (Date 17/08/2023)

9 APPENDICES

9.1 A Youth Safety Delivery Plan

9.2 B Equality Analysis Form

10 BACKGROUND DOCUMENTS

N/A

Croydon Youth Safety Plan
2023 – 2026

September 2023

CONTENTS

1. Introduction
2. What we want to achieve with this plan
3. What we know about Youth Safety in Croydon
4. What is our approach to improving Youth Safety?
5. How we will engage the community
6. Measuring Impact
7. Action Plan

Intro from Croydon's Elected Mayor

Intro from Croydon's Borough Commander

1. Introduction

The Mayor's Business Plan 2022 – 2026, Outcome 4 centres on “**Croydon being a cleaner, safer, and healthier place, a borough we're proud to call home**”. A key priority is to tackle anti-social behaviour, knife crime and violence against women and girls so that Croydon feels safer.

As part of this, the mayor has committed to delivering a **Youth Safety Delivery Plan** that focuses on keeping children and young people safe on the streets of Croydon. The plan will crucially be delivered by working in partnership with children, young people, and young adults, communities and families, and the voluntary sector.

Context

- It is important to recognize this is not a new issue in Croydon, and that a significant amount of work has already taken place by the Council, the statutory partnership, the wider voluntary sector and residents and communities themselves.
- This plan looks to build on that work, learning from the successes and challenges.
- It is part of our wider Community Safety strategy to make Croydon safer for young people. Working in partnership with Children's Services, Police, Community groups and other partners we aim to reduce violence and the fear of violence for young people.
- Over the last year we have already changed how we try to protect young people, through targeted interventions, working closely with trusted voluntary sector partners in high-risk areas, and better identifying young people at risk. This plan will take those changes faster and further.
- We need to consider areas where racial discrimination (in education, the criminal justice system, policing or wider society) might lead to young people of African and African-Caribbean heritage being more susceptible to becoming victims or perpetrators of violence.
- It is important to recognize that the lines between offender and victim are blurred in this space, and young people can be both.
- Involving young people and communities in the design and development of this plan is essential, and this document is only the first stage of that process.
- The plan will continue to change and develop over the course of the next three years.
- Ultimately, fear of violence and crime is the top concern of Croydon's young people, and our main measure of success will be our young people feeling safer on our streets.

2. What we want to achieve with this plan – our headline measures

Our vision

“Children, young people and young adults have the chance to thrive, learn and fulfil their potential”

What we will achieve with this plan

- 1) Fewer young people will be injured on our streets year on year
- 2) Fewer young people will enter the criminal justice system
- 3) Young people will feel safer in Croydon year on year

These are our three top line measures that will determine overall success. All of our activity should contribute in some way to these three over-arching goals.

Note that the Youth Justice Plan, led by the Youth Justice Service, has the statutory responsibility to reduce the number of young people entering the criminal justice system and as such has a significant overlap with this goal. Both plans complement each other and work towards the same aim of making Croydon safer for young people.

How we will do this

- 1) We will get better at identifying young people at risk earlier and faster.
- 2) We will improve how we protect and support those young people.
- 3) We will target and disrupt the gangs that exploit our young people.
- 4) We will remove weapons off the streets.
- 5) We will rebuild trust and confidence in the Police.
- 6) And everything we do will be working in partnership with the community, families, and young people.

3. What do we know about Youth Safety in Croydon

In 2021, London reported the worst year on record for children and young people dying because of serious violence. Tragically, of the 30 teenagers that lost their lives in the Capital, five of these were in Croydon.

Key Stats

- Croydon is a London borough located in South London with a population of 386,710 people, the largest population of any London Authority.
- It is estimated that 93,000 under 18-year-olds live in the borough subsequently giving the borough the largest youth population in London.
- Nearly a quarter of Croydon's population (23.1%) are aged 17 years and under compared to the average for London of 21.6%.
- There are 99 primary schools & 34 secondary schools.
- The number of looked after children in Croydon remains the highest in London.
- Like other London boroughs, Croydon has a higher proportion of residents from the Non-White communities compared to the national average. The Census 2021 data shows that there was more diversity in the younger age group population in Croydon.
- There is a higher proportion of males compared to females in the 0-17 years age band in Croydon. There is a higher proportion of females to males in the 18-64 years age band. The 65 years plus age group makes up 13.6% of the total population in Croydon compared to the average for London of 11.9%.

Serious Youth Violence

- Between April 2018-19 and April 2019-20, there was a 19% decrease in knife crime with injury among young people under 25-year-olds in Croydon. This indicates a downward pre-pandemic trend in Serious Youth Violence.
- However, total knife crime rates increased by 2% in Croydon in that period. Non-domestic knife offenses rose 15% from March 2019 to March 2020, just before the pandemic hit.
- In the year ending March 2023, Croydon saw a 12% increase in knife crime offenses from the previous two years, indicating an upward trend in the post-pandemic period.
- Between July 2019 and July 2023, Croydon is ranked 2nd in SYV crime count among the other London Boroughs and 15th in rate per 1,000 people.

Victims of violence over the course of 3 years

- 80% of the victims are male, with an increasing trend for female victims, approximately 2% annually during the last 3 years.
- White Europeans accounted for the highest total percentage of victims (45.70%), followed by Afro-Caribbeans (37.58%).
- Afro-Caribbeans accounted for the highest percentage of victims within their ethnicity (49.65%), followed by White Europeans (56.41%).

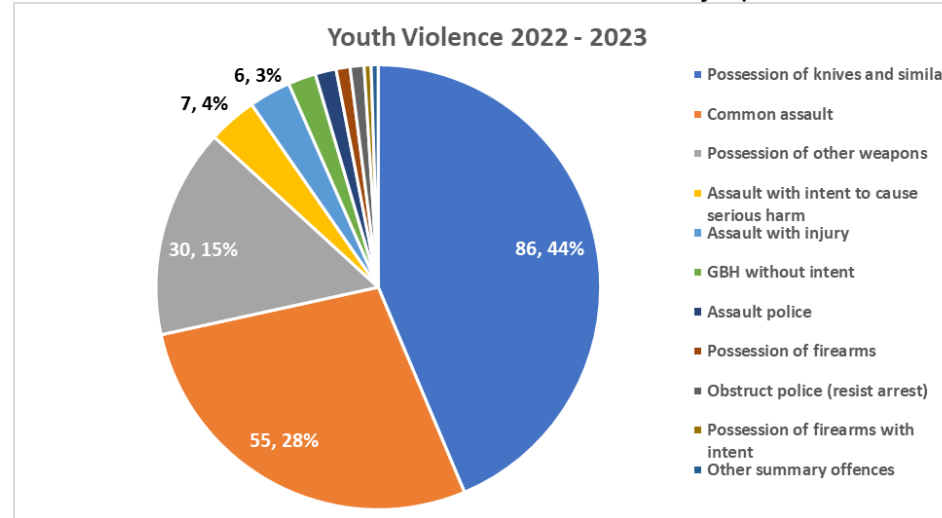
Comparison to Borough of Croydon demographics

- Gender: The victim data skews heavily male, with 65% male victims compared to 48% of Croydon's population being male. This suggests young men are disproportionately affected by serious youth violence relative to their share of the population.
- Age: 27% of victimization occurred among 18-24 year olds, while this age group accounts for only 5.5% of Croydon's population. This indicates serious youth violence disproportionately impacts 18-24 year olds.
- Ethnicity: The victim data shows high representations of Afro-Caribbeans (37.6% of victims ages 1-17) and White Europeans (43.7% of victims ages 1-17). In Croydon, 22.6% are Black African/Caribbean and 48.4% are White. This suggests young Black/African/Caribbeans may be over-represented as victims relative to their share of Croydon's population.
- In summary, the data indicates serious youth violence inordinately impacts young men, those aged 18-24, and potentially Black/African/Caribbean groups compared to their demographic profiles in Croydon.

Youth Justice Service

- Croydon YJS has a high throughput of under 18s making it one of the busiest in London.
- The Youth Justice Service works with young people
- In 2022/23 Croydon Youth Justice Service worked with 281 children on various disposals including: Out of court triages and cautions in addition to post court statutory sentences.
- 63 children of the 281 were placed in borough by other Local Authorities for the YJS to manage on their behalf (22.4%).
- Disposals and Orders can last for a minimum of 3 months up to 18 months and on average there are 120+ children open to YJS at any given time.
- In 2022/23 158 of the 281 were deemed First Time Entrants (entering the system for the first time).
- The YJS continues to see an overrepresentation of ethnically diverse (black or black British) males, albeit there was a reduction during this period.

- Girls remain to be less representative within the cohort but are often younger in age (13-14 whereby the average age for males 15-17). Whilst the female cohort is low, the number is significant with females presenting with their own unique vulnerabilities and risks.
- We know that a number of offences take place amongst individuals who are over the age of 18 years old who would not be engaging with the YJS.
- The table below shows youth violence offences which has been broken down by specific offences.



The role of drug markets and drug supply

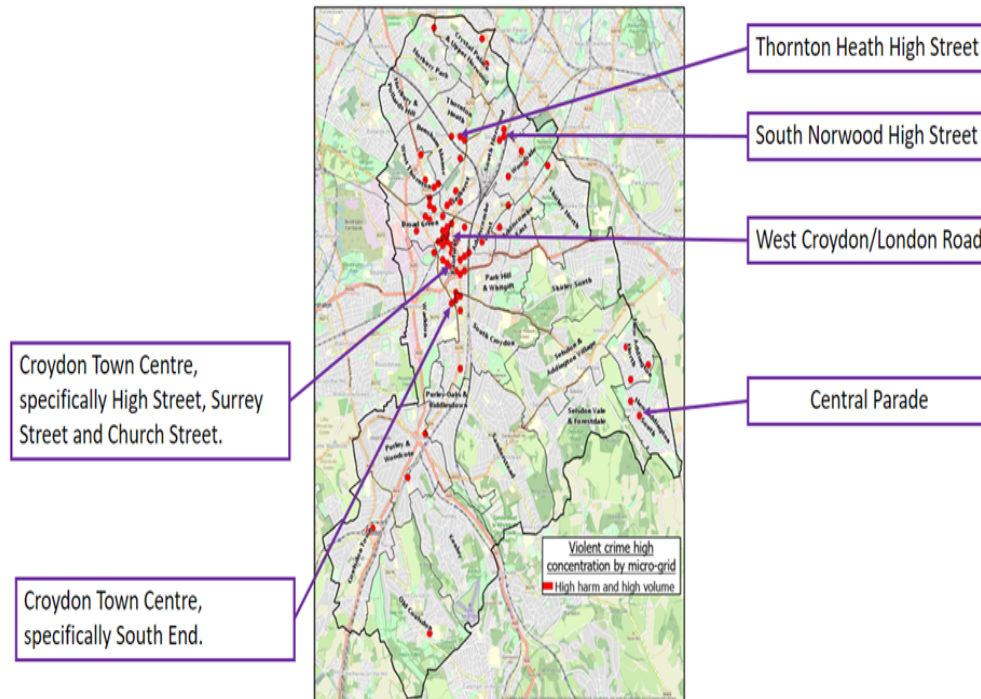
- The circumstances involving the drug market is complex and the supply of drugs in Croydon contributes to the violence taking place in the borough. Criminal organisations and adults who are involved in the supply of drugs target vulnerable young people and exploit them in order to distribute drugs for their own personal gain. As a result of the competitive nature of the drugs market, this has led to violent acts unfold in public spaces as well as behind closed doors. Breaking the supply of illicit drugs will contribute to the reduction of violence and safeguard vulnerable young people. The open air drugs market is considered within the hotspot locations.
- Furthermore, the borough reports high levels of involvement with county-lines and is deemed to have the highest numbers in London (Rescue and Response, 2023).

The role of gangs

- The partnership have identified a number of gangs who are operating in the borough as well as work with other Local Authorities who may directly impact the behaviour taking place in the borough. Due to the criminal nature of the gangs such as drug dealing, knife point robberies and violence, there is often a conflict or tension between the gangs and their members, this can lead to violent acts in public spaces as well as behind closed doors. Young people are being exploited by gang members into conducting violent acts in the name of the gang, this can lead to retaliation which continues the cycle of violence.

Hotspot Locations

- As part of the Strategic Assessment 2022, the Partnership identified micro-grids of high volume and high harm violent crime locations which we should focus on. This is due to relatively disproportionate levels of violence and other crimes of concern that are contained within these locations.



Delivering on prior and current learning

This Youth Safety plan draws on Learning Reviews undertaken in Croydon about Croydon, and also draws from both national and regional learning. The 2019 I Vulnerable Adolescents Thematic Review was commissioned by Croydon's strategic partners through the Croydon Safeguarding Children's Board to support the improvement and effectiveness of the multi-agency response to children and families in Croydon.

The review considered sixty vulnerable adolescents in total and made five key findings with fifteen recommendations for consideration, which were far reaching and included **early help and prevention is critical** (finding 1), **greater recognition of, and response to children's emotional health and wellbeing is needed** (finding 2), **an integrated, whole systems approach is needed across agencies communities and families** (finding 3), **schools should be at the heart of multi-agency intervention** (finding 4) and **disproportionality, linked to ethnicity, gender and deprivation requires attention and action** (finding 5).

These recommendations have been acted upon through the Vulnerable Adolescents Priority Group of the CSCP and the partnership continues to incorporate the learning into practice.

Following the deaths of five children and young people in 2021 as a result of knife crime the CSCP commissioned a Serious Practice Review focused on Extra-Familial Harm. This review is reaching it's conclusion and will be published in due course.

A specific partnership strategy to tackle exploitation of 11 – 25 year olds is in development.

4. What is our approach?

The **Youth Safety Delivery Plan** focuses on four key themes:

- **Prevention** - how do we stop children and young people being made vulnerable.
- **Intervention** - what we do to help vulnerable children and young people.
- **Disruption** - how we tackle gangs and criminal exploitation of children and young people.
- **Diversions** - our positive offer for children and young people in borough.

These themes are how we organize and think about our work. Throughout our work, we need to ensure we focus on the key questions of:

- 1) How do we identify who this work is for and targeting?
- 2) How do we support those at risk?
- 3) How do we protect those at risk?
- 4) How do we make sure those people are engaged and part of the process?
- 5) How do we know our work is achieving the results we want?

Each area should answer those key questions in its work and projects.

How will we deliver this?

- We will create a new dedicated Youth Safety Plan Delivery board, led by Community Safety and Children's services, that draws in our statutory partners to implement and oversee the delivery of this plan.
- It will report into the **Community Safety Engagement Board**, the public and partner forum open to all residents and voluntary sector groups to work with the statutory partnership on making Croydon safer. This will ultimately report to the Safer Croydon Partnership Executive as the lead partnership board, and also the Children's Safeguarding Partnership Board.
- Each of the four themes will be developed further with members of the statutory partnership, the voluntary sector, and young people working in equal partnership. This is outlined in the "What we will do" section of each template.
- We will work with Public Health to identify further interventions and projects that can be delivered in Croydon over the next three years.
- Wherever possible, we will draw in additional funding from the Mayor's Office for Policing and Crime and the Home Office to supplement and build on this plan.

5. Community & Young People Involvement

Any successful community safety plan puts the voice of young people and their families at the heart of the work. Equally, we know our voluntary sector partners have vital expertise and relationships that are essential for making any change in Croydon. At every stage of our work, young people and communities must be involved in the design, development, delivery and evaluation of what we do, going beyond consultation and into real co-production.

Community Safety Engagement Board

The new Community Safety Engagement Board is a vital part of how we develop and deliver this plan. This Board is open to all organisations and concerned residents in the borough and provides oversight of all our crime reduction work – making young people safer, tackling violence against women and girls, and stopping ASB in hotspot locations. Its purpose is to ensure that all the work of the statutory crime reduction partnership has community input and involvement at all levels. Progress and impact of this plan will be reported there on a regular basis.

Voices of Young People

We recognize that to have the voices of young people at the heart of this work, we need to take time to build trusted relationships, and be ready to involve young people in their spaces when suits them. We know that no single approach can effectively capture the voices of all young people and young adults in the borough, and that we should involve young people in multiple places to get the best contribution. This will include but is not limited to:

- Young people at the Community Safety Engagement Board.
- Involvement of the MyEnds Young Persons Advisory Board.
- Inviting the Youth Mayor and Croydon Youth Assembly to contribute to the plan and delivery.
- Working with trusted partners to involve young people across the borough, and particularly those in the most at-risk cohorts, to be part of individual project design and development to make sure we are doing the right thing for young people.
- Work led through the Youth Justice Service including the E.M.P.I.R.E children in care and care leavers forum to ensure the voice of young people is present in our work

What are the next steps for co-production?

This plan was developed based on feedback from key individuals and organisations through several events, including:

Meeting	Target Audience
MyEnds	VCS, Schools, Community Group, Residents
Renewing New Addington (RENA)	VCS, Schools, Community Group, Residents
Youth Voice / Forum	Young People
Community Safety Engagement Board	VCS, BIDs, Faith Leaders, SNB, SNT
Faiths Together	Faith Groups
Youth Safety Listening Event	VCS, Schools, Community Group, Residents

However, this is only the start of co-production. This delivery plan is a live document that will continue to be revised and refreshed with the input of key partners from the community, young people, and their families.

Our commitments to co-production:

- We will develop sub-groups from the Community Safety Engagement Board to ensure each of the four themes has specific plans and projects from the voluntary sector and communities.
- We will ensure this plan is presented at multiple community engagement events throughout its lifespan.
- We will be honest and about its successes and failures, focusing on learning from projects that did not achieve their goals and ensuring that young people and young adults involved in projects are part of the evaluation.
- We will treat the voices of voluntary sector groups as equals in every sense, recognising their expertise, knowledge, and trusted relationships.
- We will never stop looking for better and more varied ways to include young people, their families, and their communities in projects and the overall delivery plan.

6. Measuring Impact

For the plan to succeed, we must be clear about what we are attempting to achieve and how we will measure it. This is a complex area with many interlinked elements, both short and long term, and measuring our impact is both challenging and necessary if we are to succeed.

Our top line measures

- **Reducing serious youth violence:** measured through public Police stats and reported quarterly
- **Reducing first time entrants:** measured through the Youth Justice Board and the Youth Justice Plan
- **Reducing the fear of crime for young people:** measured through annual school surveys in Croydon

Theme & project performance targets

Each of the four themes that contribute to delivering our top line measures will have specific performance targets and metrics to be developed that both measure the impact of the work. As outlined under our commitments to co-production, these will be further developed with the community and voluntary sector over the lifespan of this delivery plan. Every project intervention or action within the plan must be accompanied by a measurement of outcome and impact for it to be agreed by the delivery board where possible.

Public Health analysis & support

Although this approach is three-year delivery plan, rather than a longer-term public health strategy, it is important to recognize the expertise and value of public health led evaluation in any intervention. We will involve and work with The Director of Public Health and her senior team to ensure that the principles and tools of public health analysis are embedded throughout all our work in delivering this plan. She has identified some dedicated time of a Consultant in Public Health from November 2023 to support this work.

How will it be monitored?

Monitoring will be through the Youth Safety Delivery Board, which will then report to the Community Safety Engagement Board and the executive board of the Croydon Safer Partnership. It will also report into the Children's Safeguarding Partnership Board.

7. Action Plan

1. Prevention

We will prevent violence involving young people by ensuring all children in the borough have the best start in life. As a partnership we work with and support our communities by providing opportunities, information, and access. Prevention is about the broad early intervention work we do to stop young people being at risk of violence. It includes key areas such as:

- Sharing information amongst partners on current risks
- Broad, universal preventative work such as workshops and sessions in schools with young people
- Support for younger, primary school age young people before they become vulnerable

It is led through a combination of statutory partners, schools, commissioned, and non-commissioned voluntary sector groups working across Croydon.

Prevention Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
What we are doing			
Working with schools to help prevent robbery through smartwater marking	Met Police	Autumn 2023	Stop young people being the targets of robbery by making their items worthless to criminals
Partnership work with British Transport police to make our rail stations and tram stops safer	British Transport Police Met Police	Ongoing	Improving visible safety and awareness of safety at transport hubs across Croydon
Dedicated substance misuse board: New joint Public Health & Community Safety led board to tackle all aspects of Croydon's drug problems, including drug market supply, treatment, support etc, with additional dedicated government funding	VRN Met Police NPS Public Health Health CGL	Ongoing	Disrupting the supply and demand for drugs in the Borough which drives significant violent criminal activity

Prevention Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
What we will do			
Work with schools to identify “best practice” sessions with young people, and share across the Headteacher network	Education Services Violence Reduction Network	Autumn 2023	Ensure quality training and education on gangs and violence is spread across Croydon schools
Identify sessions specifically targeting primary school young people on the transition to secondary school	Education services Violence Reduction Network	Spring 2024	Provide preventative sessions for young people at the vulnerable point of transition to secondary school to prevent them being put at risk of violence
Improve information sharing between the wider voluntary sector and statutory services in the borough, building on the work of the community hub and gangs meetings led through the Youth Justice Service	Violence Reduction Network Met Police Children’s Services Voluntary sector YJS	Autumn 2023	Better targeting of support for vulnerable young people by improving how the different partners talk to each other and share confidential information
Improve how we update and share information with schools so that Headteachers and key safeguarding leads are aware of risks and issues in Croydon	Violence Reduction Network Children’s Services	Autumn 2023	Better enable schools to support young people at risk, and work with lead agencies in preventing young people being victims of violence outside schools
Work with Public Health to develop potential interventions for young adults aged 18 to 25 at risk of violence	Violence Reduction Network Public Health Probation	Spring 2024	Provide support to young adults who are at risk but outside the statutory role of the YJS

2. Intervention

We will identify children and young people who are at risk of becoming involved in offending and criminality. We will identify children and young people who are at risk of becoming involved in offending and criminality. A needs assessment being commissioned on behalf of the Director of Public Health looking at vulnerable people would support this by exploring the numbers and characteristics of CYP with risk factors for violence and gang related activity. We want to work with individuals and families who are at risk of exploitation and experiencing difficulties to access support services from across the partnership and the community. It is our intention to minimise the risk for the families and young people in order to help them thrive in the borough. This theme includes:

- How we identify young people and groups of young people who may be at risk
- The specific targeted services we put into place to help reduce that risk
- Information sharing amongst statutory and voluntary sector partners to help that identification
- Work led through the Youth Justice Service (YJS) to support those who have entered the criminal justice system to not offend again

It is led through a combination of statutory services, principally the YJS and the Violence Reduction Network, the Met Police, and commissioned voluntary sector organisations.

Page 128

Intervention Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
What we are doing			
Engage: New funded project based in Police custody so that every young person going into custody gets an offer of support if not charged	Met Police YJS	Ongoing	Providing support to young people who are at risk of entering the criminal justice system to prevent them becoming offenders
CLIP: Bespoke 1-2-1 interventions for young people who are just below the thresholds of criminality, to stop them entering the criminal justice system	Children's Service	Ongoing	Providing support to young people who are at risk of entering the criminal justice system to prevent them becoming offenders
Rapid response to incidents: Securing funding and deploying local trusted community groups into areas following an incident within 48 hours to provide reassurance and preventing escalation	VRN Met Police	As needed	Preventing reprisal attacks following an incident, and routes into support and diversionary activity for young people affected by an incident

Intervention Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
Using local intelligence to review every high-risk child to ensure services are being accessed and appropriate actions being taken. Identifies physical spaces that are at risk and develops partner plans for each area	Children's Services	Ongoing	Identify the young people most at risk and develop specific and targeted interventions for those deemed vulnerable
Externally funded Targeted Outreach: Working with local trusted partners we have enhanced youth outreach for 6 months in Shrublands, Croydon Town Centre, and New Addington to make sure there are youth workers on the streets for young people.	VRN VCS Met Police	Ongoing	Provide additional on street youth workers for the most vulnerable locations in the borough, to provide one to one and group interventions for young people who are at risk of becoming victims or offenders
Mentoring: externally funded service for young people who are entering the criminal justice system for the first time	YJS Mentivity Reaching Higher	Ongoing	Reduce the re-offending rates of young people in the criminal justice system
Turnaround Project: Working with young people and their families identified at being of risk of criminality and offering preventative intervention	YJS	Ongoing	Reduce first time entrants in to the criminal justice system
Physical health nurse and a specific "Sexual Health Offer" to work with individuals known to YJS	YJS Health	Ongoing	Provides additional support to young people in the criminal justice system, and specifically looks at those who have been injured by serious youth violence.
Integrated Offender Management scheme for young people: Oversight of all children & young people who are deemed a serious risk to the public, or prolific offenders. High level monitoring of young people. All children & parents on the IOM scheme are informed.	YJS NPS Met Police VRN Education services	Ongoing	Reduce the re-offending rates of young people in the criminal justice system, and prevent offending by those identified as most at risk
Youth Justice Service employing young people on a six-month basis to gain employment skills and qualifications	YJS Skill Mill	Ongoing	Reduce the re-offending rates of young people in the criminal justice system

Intervention Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
What we will do			
Explore options for specialist service support for those young people and young adults not in education, training or employment.	Violence Reduction Network Public Health Probation	Spring 2024	Provide support to young adults who are at great risk due to being NEET
Review our referral pathways and information sharing to ensure that we effectively intervening where possible for young people at risk	Croydon Council Police Voluntary Sector	Autumn 2023	Making sure that we aren't duplicating work or wasting resources, and that we effectively identify and support vulnerable young people rapidly

3. Disruption

We will act against individuals identified who are causing harm in our communities and having a detrimental impact on others. We will target those who are exploiting young and/or vulnerable people to prevent harm to potential victims and protect the public. This work includes:

- Targeted operations to disrupt and take down criminal gangs
- Work to take weapons off the streets, including illegal knife sales
- How we use and deploy the resources we have to best tackle violence and violent offenders
- Work to rebuild trust and confidence in the police, as only with the support of young people and their communities can disruption operations be successful

This work is primarily Police led, with support from other statutory agencies. Work to address trust and confidence will be delivered in partnership with communities, particularly the Black African and Afro-Caribbean community.

Disruption Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
What we are doing			
Improved partnership working, particularly with neighbouring boroughs, to better manage high risk individuals who cross borough boundaries	YJS VRN Met Police	Ongoing	Better understand and target individuals who operate across borough lines
Injunction: apply for relevant court orders to include both prohibitions (which require a respondent to refrain from doing something) and positive requirements (where the respondent may be required to take certain steps or participate in specified activities) to address behaviour.	YJS VRN Met Police	Ongoing	Target individuals who pose a risk to our communities through non-custodial sentencing and use of positive requirements where possible to stop offending
Apply for Criminal Behaviour Orders in relation to individuals that have been identified as causing harm in	VRN Met Police	Ongoing	Target individuals who pose a risk to our communities through non-custodial sentencing

Disruption Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
our communities and are involved in criminal prosecutions.			and use of positive requirements where possible to stop offending
Seek a Premises Closure Order where properties have been identified as linked to crime and ASB	VRN Met Police	Ongoing	Close properties and businesses who create an unsafe environment for young people
Dedicated robbery patrols to help prevent robbery, especially of young people, in key locations	Met Police	Ongoing	Reduce rates of robbery amongst young people
Public Space Protection Order (PSPO) to tackle anti-social behaviour in hotspots	Met Police VRN	Ongoing	Reduce anti-social behaviour by young adults and increase feelings of safety in key areas
Upgrade of CCTV network cross Croydon to both deter crime and help the Police catch offenders	VRN	Ongoing	Support police enforcement action to identify and arrest violence offenders
Additional policing presence in Croydon Town Centre to help tackle violence against women and girls. Includes dedicated ring fenced resource	Met Police	Ongoing	Increase enforcement action in the town centre and increase feelings of safety through visible policing
What we will do			
Work with New Scotland Yard to increase on street presence in vulnerable locations, particularly Croydon Town Centre	Met Police Croydon Council	Autumn 2023	More visible deterrence and enforcement against criminals and those looking to exploit or attack young people
Work with New Scotland Yard to implement longer term gang disruption operations in Croydon to tackle the drugs market that drives violence in the borough	Met Police	Ongoing	Long term, specialist work is needed to take apart the criminal gangs supplying the drugs markets in Croydon that drives violence in the borough
Implement a pilot program to improve oversight of police powers and usage in Croydon, with a dedicated role for young people and for the Black community	Met Police Croydon Council	Autumn / Winter 2023	Improve trust and confidence in the Police by creating greater public oversight of their actions and use of powers, including stop and search
Improve training for new police officers in the borough by building on existing community trainers	Met Police Voluntary Sector	Winter 2023	Build on the existing community training for new Police Officers to incorporate more elements on young people and their experiences

Disruption Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
Work to tackle online knife sales that put dangerous weapons in the hands of young people	Croydon Council Met Police	Autumn / Winter 2023	Prevent young people accessing weapons more likely to cause injury and death

4. Diversion

We know that having a range of diverse activities and events for young people helps keep young people off the streets and engaged in positive activities. By continuing to offer, with our partners, as many diversionary activities as possible we can provide a positive alternative for young people in Croydon. This work includes:

- The council and other partners offer for young people activities in Croydon
- The many clubs and activities delivered by the voluntary sector across the borough
- Unlike other areas of the plan, this is broad based and may not have specific performance measures as it provides a broad range of activities for young people
- A large part of this work is providing alternatives for young people so that they are off the streets and in safe spaces and places where they can engage in positive activities

Diversion Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
What we are doing			
Holiday Activity Fund (HAF): provide funded holiday activities clubs with healthy meals for children who are claiming free school meals	Children's services	Ongoing	Providing healthy meals and activities to young people on free school meals as diversionary activity to give young people something to do
Provide supplementary externally funded grants for high risk areas to offer holiday activities in Croydon Town Centre, New Addington, and Thornton Heath	Violence Reduction Network	Ongoing	Additional summer activities for young people during school holidays, including back to school period
Upgrade work over 2023/24 to upgrade our cricket, tennis and football pitches in Croydon, including creating new Playzones in Croydon	Culture, Leisure & Libraries team Palace for Life CVA	Ongoing	Providing a range of sport and physical exercise options for young people in Croydon to give them something to do

Diversion Action	Lead Services / Organisations	Timescale	Why are we doing this and what will it achieve?
Kids swim for £1 – summer offer of discounted entry into sports centres	Culture, Leisure & Libraries	Ongoing	Cheaper swimming sessions for young people aged 11 to 17 to give them something to do
Summer Reading Challenge: working with Youth Sports Trust to encourage reading and sport across summer in local libraries	Culture, Leisure & Libraries	Ongoing	Activities in libraries for young people aged 4 to 11
Youth Engagement summer program: two-and-a-half-week summer program at Samuel Coolridge-Taylor centre for 8 to 16 year olds	Children's Services	Ongoing	Sports, arts, crafts, gaming and other activities
London Borough of Culture: range of young person activities and events across 2023/24	Culture, Leisure & Libraries	Ongoing	Range of outdoor and indoor cultural events ranging from music to visual arts, with specific youth elements and events
Croydon Music and Arts: music and vocal training for young people, including opportunities to perform, join a band, and celebrate young people's talents	Croydon Music and Arts	Ongoing	Support and tuition for young people to learn music and perform, that includes partner work and modern music types
What we will do			
Work with voluntary organisations to ensure there is a single up to date listing to promote all activities on offer for young people in Croydon	Children's Services Voluntary Sector Digital Services	Autumn 2023	Increase awareness and access to diversionary activity for young people
Work with MOPAC to continue to secure additional funding to enable extra activities in high-risk areas	Violence Reduction Network	Spring 2024	Bring additional resources in that allow us to help the young people most at risk
Work with our Sports & Leisure providers to increase access and activities for young people	Culture, Leisure & Libraries	Summer 2024	Improve access to sports and leisure facilities in Croydon
Ensure the legacy of the London Borough of Culture has specific elements for young people	Culture, Leisure & Libraries	Summer 2024	Continue to build on the success of LBOC and the role of young people and their talent in our creative and cultural landscape, providing opportunities for young people

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Equality Analysis Form

1. Introduction

1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

Page 138

2. Proposed change

Directorate	Sustainable Communities, Regeneration & Economic Recovery Department
Title of proposed change	Youth Safety Delivery Plan
Name of Officer carrying out Equality Analysis	Kristian Aspinall

2.1 Purpose of proposed change (see 1.1 above for examples of proposed changes)

Briefly summarise the proposed change and why it is being considered/anticipated outcomes. What is meant to achieve and how is it seeking to achieve this? Please also state if it is an amendment to an existing arrangement or a new proposal.

The Youth Safety Delivery Plan is a three-year action plan aimed at improving young people's safety on our streets and reducing violence against young people. It does this through a combination of preventative actions, interventions, targeted disruption, and diversionary activity. It is a combination of existing work that has been developed and implemented over the last 12 months and new proposals.

3. Impact of the proposed change

Important Note: It is necessary to determine how each of the protected groups could be impacted by the proposed change. Who benefits and how (and who, therefore doesn't and why?) Summarise any positive impacts or benefits, any negative impacts and any neutral impacts and the evidence you have taken into account to reach this conclusion. Be aware that there may be positive, negative and neutral impacts within each characteristic.

Where an impact is unknown, state so. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

3.1 Deciding whether the potential impact is positive or negative

Table 1 – Positive/Negative impact

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. . If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age	<p>The plan is aimed at making young people aged 11 to 25 safer on our streets. It will have a positive impact through:</p> <ul style="list-style-type: none"> - Providing more preventative work that stops violence happening in the first place - Put into place targeted interventions for young people most at risk to reduce the chance of them being victims of violence - Target the adults who exploit young people - Provide diversionary activity to encourage young people into positive activities 	N/A	MetStats (statistical system owned by the Metropolitan Police) and the Greater London Authority (GLA).

Disability	Data does not show any disproportionality amongst the victims of youth violence and their disability status.		
Sex	<p>Most victims of youth violence are boys and young men. By working to reduce this crime, this will have a positive impact on the lives of young men and boys in Croydon.</p> <p>Most of the people engaged in exploitation of young people are men, and the additional disruption activity outlined in this plan will increase enforcement and police activity against those who exploit young people. This is an intended consequence of the plan, and will lead to a greater positive impact for young men as a whole in the borough.</p>		
Gender Reassignment	There is no available evidence on gender reassignment and youth violence.		
Marriage or Civil Partnership	There is no available data on the marriage or civil partnership status of victims of youth violence, and a significant number of the victims are unable to be married.		
Religion or belief	Data is not collected.		
Race	<p>Most of the victims of youth violence are Black African and African-Caribbean. The activities outlined in the plan will improve their safety and life outcomes.</p> <p>In addition, the work outlined under the Disruption strand to rebuild relationships between Police and the Black community, and to improve public oversight of the police and their actions, will have a positive impact on community relations in Croydon.</p>		
Sexual Orientation	There is no available data on the sexual orientation of the victims or perpetrators of serious youth violence.		No data available
Pregnancy or Maternity	There is no available data on the pregnancy or maternity status of victims or perpetrators of serious youth violence.		No data available

Important note: You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics. **Please use table 4 to record actions that will be taken to remove or minimise any potential negative impact**

3.2 Additional information needed to determine impact of proposed change

Table 2 – Additional information needed to determine impact of proposed change

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table. Please use the table below to describe any consultation with stakeholders and summarise how it has influenced the proposed change. Please attach evidence or provide link to appropriate data or reports:		
Additional information needed and or Consultation Findings	Information source	Date for completion
Throughout the lifespan of the delivery plan we will continually engage with young people, people from the Black African and African-Caribbean community and third sector organisations to ensure our work is delivering the intended aims and to ensure that co-production and the voice of young people features throughout. The consultation process we have followed to develop this strategy is outlined in section, and has included multiple meetings with different groups and young people across Croydon in the last 12 months. Our commitments to continue this process of consultation, engagement and involvement throughout are also listed in this section. The findings from this early consultative work have been directly incorporated into the delivery plan.	See section 5	Throughout the lifespan of the strategy

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

3.3 Impact scores

Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact)
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

S e	3	3	6	9
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	2	2	4	6
	1	1	2	3
		1	2	3
Likelihood of Impact				

Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

Equality Analysis

Table 3 – Impact scores

Column 1 PROTECTED GROUP	Column 2 LIKELIHOOD OF IMPACT SCORE Use the key below to score the likelihood of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 3 SEVERITY OF IMPACT SCORE Use the key below to score the severity of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 4 EQUALITY IMPACT SCORE Calculate the equality impact score for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group. Equality impact score = likelihood of impact score x severity of impact score.
Age	3	2	6
Disability	1	1	1
Gender	3	2	6
Gender reassignment	1	1	1
Marriage / Civil Partnership	1	1	1
Race	3	2	6
Religion or belief	1	1	1
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

Equality Analysis

4. Statutory duties

4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups How?

Important note: If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

Page 144

5. Action Plan to mitigate negative impacts of proposed change

Important note: Describe what alternatives have been considered and/or what actions will be taken to remove or minimise any potential negative impact identified in Table 1. Attach evidence or provide link to appropriate data, reports, etc:

Table 4 – Action Plan to mitigate negative impacts

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability	N/A			
Race	N/A			
Sex (gender)	N/A			
Gender reassignment	N/A			
Sexual orientation	N/A			

Equality Analysis

Age	N/A			
Religion or belief	N/A			
Pregnancy or maternity	N/A			
Marriage/civil partnership	N/A			

6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter X in column 3 (Conclusion) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	<p>Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.</p> <p>This plan will actively work to address inequality in Croydon – it is a stated goal and intended consequence of the work. It recognizes existing inequality and disproportionality and aims to improve in all those areas. It has a specific goal around Police / Community relations which directly links to the long-standing disproportionality suffered by the Black community by Police in terms of stop and search and use of Police powers, which will directly improve inequality in the borough.</p>	X
Adjust the proposed change	<p>We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form</p>	
Continue the proposed change	<p>We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.</p>	

Equality Analysis

Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet	Meeting title: September Cabinet 2023	

7. Sign-Off

Page 146

Officers that must approve this decision		
Equalities Lead	Name: Naseer Ahmad	Date: 17/08/2023
	Position: Senior Equalities Officer	
Director	Name:	Date:
	Position:	

LONDON BOROUGH OF CROYDON

REPORT:	Children & Young People Sub-Committee
DATE	10 October 2023
REPORT TITLE:	WORK PROGRAMME 2023-24
LEAD OFFICER:	Tom Downs, Democratic Service and Governance Officer- Scrutiny T:020 8726 6000 x 63779
ORIGIN OF ITEM:	The Work Programme is scheduled for consideration at every ordinary meeting of the Children and Young People Scrutiny Sub-Committee.
BRIEF FOR THE COMMITTEE:	To consider any additions, amendments, or changes to the draft work programme for the Committee in 2023/24.
PUBLIC/EXEMPT:	Public

1 SUMMARY

- 1.1 This agenda item details the Sub-Committee's draft work programme for the 2023/24 municipal year.
- 1.2 The Sub-Committee has the opportunity to discuss any amendments or additions that it wishes to make to the work programme.
- 1.3 The Sub-Committee is able to propose changes to its work programme, but in line with Constitution, the final decision on any changes to any of the Committee/Sub-Committee work programmes rests with the Chairs & Vice-Chairs Group, following consultation with officers.

2 RECOMMENDATIONS

The Sub-Committee is asked to:

- 2.1 Note the draft work programme for 2023-24, as set out in Appendix 1 of the report.
- 2.2 Consider whether there are any changes to the work programme that should be considered.

3 WORK PROGRAMME

3.1 The work programme

The proposed work programme is attached at **Appendix 1**.

Members are asked to note that the lines of enquiry for some items have yet to be confirmed and that there are opportunities to add further items to the work programme.

3.2 Additional Scrutiny Topics

Members of the Sub-Committee are invited to suggest any other items that they consider appropriate for the Work Programme. However, due to the time limitations at Sub-Committee meetings, it is suggested that no proposed agenda contain more than two items of substantive business in order to allow effective scrutiny of items already listed.

3.3 Participation in Scrutiny

Members of the Sub-Committee are also requested to give consideration to any persons that it wishes to attend future meetings to assist in the consideration of agenda items. This may include Cabinet Members, Council or other public agency officers or representatives of relevant communities.

4 APPENDICES

- 4.1** Appendix 1: Draft Work Programme 2023/24 for the Children and Young People Scrutiny Sub-Committee.

5 BACKGROUND DOCUMENTS

- 5.1** None

Children & Young People Sub-Committee

The below table sets out the working version of the Children & Young People Sub-Committee work programme. The items have been scheduled following discussion with officers and may be subject to change depending on any new emerging priorities taking precedent.

Meeting Date	Item	Scope	Directorate & Lead Officer
10 October 2023	Youth Justice Plan 23/24	To scrutinise the Council's statutory Youth Justice Plan for 2023/24.	Children, Young People & Education Róisín Madden
	Youth Safety Delivery Plan	To scrutinise the Cabinet report scheduled for September 2023, looking at the Council's work over the previous 12 month period to deliver on the Mayor's commitment to making Croydon's streets safer for young people, the plan for the next three years of action, and the commitments to partnership working with the voluntary sector and community to tackle violence.	Children, Young People & Education Debbie Jones
14 November 2023	Croydon Safeguarding Children Board - Annual Report 2022-23	The Children & Young People Sub-Committee is asked to: - 1. Note the Croydon Safeguarding Children Board Annual Report 2022-2023 2. Consider whether there are any considerations or concerns it may wish to submit to the Cabinet during its consideration of the Annual Report.	Children, Young People & Education Debbie Jones

		3. In particular, give consideration as to whether the Annual Report provides sufficient reassurance on the performance and effectiveness of the Croydon Safeguarding Children Board.	
23 January 2023	Budget Scrutiny Challenge	<p>The Children & Young People Sub-Committee is asked to review the information provided on three budget proposals (to be identified) and reach a conclusion on the following:-</p> <ol style="list-style-type: none"> 1. Are the savings deliverable, sustainable and not an unacceptable risk. 2. Is the impact on service users and the wider community understood. 3. Have all reasonable alternative options been explored and do no better options exist. 	<p>Children, Young People & Education</p> <p>Debbie Jones</p>
	Cabinet Report - Education Estates Strategy	For the Sub-Committee to consider whether there are any considerations or concerns it may wish to submit to the Cabinet during its consideration of the Strategy.	<p>Children, Young People & Education</p> <p>Shelley Davies</p>
	Cabinet Report - Education Standards 2022	For the Sub-Committee to receive the summarised performance of children and young people in Croydon schools for the academic year 21/22.	<p>Children, Young People & Education</p> <p>Shelley Davies</p>
19 March 2023	Update on Antenatal and Health Visiting Visits	To receive an update on Antenatal and Health Visiting.	Children, Young People, Education and Health

			Jane McAllister
	TBC		

Standing Items:

Early Help, Children's Social Care and Education Dashboard & Health Visiting KPI Data - To receive the Early Help, Children's Social Care and Education Dashboard and quarterly Health Visiting KPI Data.

Items of Interest

The following items haven't been scheduled into the work programme but are highlighted as potential items of interest to be scheduled during the year ahead.

Unallocated Items	Notes
Recruitment and Retention	<p>To review Staff Caseloads, AYSE Caseload Sharing and the number of supervisions carried out.</p> <p>To receive a breakdown of vacancies and caseloads by individual teams and to look at London Councils best practise for recruitment and retention.</p> <p>To undertake direct engagement with social workers</p> <p>To look at how feedback from exit interviews can be incorporated into retention strategies</p>

Apprenticeships & Youth Unemployment	To look at the offer of available apprenticeships in the borough and data on youth unemployment.
OFSTED Reports	To review any OFSTED reports as and when they are available.
Delivery of Early Years Strategy	To review the delivery and implementation plan of the Early Years Strategy
SEND Strategy	To review the implementation of the SEND Strategy
Surplus Schools Places	To review the Surplus Schools Places report
Free School Meal offer in Croydon	To scrutinise the provision of free school meals in the borough through the Mayor of London scheme.
Cabinet Report – Maintained Nursery Schools	To conduct pre-decision scrutiny on the Cabinet Report following the public consultation on Maintained Nursery Schools.