

# Hertfordshire Youth Justice Plan

2024-25

[www.hertfordshire.gov.uk](http://www.hertfordshire.gov.uk)



# Contents

---

<b>1. Introduction, Vision &amp; Strategy</b>	<b>4</b>	<b>4. Looking Ahead to 2024-25</b>	<b>35</b>
1.1 Foreword by the Chair of Hertfordshire's Youth Justice Management Board (HYJMB)		4.1 Child First	
1.2 Vision		4.2 Resources & Services	
1.3 Local Context		4.3 Board Development	
<b>2. Governance, Leadership &amp; Partnership Arrangements</b>	<b>11</b>	4.4 Workforce Development	
2.1 Governance		YJ Academy	
2.2 Leadership		Induction	
2.3 Partnership Arrangements		Performance & Development	
<b>3. Reflecting on 2023–24</b>	<b>17</b>	Meetings	
3.1 Progress Against Priorities		Peer-to-Peer Training	
3.2 Summary of Performance 2023–24		Audits	
3.3 Risks & Issues		Champions	
		4.5. Evidence-based Practice, Innovation & Evaluation	
		Crash Bang Project	
		Referral Orders	
		Naloxone	
		Youth Diversion Panel	

#### 4.6. 2024–25 Priorities

#### 4.7. Standards for Children

#### 4.8. Service Development

#### 4.9. National Priority Areas

Children from Groups which are Overrepresented

Policing

Prevention

Diversion

Education

Restorative Approaches & Victims

Serious Violence, Exploitation & Contextual Safeguarding

Detention in Police Custody

Remands to Youth Detention Accommodation (RYDA)

Use of Custody & Constructive Resettlement

Working with Families

### **5. Sign off, submission & approval 70**

### **6. Appendices 71**

Appendix 1 – Staffing Structures

HYJMB Membership List

Staff Structure

Summary of ethnicity, sex & known disability of staff

FTE Headcount

Demographics (inclusive of secondees)

Known Disability (inclusive of secondees)

Appendix 2 - Budget Costs & Contributions







01

# Introduction, Vision and Strategy

## 1.1 Foreword by the Chair of Hertfordshire's Youth Justice Management Board (HYJMB)

I am delighted to publish the Youth Justice Plan 2024-25 for Hertfordshire. This Plan has been developed in collaboration with our youth justice workforce and key partners, including members of Hertfordshire's Youth Justice Management Board. It provides an overview of Hertfordshire's Youth Justice Service, sets out details of performance over the past year and outlines our priorities for 2024-25.

I undertook the role of interim Chair in December 2023. Working in and across youth justice services demands high quality staff, partners and volunteers. Staff must have resilience, patience and be equipped with the skills, knowledge and resources to support young people helping them to achieve positive outcomes and prevent further offending. We are fortunate in Hertfordshire to have strong partnerships with our key statutory partners as well as wider support services.

We have continued to maintain low figures for children in custody and have seen reoffending rates steadily declining. This reflects the strong relationships the youth justice service has with the court service and high local confidence in alternatives to custody. There is consistent local recognition that avoiding custody wherever possible is in the best interests of the young person. We have also reduced the number of first-time entrants which was a priority area for us in 2023-24.

We have seen an increase in the number of serious violence offences committed by under 18s in Hertfordshire when compared to the previous year and we know from more recent data that weapon carrying has been slowly increasing so this will remain a key area of focus for us locally.

The Board is committed to embracing the 'child first' principles. I am strongly committed to this approach and ensuring that the guiding principle of recognising the potential of all children is reflected across all the work that we do. We need to continue to hear the lived experiences of children and young people in Hertfordshire who are at risk of offending and who have encountered the youth justice system and use this to improve the provision of services.

In 2024-25, as this plan articulates, we aim to build on the current foundations to deliver highly effective youth justice services by providing strong operational and Board leadership which evidences our commitment to our children, young people and wider community.



A handwritten signature in blue ink that reads "Jones".

**Janet Jones**

Interim Chair of the HYJMB

Interim Director of Children & Families



---

## 1.2 Vision

In Hertfordshire we aspire to support our children and young people to be happy, loved and thrive in their family and community, as outlined in Our Way Forward - Plan for Children and Young People 2021- 2026.

As a Youth Justice Service (YJS), we work together with key partners – police, children's services, health services and probation - to deliver high quality and effective services to young people, their families and the victims of offending, helping them to achieve the best possible outcomes.

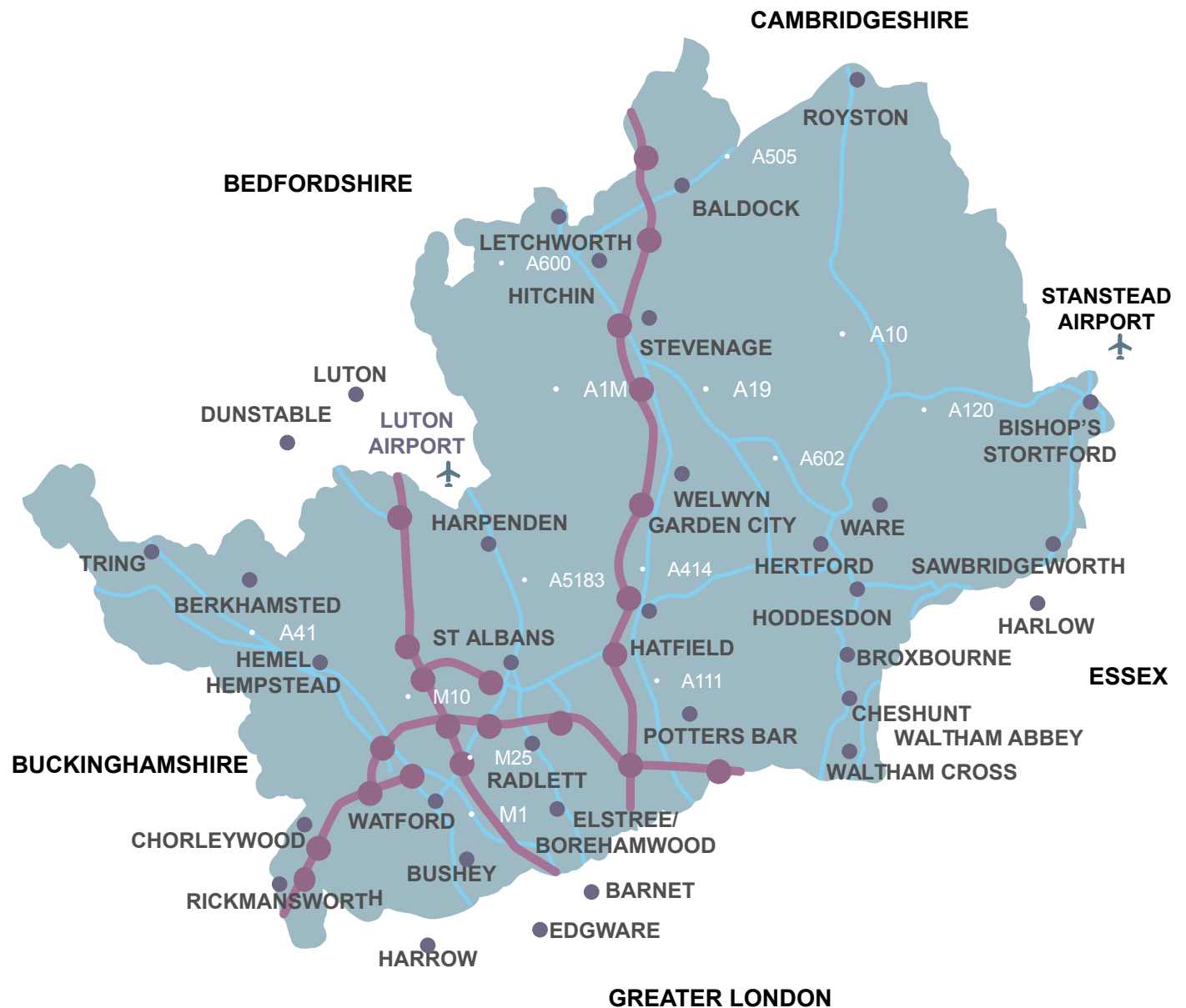


### 1.3 Local Context

Hertfordshire has a population of 1.2 million. Of its population there are 125,127 children and young people between the ages of 10–17, representing 10% of the overall population.

Hertfordshire is a large and varied county, stretching from Cambridgeshire and Bedfordshire in the north to the outskirts of London in the south. It borders Buckinghamshire in the west and Essex in the east. Hertfordshire has ten local authority districts: Broxbourne, Dacorum, East Herts, Hertsmeire, North Herts, St Albans, Stevenage, Three Rivers, Welwyn Hatfield and Watford. (Herts Insights, 2021)

Image 1 – Map of Hertfordshire



**The geographical picture across Hertfordshire is very diverse. Districts such as East Herts and North Herts have larger rural areas, whereas districts such as Welwyn Hatfield, Stevenage, Broxbourne, and Watford are more urbanised with vibrant town centres and a higher population. The geographical hotspots.**

As mentioned above, along with the districts who have strong night-time economies and the south of the county bordering the outskirts of London, the county is well served by strong transport links in and out of London. This means that travelling criminality and transference of risk to young people moves more readily into Hertfordshire, impacting on our local populations. Furthermore, we see young people and their families being moved out of London as part of risk management plans where there is significant risk of violence and gangs.

Hertfordshire is a generally affluent area with an Index of Multiple Deprivation (IMD) score of 12.7 in 2019. This was within the lowest range of deprivation scores in England, where Hertfordshire ranked 135 out of 151 upper-tier local authorities. Hertfordshire has a mix of affluent areas and deprived areas. Districts such as East Hertfordshire, St Albans and Three Rivers are ranked as more affluent areas, whereas districts such as Stevenage, Broxbourne, and Watford are ranked as more deprived areas, with the highest deprivation scores in the county. The more deprived districts also have the highest population density in Hertfordshire. There are 23,787 children under the age of 16 identified as living in relative low-income households. (Herts Insights, 2021/22)

The last full year ethnicity data (2022-23) showed that White young people are underrepresented within Hertfordshire's Youth Justice Service (YJS) when comparing the 10-17 aged offending population (68%) with the 10-17 population (76%). The most overrepresented group are young

people of Black ethnicity, they make up 9% of the offending population and only 5% of the 10-17 population. When it comes to the custodial population, global majority groups are overrepresented making up 75% of custodial sentencing against a general 10-17 population percentage of 24%. (Youth Justice Board)

- 3.4% of Hertfordshire children (all schools) have an Education, Health and Care Plan, compared to 4.3% nationally. 12.9% of Hertfordshire children (all schools) have Special Educational Needs Support, compared to 13% nationally. (Local Authority Interactive Tool)
- 15.6 % of Hertfordshire children were known to be eligible to claim free school meals, compared to 9.4% in the East of England and 24.8% nationally. (Schools Census, 2022/23)
- At the end of March 2024 Hertfordshire had 740 Care Leavers, aged 17-21 and 978 Children Looked After. When considered as a rate per 10,000 this equates to 36.1 for Children in Care and 27.7 for Care Leavers. (Hertfordshire Children's Services)
- In 2023-24, Hertfordshire's Children's Services noted a decrease of 4.1% (16,947 in 2023-24 compared to 17,666 in 2022-23) in all contacts into Children's Social Care. As at March 2024, a reduction of 15.8% in children subject to child protection plans and an increase of 5.6% in child in need plans when compared to March 2023. There was also an increase of 2.9% for children coming into care (386 compared to 375 in 2022-23). (Hertfordshire Children's Services)

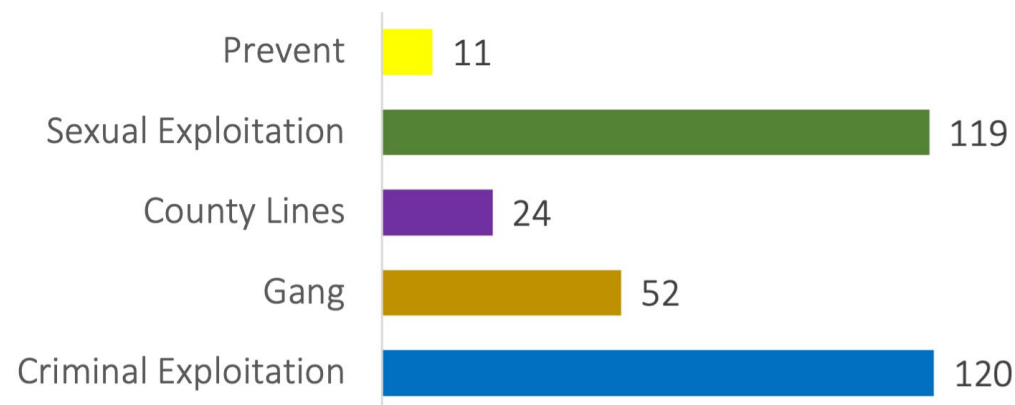


- In 2023-24, 550 young people received interventions (616) from the Youth Justice service. 77.2% of the cohort were male. 41.3% of the cohort were aged under 16 years of age and 58.3% were aged over 16. This is an increase of 103% on 2022-23, changes in recording processes are the reason for this, last year we did not capture all Community Resolutions in our data set. (Hertfordshire Youth Justice Service)
- There were 936 offences committed in 2023-24 which resulted in a substantive outcome. This equates to a 0.7% decrease in comparison to the previous year (943 offences). (Hertfordshire Youth Justice Service)

**The five most common offences by offence type were:**

- 36.1% - Violence Against the Person
- 14.2% - Theft and Handling Stolen Goods
- 10.6% - Drugs
- 7.2% - Motoring Offences
- 5.7% - Robbery
- As at the end of March 2024, detailed analysis of child exploitation across data held by Children's Social Care, Hertfordshire Youth Justice Service, Services for Young People and Specialist Policing Teams shows that 326 young people were identified as being exploited. Of these 326 young people 67 (21%) were on a current YJ Order.

**Chart 1 – Breakdown of Exploitation Categories**



- As part of work that has been underway to develop a greater understanding of the level of risk being experienced by children and young people, three descriptors of risk have been developed to provide a more detailed breakdown of exploitation:
  - Active Risk
  - Elevated Risk
  - Recorded Risk

**Table 1 – Exploitation Risk Levels by Category (Local data)**

Exploitation Risk	Active Risk	Elevated Risk	Recorded Risk	Total	%
<b>Prevent</b>	8	3	0	<b>11</b>	<b>3</b>
<b>Sexual Exploitation</b>	14	51	54	<b>119</b>	<b>37</b>
<b>County Lines</b>	4	20	0	<b>24</b>	<b>7</b>
<b>Gang</b>	5	14	33	<b>52</b>	<b>16</b>
<b>Criminal Exploitation</b>	7	57	56	<b>120</b>	<b>37</b>
<b>Total</b>	<b>38</b>	<b>145</b>	<b>143</b>	<b>326</b>	<b>100%</b>
	<b>12</b>	<b>44</b>	<b>44</b>	<b>-</b>	<b>-</b>

This shows that 38 children (12%) are identified as being at Active risk level (highest), whilst the number of children at Elevated (145) or Recorded (143) risk levels are similar. 36% of young people with a current YJ Order fall within the Active or Elevated risk category.

- Whilst this data shows a 67% increase from the 195 children identified as being exploited or at risk of exploitation in March 2023, this reflects ongoing efforts to understand the extent of child exploitation in Hertfordshire by expanding analysis to consider data from wider services which interact with young people.

**Active Risk:** Exploitation hazard on LCS/ChildView Asset+; Currently at MACE/ Channel Panel; Active criminal prosecution in relation to CE; HALO: High Risk assessment; YJS: Very High Risk assessment; Habitual Knife Carrier (police)

**Elevated Risk:** Exploitation hazard on LCS/ChildView Asset+; Social Care Plan: CLA, CiN and CP; Have been through Channel Panel / MACE and exploitation is still evident; YJS: Medium or High Risk assessment; HALO: Medium Risk; Currently on a YJS Order; Have an EHCP; CAWN served; Missing Children Charity.

**Recorded Risk:** Exploitation hazard on LCS/ChildView Asset+; Only receiving support from SfYP or Police CE Team; HALO: Standard Risk



02

## Governance, Leadership & Partnership Arrangements



## 2.1 Governance

Hertfordshire's Youth Justice Management Board is well established. It provides strategic and system leadership for the delivery of local youth justice services. Janet Jones, Interim Director of Children and Families, took up the role of Chair in December 2023.

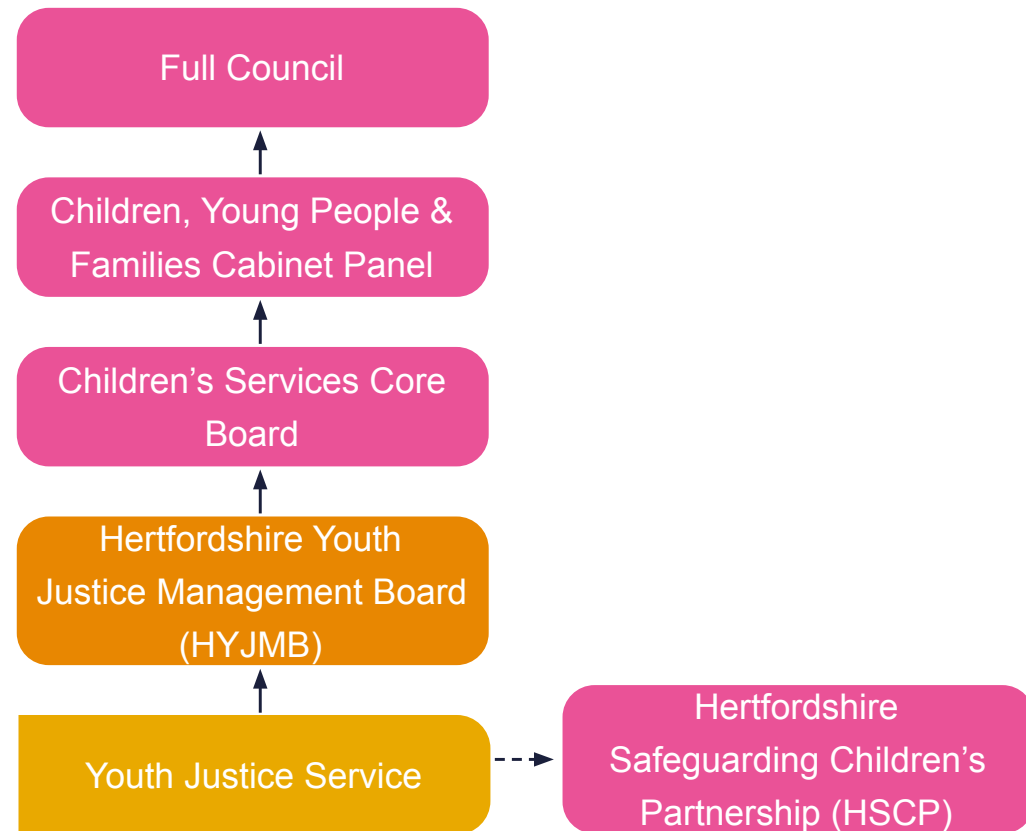
Over the last year the membership of the Board has grown significantly to ensure a more diverse membership. Alongside a core set of members, new members include two youth justice staff members, Deputy Councillor for Education, Libraries and Lifelong Learning and a lay member. Appendix 1 contains the current HYJMB membership list.

The Board is governed by Terms of Reference (ToR) which are reviewed annually. The ToR outline how the partnership will meet statutory requirements for the oversight of youth justice services.

The Board meet on a quarterly basis and hold other extraordinary meetings outside of the core arrangements to undertake more in-depth planning discussions, for example Development Days and new member inductions.

The YJS is accountable to the Children, Young People and Families Cabinet Panel, chaired by Fiona Thomson, Executive Member for Children, Young People and Families. In addition to the HYJMB and Cabinet Panel, the Service reports into Children's Services Core Board on a minimum of a quarterly basis. This Board is chaired by the Director of Children's Services, Jo Fisher. The council's Chief Executive is also regularly engaged via Strategic Management Board (SMB).

**Image 2 – Governance Structure**





---

## 2.2 Leadership

Hertfordshire's YJS is structurally located in Children's Services within the Children and Families portfolio. This provides close interface with broader parts of Children's Services including social care and early help.

The Head of Service for Specialist Adolescent Services (SASH) and Complex Safeguarding leads the delivery of youth justice services and is supported by a dedicated leadership management team that includes an Interim Head of Youth Justice, a Youth Justice Policy Service Manager and two further SASH Service Managers.

Service delivery is undertaken in an integrated model within our Specialist Adolescent Service (SASH) and consists of Senior Practitioners, Social Workers and alternatively qualified Adolescent Practitioners, who primarily lead on supporting young people in complying with and completing their order. They are complemented by a range of specialist roles such as Education, Training and Employment (ETE) Practitioners, Reparation Workers, Forensic Adolescent Workers (CAMHS), Victim Liaison Workers and Resilience Workers (CGL), who provide specific support as appropriate to the young person's individual needs. We have two Officers in Charge who run our two Attendance Centres and also have some seconded staff from probation and police.

Appendix 1 illustrates the YJS structure chart and presents a summary of ethnicity, sex and known disability of staff.

Delivery of services is undertaken from a range of buildings both secure and community based, as appropriate to individual need and health and safety considerations.

## 2.3 Partnership Arrangements

Hertfordshire's YJS benefits from strong partnership working. There are a range of meetings which enable interface with youth justice both strategically and operationally.

**Table 2 - Key Strategic & Operational Partnership Forums**

### Strategic Partnership Working

**Hertfordshire Criminal Justice Board** - provides a structure for strategic leaders to meet, discuss and agree measures to improve the criminal justice system in Hertfordshire for victims, witnesses, the public and all those who come into contact with it. This includes a range of sub-groups including Early Intervention and Prevention.

**Vulnerable Adolescents Strategic Group** – a sub-group of the HSCP to collectively deliver the best protection for missing children, those at risk of exploitation including CSE, young people vulnerable to radicalisation and trafficking, and those at risk through gang affiliation and County Lines, through the sharing of best practice, improvement of data and intelligence collection and performance monitoring.

**Serious Violence Action Group** – brings together representatives of all the boards that own the Serious Violence Strategy and key partners who have a role to play in the Serious Violence Duty to lead on the strategies objectives and oversee the serious violence delivery plan.

**Integrated Offender Management (IOM) Strategic Board** – this provides opportunity to ensure effective information sharing and the identification of high-risk young people who are transitioning to adulthood, therefore adult justice services.

**Health and Wellbeing Board (HWB)** – this formal statutory committee provides a forum where political, clinical, professional and community leaders from across the health and care system come together to improve the health and wellbeing of the population of Hertfordshire and reduce health inequalities.

**Families First Partnership Board** - a sub-group of the HSCP this Board is responsible for delivering an effective and sustainable early help and prevention system in Hertfordshire. It also serves to provide senior strategic oversight of delivery against the government's national policy around early help and prevention services, including those young people at high risk of escalating into statutory services.



**Crime Reduction Through Sport** – led by Herts Sport & Physical Activity Partnership this is a multi-agency Board with representation from statutory services as well as community and voluntary sector to oversee delivery of objectives relating to using sport as a vehicle for reducing criminal behaviour by young people; increase wellbeing of young people at risk of being involved in crime through sport; showcase pathways to education and employment in sport; and create new partnership programmes through skills sharing and new ways of collaborative working.

### Operational Partnership Working

**Multi-Agency Child Exploitation (MACE) Panel** – operational multi-agency panel to identify and review cases of known exploitation, encompassing criminal and sexual, and those individuals identified as vulnerable to exploitation due to missing episode(s) or other behaviours/incidents which identify them as at high risk.

**Vulnerable Adolescent Strategic Working Group** – this is a multi-agency group of partners responsible for actions arising out of the Vulnerable Adolescent Strategic (VAS) group and MACE Development Days. The Group also identifies areas of good practice, areas of concern and consider strategies to overcome barriers around exploitation and associated adolescent vulnerabilities. The group will ensure a partnership response to understand the contexts in which our children live their lives and the complex and overlapping factors that can increase or decrease the risks faced.

**Young Multi-Agency Public Protection Arrangements (MAPPA)** – focuses on managing young people that commit violent and sexual offences, as defined within the Criminal Justice Act 2003. This panel also incorporates Harmful Sexual Behaviours Panel.

In this monthly meeting, representation of professionals with expertise and understanding of children and young people as well as criminal justice enables the development of bespoke arrangements for the small number of children and young people who present a significant risk to the public in the County.

**Youth Diversion Panel** – this central Panel, held fortnightly, make decisions on Out of Court Resolutions (formerly Disposals) for children referred by Hertfordshire Police Children and Young People Team or those referred from the Youth Court.

The Panel is Chaired by a Youth Justice Practice Manager and is attended by a diverse core membership including police, Services for Young People, Education Training and Employment Workers, Forensic Adolescent Workers, Resilience Workers and Social Care.

**Scrutiny Panel** – this is an independently chaired group that meets on a quarterly basis to review 20 (5 youth, 15 adult) randomly selected OoCR (Community Resolutions, Youth Cautions, Youth Conditional Cautions) cases and assess whether there is agreement with the outcome, in line with legislation and policy.

Panel members provide each case with a grading 1-3 and any organisational learning identified during the scrutiny exercise is shared with the relevant agencies.

**Risk Management & Safeguarding Panel** - this Panel is in place to support management of complex and high-risk SASH and youth justice cases and for escalation of cases where there are difficulties in delivering a risk management plan.

This is Chaired by the interim Head of Youth Justice and membership includes representation from education, health and police.

**Channel Panel** – part of delivery on the Prevent Strategy, this is a multi-agency panel used to assess the nature and extent of the risk with regards to individuals being drawn into terrorism. It provides appropriate support packages to help divert and support the individual at risk. Referrals can come from a wide range of individuals and partners and could include youth justice teams, social services, health, police, education and local communities.

**His Majesty's Courts and Tribunals Service** – YJS managers meet twice a year with Youth Bench Chairs, Deputy Chairs and Legal Advisers. In addition, we attend the full Youth Court Magistrate Panel Meetings each year, two are held for both the Central and North Youth Courts per annum. At these meetings we provide updates on youth justice and inputs on different elements of our work such as the Forensic Adolescent Service, reparation projects and education. Attendance and input ensure we continue to maintain strong relationships with the courts.



03

---

## Reflecting on 2023-24



## 3.1 Progress Against Priorities

No.	Deliverable/Action	Progress Update	Status
<b>Strategic Priority 1: Continue to drive service delivery improvements in response to quality assurance activity, monitoring of performance data and best practice</b>			
1.1	Refresh our quality assurance programme to drive practice improvement and regularly review and track progress	<ul style="list-style-type: none"> <li>YJ QA Framework has been developed.</li> <li>Audit Tracker including schedule and action tracker has been established.</li> <li>Weekly Case Audits being undertaken by YJ Audit &amp; Review Manager (capacity allowing).</li> <li>Audit reports are shared with both HYJMB and CS Practice Leaders Board.</li> </ul>	Completed
1.2	Commission a piece of work to understand lived experiences of those who are on the YJS caseload to inform service developments	<p>Snapshot e-survey developed, commissioned Participation Team to undertake anonymous survey on behalf of the service to all young people open to YJ in Dec 2023, unfortunately Participation Team did not fully complete this piece of work.</p> <p>However, we continue to capture ViewPoint surveys, complete self-assessments as part of Asset+ and also made links with Police Race Inclusion Board to capture voice and experiences of black and black heritage young people in relation to their experience of policing.</p>	Completed
1.3	Update the Workforce Development Plan ensuring that the training needs of the workforce are met in line with identified and emerging needs of young people	Workforce Development Plan has been refreshed and consultation process has been completed with YJ management group. Plan shared with Learning & Development for awareness and consideration with regards to provision planning and commissioning.	Completed

No.	Deliverable/Action	Progress Update	Status
1.4	Analysis of the needs of our reoffending cohort to gain understanding and use to inform service provision/interventions	Exploitation Intelligence Analyst is undertaking some work to review all children who have ended YJ involvement since 2021 and then tracking whether they have reoffended since and if so, how many had exploitation identified (was this linked to new offences) and also whether any contacts or referrals to CS in between time.	In Progress/ Partially Achieved
1.5	Undertake in-depth analysis of the FTE cohort to understand the predictors of vulnerability to inform our partnership approach to prevention	We have a clear local picture of factors which can increase vulnerability factors for young people, particularly around educational provision and unmet/diagnosed SEND needs. Localised data provided supports this position and the HYJMB continue to progress discussions to advocate for young people who offend within various strategic settings, including SEND Improvement Plan, Families First Partnership Board and Vulnerable Adolescent Strategic Group.	Completed
1.6	Successfully transition the service to the new YJB KPI framework	Complete	Completed

**Strategic Priority 2: Promote a ‘Child First’ approach across the youth justice system, increasing participation of young people and their families, whilst effectively safeguarding children and achieving best outcomes**

2.1	Develop a youth engagement plan to enable us to inform our service design and delivery using feedback from service users to develop a better understanding of the lived experience of children and young people in the YJ system	<p>Hertfordshire Youth Justice Service – Youth Engagement Plan (2023-25) in place which details current mechanisms as well as planned developments.</p> <p>Replacing the current externally commissioned ViewPoint survey from 2024-25, with an in-house survey to reduce costs and improve completion as have more control over questions and format.</p> <p>Board agreement to review 50% of Asset+ closure feedback forms per quarter from April 2024 to gather feedback.</p>	In Progress/ Partially Achieved
-----	--	--	---------------------------------------

No.	Deliverable/Action	Progress Update	Status
2.2	Explore development of protocol with ISL around access to Speech and Language Therapy (SALT) services to support those YJ young people with SLCN	<ul style="list-style-type: none"> <li>• SLCN screening tool re-circulated to all staff for routine completion with all young people.</li> <li>• Established central log of referrals to CYP Integrated Therapy Service to monitor prevalence of SCLN and service response in order to inform commissioning requirements.</li> <li>• Conversations continue at a strategic level with regards to support for YJ cohort.</li> <li>• Looking at how YJ and HYJMB are linked into the SEND improvement plan work.</li> </ul>	In Progress/ Partially Achieved
2.3	Further exploration of YJ CYP who are CIN/CP to ensure those in system are appropriately safeguarded in line with Working Together	Introduction of Risk Register within the service has driven improved recording. In addition, as part of quarterly returns Business Objects data is used to check YJ cases and ensure accurate recording of social care status.	Completed
<b>Strategic Priority 3: Drive system improvement by building on our organisational effectiveness, governance work, partnerships and leadership to delivery high quality youth justice services</b>			
3.1	Refresh the format of HYJMB meetings, including expansion of the membership to ensure greater representation from other key services and agencies	<ul style="list-style-type: none"> <li>• Refreshed Terms of Reference in place.</li> <li>• Updated Board induction pack.</li> <li>• New Board members co-opted to diversify membership.</li> <li>• Pen portraits of all members</li> </ul>	Completed
3.2	Reformat the performance report for the HYJMB to improve quality of information whilst strengthening the Board's assurance of the work of the YJS	Revamped performance pack layout produced from September 2023 onwards. Positive feedback from Board and more engagement with performance discussions.	Completed



No.	Deliverable/Action	Progress Update	Status
3.3	Map the links Board members have to wider strategic groups that support or relate to delivery of the Youth Justice plan	<ul style="list-style-type: none"> <li>YJS performance data is now included in CSC Performance Board to increase awareness of the work and the needs of the young people with wider CS managers.</li> <li>Audit reports are shared with the central QAIP team for central logging as part of CS audit activity.</li> <li>Board members are clear on their advocacy role of young people open to YJS when attending wider meetings.</li> </ul>	Completed
3.4	Consider potential of integration of VAS and HYJMB to prevent duplication and engage key partners	<p>Workshops identified whilst some cross-over there are distinct differences which require these remaining as separate groups.</p> <p>YJS Service Manager representation at VAS has been in place since November 2023.</p>	Completed
3.5	Prepare a paper outlining the YJ recruitment challenges including profiles for various roles in relation to qualified status and progression, including comparisons to other LAs to help inform discussions and activity around resourcing of YJS	<p>In principle agreement for change but some significant HR considerations due to wider implications across CS.</p> <p>Service reviewing how many Adolescent Practitioners (APs) (alternatively qualified) are coworking YROs following which principles to be developed about this arrangement to ensure risk is appropriately managed and accountability responsibilities are clear.</p> <p>Agreement to explore court training for experienced APs to help professional development, retain staff and provide increased court duty support.</p>	In Progress/ Partially Achieved

No.	Deliverable/Action	Progress Update	Status
<b>Strategic Priority 4: Strengthen arrangements to monitor and respond to disproportionality, including how we ensure interventions are person-centered, driven by individual needs, interests and aspirations</b>			
4.1	Embed regular reporting on disproportionality and disparity using available YJB tools and local data to monitor Hertfordshire's position and undertake wider discussions to address what the data is showing	<p>Police data presented to HYJMB in Sept which showed what data police had available to provide additional insight into disproportionality and the criminal justice system. Reassurances given around external scrutiny in place to monitor this e.g. Stop &amp; Search Scrutiny Panel, Police Powers Board.</p> <p>YJB full year disproportionality data only available for 2022-23 but regularly discussed within different YJ Forums. Data included in quarterly performance packs.</p>	Completed
4.2	Develop a Disproportionality Action Plan	Disproportionality Plan is in place and held by HYJMB but discussed at various forums such as SASH Leadership and SASH YJ Manager's Forum.	Completed
4.3	Develop cultural competence within workforce and partnership through relevant training to increase confidence in talking about and tackling bias and racism	<ul style="list-style-type: none"> <li>• Social Graces is a mandatory training course all staff must have completed.</li> <li>• Active Bystander training promoted to all staff.</li> <li>• Diversity &amp; Inclusion iLearn is mandatory completion every 2years.</li> <li>• Some managers have completed Cultural Competency training but commissioning of this offer has now ceased.</li> <li>• Significant range of EDI related courses are included within the YJ Workforce Development plan, broader than race to consider range of individual needs.</li> </ul>	Completed

No.	Deliverable/Action	Progress Update	Status
4.4	Assess service provision and the way in which support is delivered to see whether it is tailored to individual cultural and religious needs	Case Management supervision prompt sheet has been developed in collaboration with managers and agreed in order to provide improved consistency and serve as reminder about EDI discussions within case management conversations.  All audit tools include a D&I section.	Completed
<b>Strategic Priority 5: Improve the transitions experience for children through and across the system</b>			
5.1	Improve quality, timeliness and management oversight of transitions by ensuring the local transition protocol and practice is followed to ensure compliance with national protocol and also ensure best outcomes for young people	Initial conversations around transitions process and an audit of whether process has been followed for those young people who have transitioned. Audit template has been drafted and circulated for comment to SPO and YJ Ops Manager.  Included discussion about YJ PO undertaking feedback sessions with young people routinely at Module Four: Life in Probation – The Road Ahead, Session Three which should have taken place 6 weeks post transfer (Next Steps).	In Progress/ Partially Achieved
5.2	Review transitions data to identify any overrepresentation in the young adult group on probation.	Transitions process needs reviewing and a more formal way of monitoring transitioned young people needs to be implemented and suggest this is included within quarterly HYJMB performance packs.	Outstanding
<b>Strategic Priority 6: Focus on prevention of serious youth violence and exploitation in line with local policies and processes, ensuring a joined-up approach</b>			
6.1	Review linkage between MACE and Risk Panel to understand if any duplication to ensure consistency of management oversight of high risk	Clear differentiation of differences between Panels which has been communicated to staff and those attending Panels.	Completed

No.	Deliverable/Action	Progress Update	Status
6.2	Identify funding opportunities which support delivery of programmes to address serious youth violence and exploitation	<p>Successful bid made to OPCC/CCSU for SV duty funding, awarded £34,659 until end of March 2025 to deliver C@R project delivering mentoring and group sessions to young people involved in serious violence.</p> <p>Additional successful bid made to PCC re SV grant funding to support provision or continuation of mentor support to young people open to SASH or YJ who are involved in serious youth violence.</p>	Completed
<b>Strategic Priority 7: Continue to deliver effective, high-quality prevention and diversion activity</b>			
7.1	Maintain oversight of delivery of the Turnaround Programme to ensure targets are being achieved	Fully staffed Turnaround offer as of Jan 2024, this combined with other factors (well established Youth Action Panel (YAP) process and pathway in place; dedicated police resource to deliver CRs & the narrow eligibility criteria) has presented challenges to delivery of the programme. Liaised with MoJ to review original delivery target as provide a more realistic and achievable target in the time period remaining.	In Progress/ Partially Achieved
7.2	Explore whether Hertfordshire could use Outcome 22 as a diversionary option to prevent unnecessarily criminalising young people.	<p>Outcome 22 is now being used as a diversionary option as part of the CYP police's decision making with regards to options, also included as an option within Youth Diversion Panel as of Sept 2023.</p> <p>To date we have had 13 Outcome 22s agreed at YDP, in addition the police have used Outcome 22 for 9 young people, outside of YDP.</p> <p>Formal review of revised YDP model, including disposals issued to be conducted in April 2024.</p>	Completed - BAU



No.	Deliverable/Action	Progress Update	Status
<b>Strategic Priority 8: Improve and increase Education, Training and Employment opportunities and interventions, particularly where there is non-attendance or school exclusion</b>			
8.1	Assurance that all YJ young people under 16 that are NEET are under the oversight of the Safer in School panel	<p>SiS Panel has oversight of all young people known to a Social Worker. Linked to this is the Education Hub, which provides an opportunity for a multidisciplinary team to provide advice and guidance to professional's and schools to ensure the correct level of support is being offered to children and young people. The Hub looks to support children where there are concerns or needs regarding their education attendance, attainment, transition, wellbeing, SEND support, EHCP Plans and other identified developmental needs. It has been agreed that all young people open to YJ where there are concerns re attendance should be referred into the Education Hub.</p> <p>We also share details of all our statutory school age children receiving below their stat hours with Access and Inclusion to ensure they are included within the robust monitoring of provision such as EHE.</p>	In Progress/ Partially Achieved
8.2	Complete deep dive of YJ cases who are NEET and SEND/EHCP to understand this cohort of young people and identify what can be done to strengthen local provision/ influence change	Board have agreed to request input from QA team to support undertaking this activity as limited capacity to fulfil from within service due to other audit activity.	In Progress/ Partially Achieved
8.3	Review the role of YJ ETE workers to identify challenges and blockages in system to support strategic development	Review of ETE worker role undertaken and presented to HYJMB in September 2023.	Completed

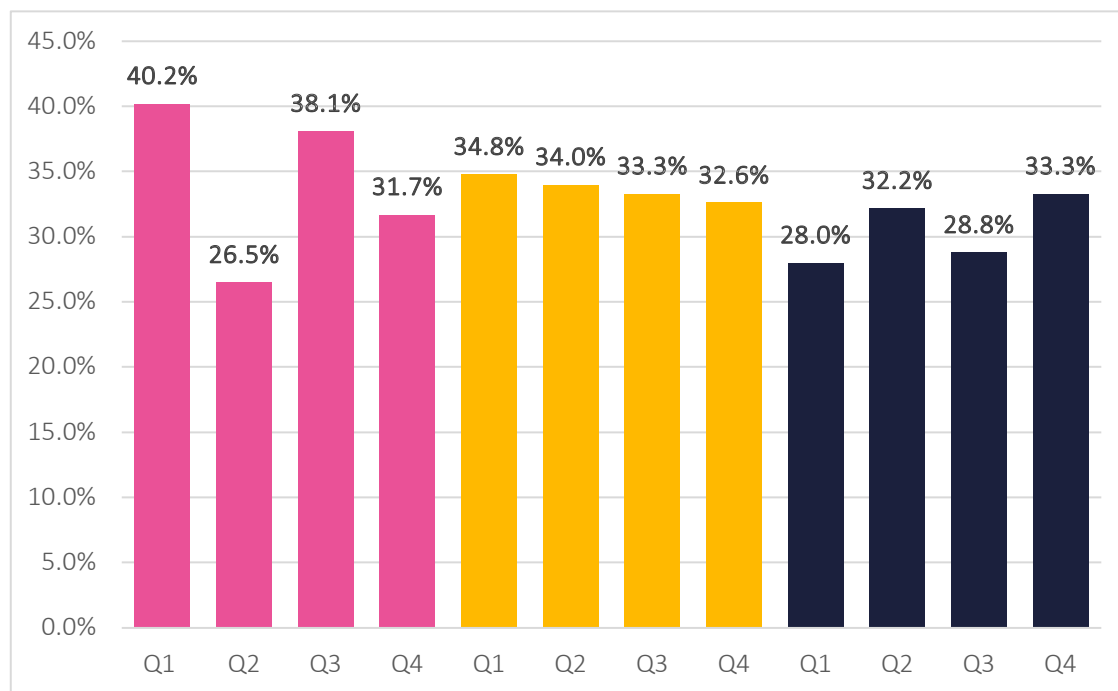
## 3.2 Summary of Performance for 2023-24

### a) Reoffending

The YJB data identifies young people convicted within a specific cohort, if these young people committed an offence within 12 months of their original conviction which results in a conviction 18 months from original conviction, then they will be included within the re-offending cohort.

Reoffending ranged between 28% and 33.3% for the 2021-22 tracked cohort. Whilst there was greater variation between the quarters than in 2020-21, all quarters were either below or equal to those of the previous year. (YJB Data Summary 117 April-December 2023) (YJB Data

**Chart 2 – Reoffending for Hertfordshire (Youth Justice Board)**



#### Key

Quarters 2019/20

Quarters 2020/21

Quarters 2021/22

**Table 3 – Percentage of Reoffending (Youth Justice Board) (Q4 2021-22)**

<b>Hertfordshire</b>	<b>33.3%</b>
<b>Hampshire</b>	<b>34.5%</b>
<b>Cambridgeshire</b>	<b>36.4%</b>
<b>Buckinghamshire</b>	<b>35.0%</b>
<b>YJ Family Average</b>	<b>31.4%</b>
<b>Eastern Region</b>	<b>35.6%</b>
<b>National (England and Wales)</b>	<b>34.3%</b>

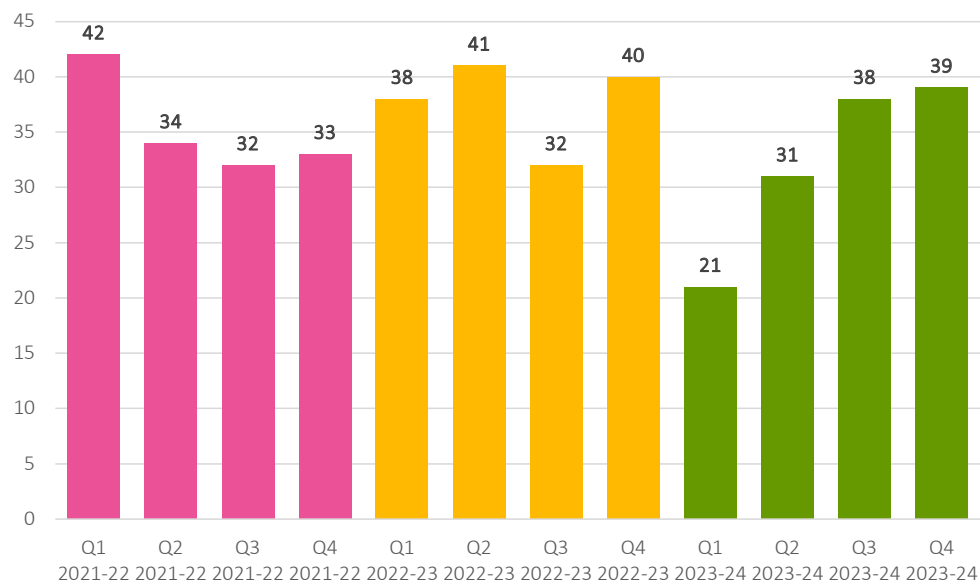
Benchmarking data of reoffending highlights Hertfordshire as having a lower reoffending rate than the Eastern Region, 5 of its 'YJ Family' group and the national average. This is an encouraging performance trajectory and reflects the positive impact that the interventions provided to young people by Hertfordshire YJS are having in terms of preventing further offending. (YJB Data Summary 117 April-December 2023)

## b) First Time Entrants (FTEs)

First Time Entrants (FTEs) to the criminal justice system are classified as offenders. These are young people (aged 10-17), resident in England and Wales, who received their first caution or conviction, based on data recorded on ChildView.

Local data shows the cumulative figure for first time entrants in 2023-24 is 129. This is an 14.6% decrease from the previous year of 151.

**Chart 3 – First Time Entrants (Local Data)**



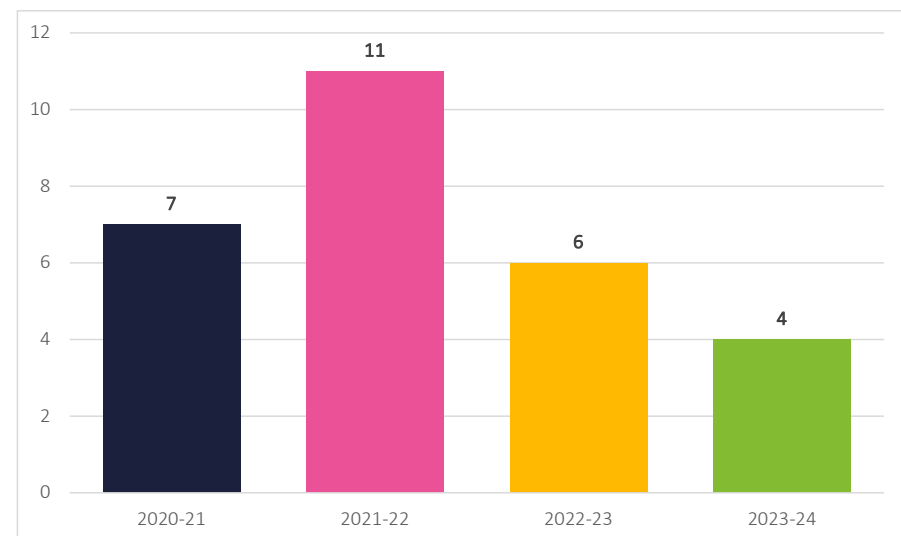
## c) Custody

Custody is reserved for the most serious offenders or those that wilfully and persistently fail to comply with community orders. A custodial sentence consists of a mandatory custody period of the offender and then a licence programme within the community.

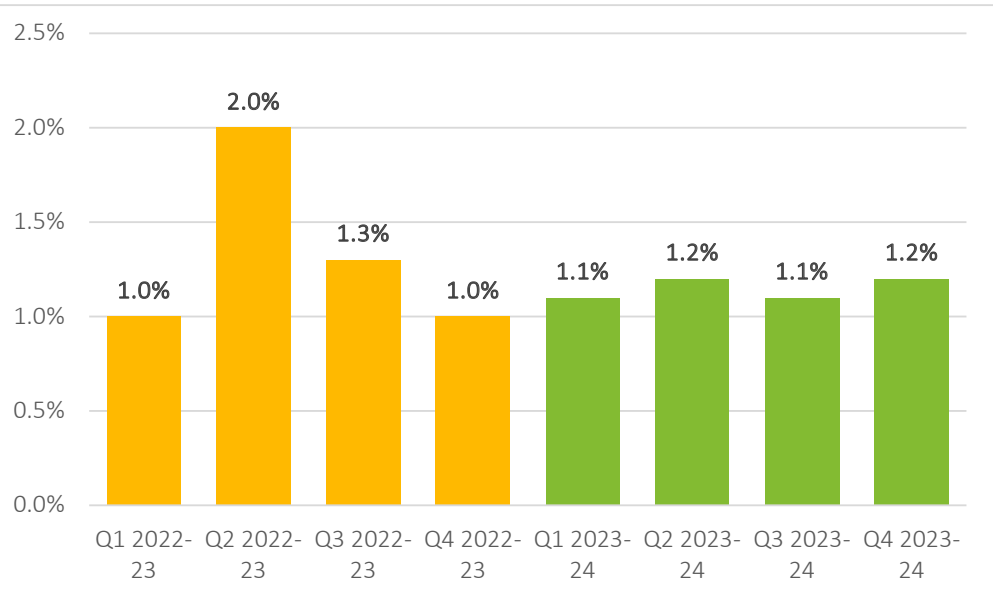
There were 4 young people that received a custodial sentence in 2023-24 in comparison to 6 children in 2022-23. This is attributed to the following factors:

- strong relationships with the courts which enables the service to influence sentencing decisions positively for most children.
- quality Pre-Sentence Reports which demonstrate how young people can be safely managed in the community.

**Chart 4 – Number of Young People Sentenced at Court that Receive a Custodial Sentence (Local Data)**



**Chart 5 – Percentage of Young People Sentenced at Court that Receive a Custodial Sentence out of all Disposals (Local Data)**



Benchmarking data for custody rates per population highlights Hertfordshire as having a lower custody rate per 1,000 of 10-17 population when compared with the Eastern Region, 5 of its 'YJ Family' group and the national average. (YJB Data Summary 117 April-December 2023)

**Table 4 – Rate per 1,000 of 10-17 Population given a Custodial Sentence at Court (Youth Justice Board) (Q3 2023-24)**

Hertfordshire	0.02%
Bedfordshire	0.13%
Cambridgeshire	0.03%
West Sussex	0.08%
Eastern Region	0.08%
National (England & Wales)	0.09%

#### d) Accommodation

For the 216 Court Orders which ended during 2023-24, 96% (205) of young people were recorded as being in suitable accommodation. Reasons for unsuitability of accommodation primarily are identified in relation to young people of Gypsy, Romany or Traveller heritage where accommodation arrangements change frequently or involve extended family so an assessment of suitability has not been possible.



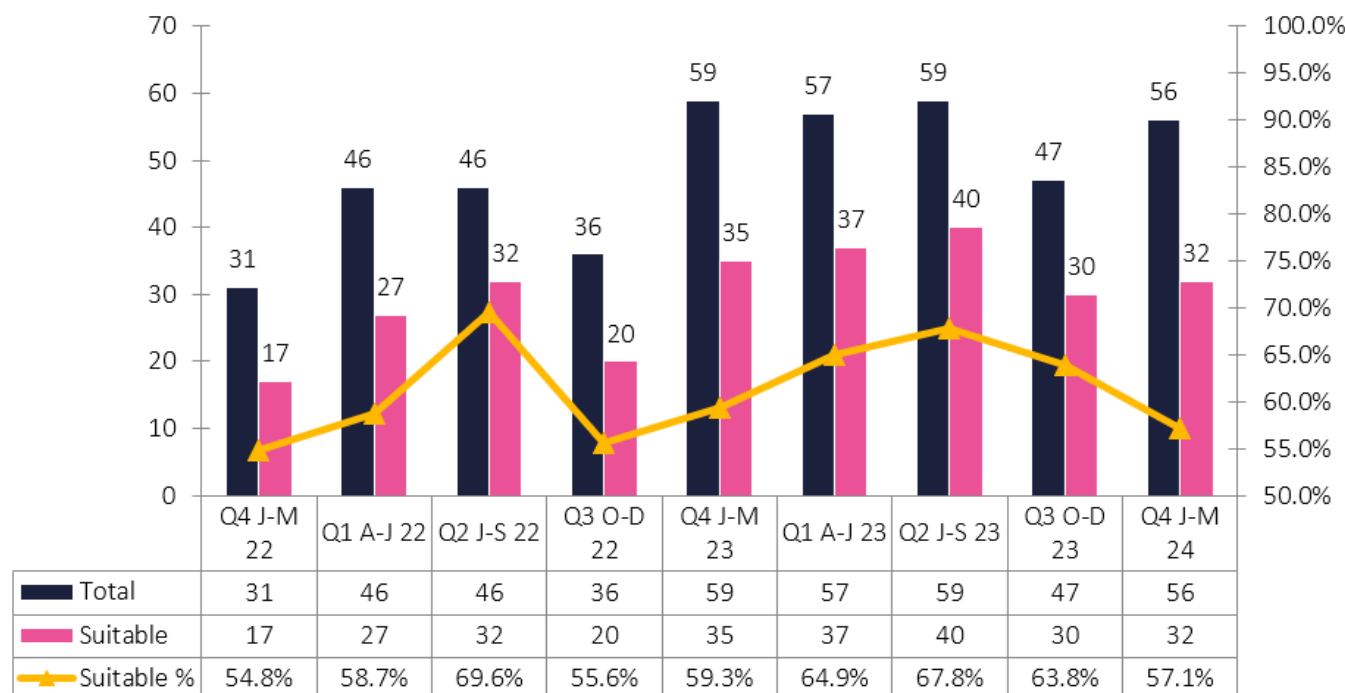
## e) Education, Employment and Training

Education, Training and Employment (ETE) is divided into two categories: School Age young people (those below 16 years) and Above School Age (those above 16 years) depending on their birthday and school term. Calculations are made on the basis that all school age young people should be receiving 25 hours of education and those above school age should be receiving / or participating in 16+ hours of education, training or employment.

The percentage of children in suitable ETE varies each quarter but for 2023-24 63.5% (139/219) of young people were in suitable ETE at the end of their Court Order.

The majority of young people without suitable ETE provision are those above statutory school age. This is primarily due to a lack of post-16 pathways, particularly for young people who have a criminal record or are considered by providers to be too risky to accept onto college courses.

### Chart 6 – Suitability of ETE Provision for Young People (Local Data)



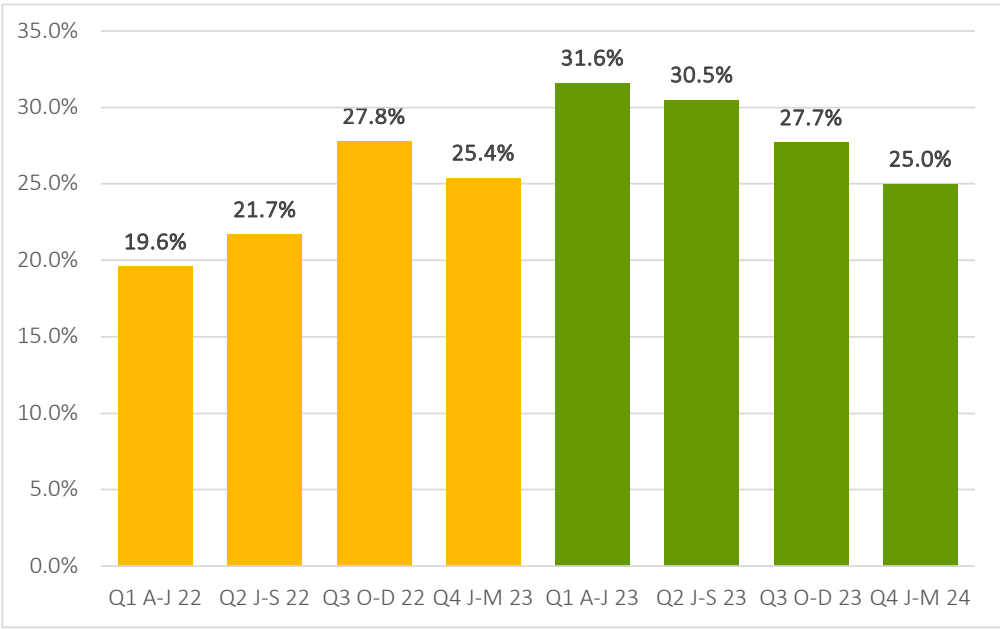
Whilst ETE support remains a priority for the service to enable young people to achieve positive outcomes, when looking at benchmarking data for April-Dec 2023 the number of children with Referral Orders in full time ETE is 61%, for school age children this is 63% and above school age children 59%. In comparison, nationally only 38% of supervised young people are in full time education; when compared to other YJS with a similar number of Orders ending in this period Hertfordshire is the best performing in terms of the highest percentage of supervised children in full time education. (YJB Data Summary 117 April-December 2023)

Access to and engagement with ETE remains a key priority for Hertfordshire YJS, the links to SEND are well known and we are seeking to influence how young people open to youth justice can be better supported in these two areas to ensure they have the best possible chance to thrive and succeed.

**f) Special Educational Needs and Disabilities / Additional Learning Needs**

63 young people (29%) of young people were recorded as having a Special Educational Need or Disability at the end of their Order for 2023-24. (Local Data)

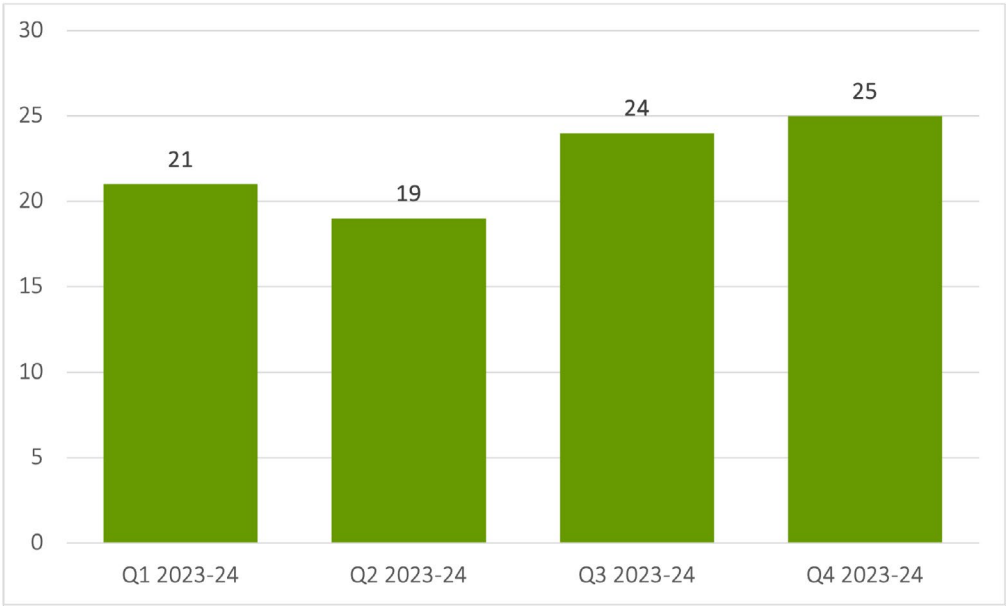
**Chart 7 – Young People with SEND (Local Data)**



**g) Substance Misuse**

For 2023-24 there were a total of 89 young people (10 females and 79 males) that were recorded as being referred for Substance Misuse support. (Local Data) This is a new KPI for 2023-24 and as such we have no comparison data for the previous year. For 2024-25 we will be seeking to get a further breakdown of this data in terms of support received and engagement rates.

**Chart 8 – Referrals to CGL Resilience Workers for Substance Misuse Support**

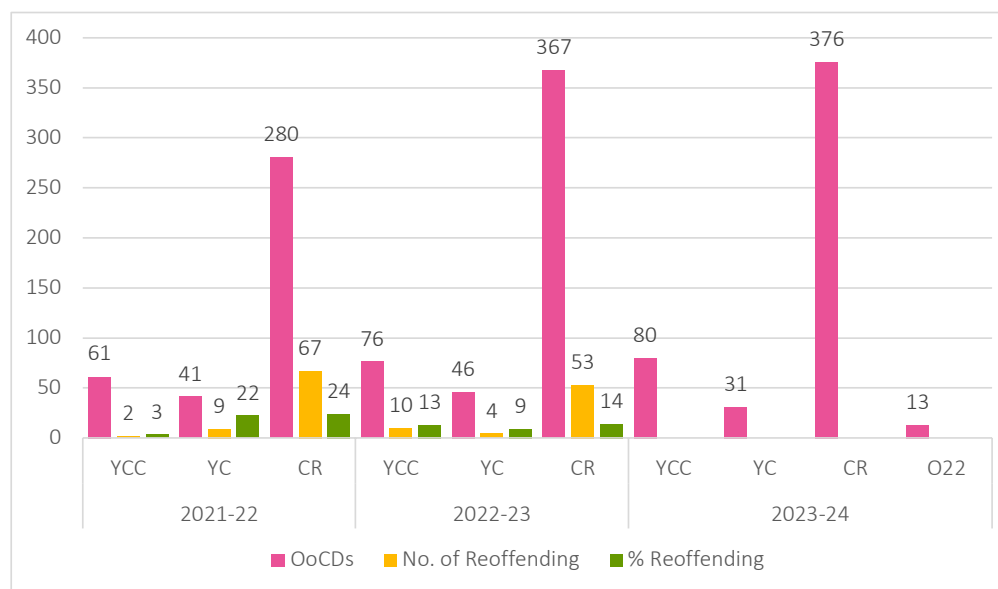


## h) Out of Court Resolutions (Disposals)

Outside of the YJS Hertfordshire Police have a wider offer for children dealt with by Community Resolution, all of whom undergo a short intervention provided by the Police's Children & Young People Team.

In 2023-24, the police issued 376 Community Resolutions, compared to 367 the previous year, a 2.5% increase.

**Chart 9 – Out of Court Resolutions & Reoffending**



Given the time elapsed it is possible to review reoffending for OoCRs for both 2021-2022 and 2022-23. The percentage of young people reoffending post a Community Resolution in 2022-23 was 14%. (53 out of 367).

Whilst the Police had begun to use of Outcome 22 (diversion), when we launched our refreshed Youth Diversion Panel in September 2023, Outcome 22 (diversion) was introduced as another option for the Panel. To date 13 Outcome 22 disposals have been given to young people via the Panel.

## i) Management Board Attendance

Management Board Attendance has been broadly strong with some gaps in statutory Education representation but this has been resolved for 2024-25.

**Table 5 – Management Board Attendance at Quarterly Board Meetings**

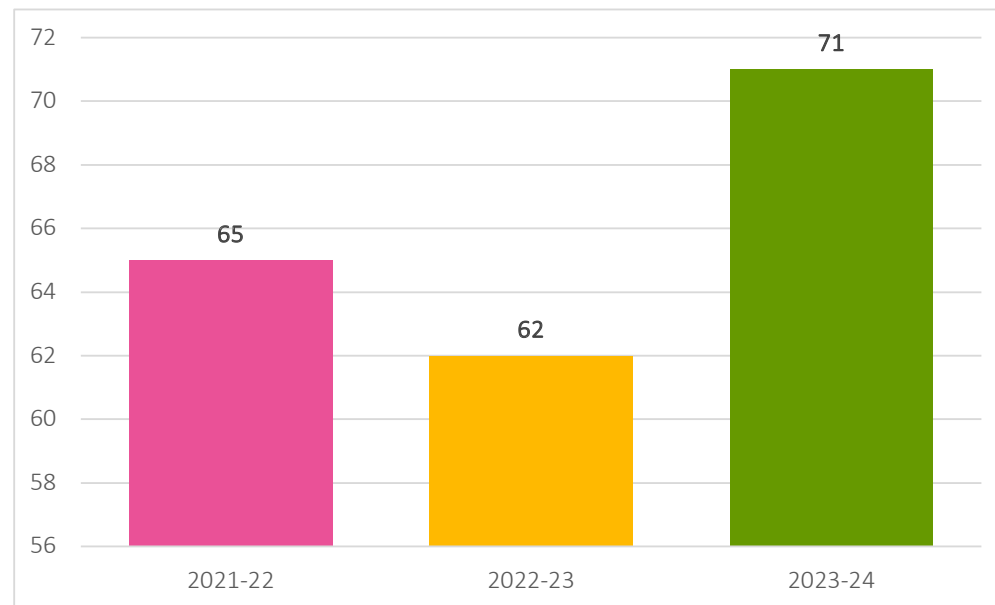
	Q1 2023-24	Q2 2023-24	Q3 2023-24	Q4 2023-24
Children's Social Care	X	X	X	X
Education		X		
Police	X	X	X	X
Probation	X	X	X	X
Health	X	X	X	X
Other	X	X	X	X

## j) Serious Violence, Exploitation & Contextual Safeguarding

There has been a significant amount of work undertaken focusing on serious violence, exploitation and contextual safeguarding. As mentioned in 1.3 we have improved our identification of young people at risk of exploitation through improve multi-agency data sets which are now combined to provide a more robust and complete picture of exploitation within Hertfordshire. Latest data shows that young people with a current YJ Order make up 21% of all children identified as being exploited.

We have seen a 14.5% increase in the number of blade related offences when compared to 2022-23. Primarily these offences are for possession of a bladed/sharp article in a public place. The Police's CCE Prevention & Diversion Team seek to engage young people known as 'habitual knife carriers' through voluntary interventions.

**Chart 10 – Blade Offences (Local Data)**



<sup>2</sup> Hertfordshire Definition (April 2024)

The criteria for entry onto the matrix is:

- 'A suspect who has been linked to 3 or more investigations or intelligence reports containing a knife crime flag, recorded on Athena, over a 12-month rolling period'; or
- 'Any individual deemed a risk to others or themselves due to the use or carrying of a knife or sharp instrument based on robust professional judgement and risk assessment'.



Latest data available from the YJB's Serious Violence Tool shows there were 56 serious violence offences committed by children from Hertfordshire in the year ending December 2023. This is an increase of 16 (40%) when compared with the previous year. (YJB Serious Violence Tool Q3 2023-24) The YJB's operational definition of Serious Violence is any drug, robbery or violence against the person offence that has a gravity score of five or more.

Hertfordshire YJS have secured two grants (totalling £85,084) via the Home Office Serious Violence Duty funding which are being delivered over 2024-25. There is scope for both projects, except for the group programme, to be accessed by young people who may not have a current Order but are being supported within SASH and are identified as being at risk of exploitation. The two projects are:

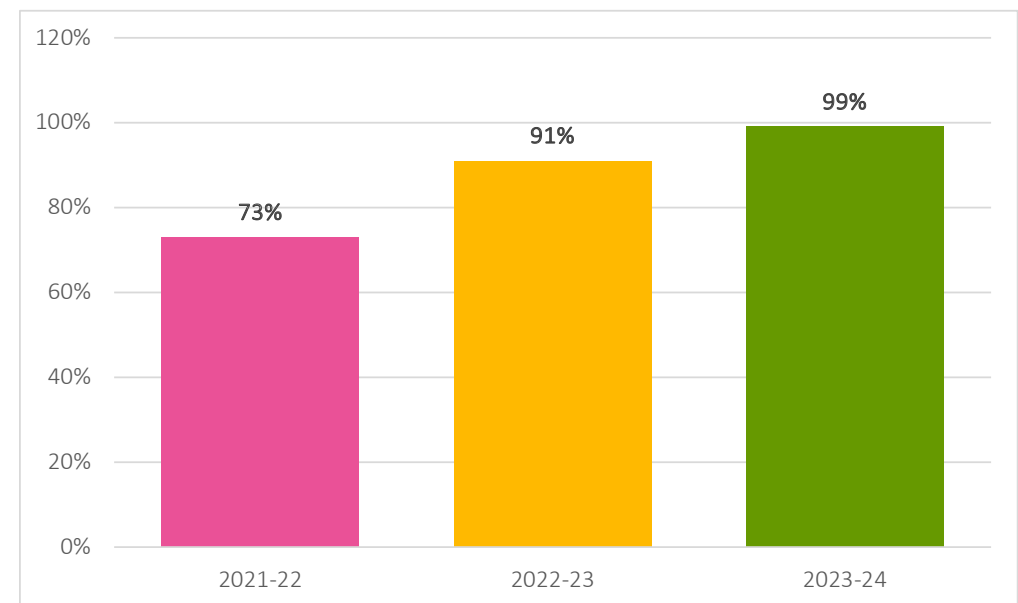
- Children @ Risk (C@R) – this project has two separate strands:
  - Mentoring – we have commissioned Safe Space to recruit additional volunteer mentors to support any young person open to SASH or with a YJ Order who is at risk of exploitation.
  - Boys Group Programme – this is a 6-week group specifically for males who have a drug, violence against the person or robbery offence for which they are on a Referral Order. The development of the sessions and delivery of the programme is being led by youth justice practitioners with additional input from external facilitators at different points.
- More Mentoring – this is a pot of funding that can be accessed for our most high risk and complex young people, or for young people transitioning into SASH/YJ from the Police's Child Criminal Exploitation Prevention and Diversion (CCEP&D) Team where we need to try something different to try and break a cycle when other interventions are not having the impact we had hoped.

## k) Victims

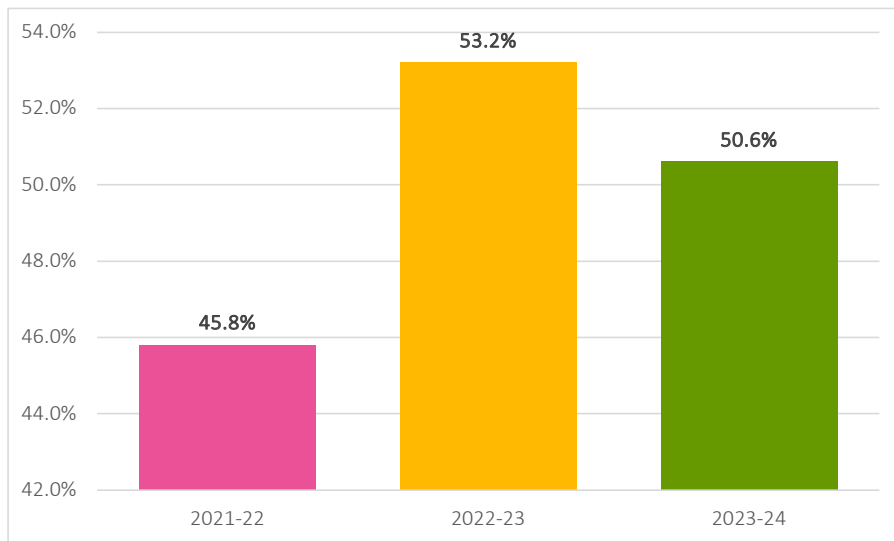
Where we have consent, victims of youth crime are contacted within timescales by dedicated Victim Liaison Workers and are offered restorative justice opportunities and interventions to help repair harm to victims and communities.

99% (247/249) of victims identified in 2023-24 were offered the opportunity to participate in either direct or indirect reparation. Of those offered 50.5% (125) went on to receive reparation.

**Chart 11 – Percentage of Victims Offered Reparation**



**Chart 12 – Percentage of Victims Receiving Reparation (all types)**



### 3.3 Risks & Issues

A Risk Register is maintained by HYJMB and is subject to regular review. The Chair of the Board acts as the Partnership Risk Lead, ensuring there is an effective risk management strategy in place, co-produced and owned by the HYJMB.

A Risk Management Protocol is in place to act as a communication tool as to how risks are to be managed.

The Board is also accountable to the Corporate Resources Management Board.





04

---

## Looking Ahead to 2024-25

## 4.1 Child First

**Table 6 – How the child first Principles are Implemented into Practical Service Delivery**

Deliverable/Action	Progress Update
<b>Prioritise the best interests of children</b>	<p>Service delivery is child-focused, tailored to individual needs using a range of different resources as appropriate. Resources and documents available are free from professional and legal jargon.</p> <p>Case managers continually advocate on behalf of their young people influencing other services to take a child-first approach.</p> <p>Youth justice staff have received training in relationship-based and trauma-informed approaches, motivational interviewing and reflective supervision all of which seek to ensure the child / young person's interests are prioritised and individual needs and capabilities are recognised and used to inform the work undertaken.</p>
<b>Promoting individual strengths and capacities to develop pro-social identity for sustainable desistance</b>	<p>Good Lives Model, premised on the idea that we need to build capabilities and strengths in people to reduce their risk of reoffending, is embedded within the service.</p> <p>Training in the AssetPlus structured assessment provides a holistic framework promoting pro-social identity, strengths and desistance factors, and involves young people's active participation in plans and interventions.</p>

Deliverable/Action	Progress Update
<p><b>Encouraging active participation, engagement and wider social inclusion</b></p>	<p>The Voice of the Child is a golden thread throughout Children's Services, including youth justice. It is incorporated into assessments, plans and contracts undertaken with young people as part of their court or pre-court intervention. The relationship-based approach applied across all aspects of service delivery supports this.</p> <p>Service adopts the CS 'This is Me' approach coproduced with young people around language and engagement. This video highlights how our use of language and what we record is experienced by the children, young people and families we support: Hertfordshire Social Care Round Table video - Herts CC. As a result of this, and based on their wishes, we have committed to changes in the way in which we refer to young people (e.g. don't say 'case') and way in which we record within systems.</p> <p>The AssetPlus, a structured assessment and planning tool, includes a young person self-assessment and parent self-assessment both of which are integral to informing the subsequent intervention with young people and their personalised plan. These are regularly revisited at various stages of the intervention.</p> <p>In 2023 we joined up with Hertfordshire Constabulary to a contribute to a research project exploring the challenges, threats, risks, and harms to which young people from Hertfordshire's Black communities are exposed; for Hertfordshire Constabulary to consider how it can best adapt or change its policing to address these challenges effectively.</p>
<p><b>All work minimises criminogenic stigma from contact with the system</b></p>	<p>Increasing use of Out of Court Resolutions, particularly Outcome 22 which enables delivery of interventions which seek to educate, reducing the number of young people entering the criminal justice system.</p> <p>Turnaround is being delivered until end of March 2025 which seeks to support young people 10-17 years of age on the cusp of the criminal justice system, delivering diversionary work through a Team Around the Family model.</p> <p>There is a strong focus on prevention and diversion in Children's Services through both our Specialist Adolescent Service (SASH) as well as our well-established Families First early help model, both of which seek to minimise contact with the criminal justice system through early intervention by providing support and information early to prevent issues from escalating.</p>



Deliverable/Action	Progress Update
<b>Voice of the Child, Young Person &amp; Family</b>	<p>At the end of their intervention young people are asked to complete a short survey to capture their feedback on what's helped or changed for them as well as any ideas for how the service could improve.</p> <ul style="list-style-type: none"> <li> <b>When asked about what things have got better for them or how the YJS has helped them young people said:</b> <p><i>'Life has just got better in general. Made me realise and got advice on good peers and relationships and surrounded myself with good people now.'</i></p> <p><i>'I feel that my YOT worker has changed my thoughts and made me think more positively.'</i></p> <p><i>'Helped me with my keeping my anger down. Help with cutting down cannabis.'</i></p> <p><i>'Everything really. Looking at my offending triggers, and how to make better choices.'</i></p> <p><i>'Helped me understand the consequences of reoffending, we have discussed the implications of racial comments and how they may affect someone.'</i></p> </li> <li> <b>When asked for ideas about how the service could be improved or what else could have helped young people said:</b> <p><i>'I think they have helped me the best they can and it has made a huge impact on my life.'</i></p> <p><i>'They could have more workshops i.e. ex offenders talking to yps and more group work. They could also have a music instructor working with them.'</i></p> <p><i>'They could have more group projects.'</i></p> </li> </ul>

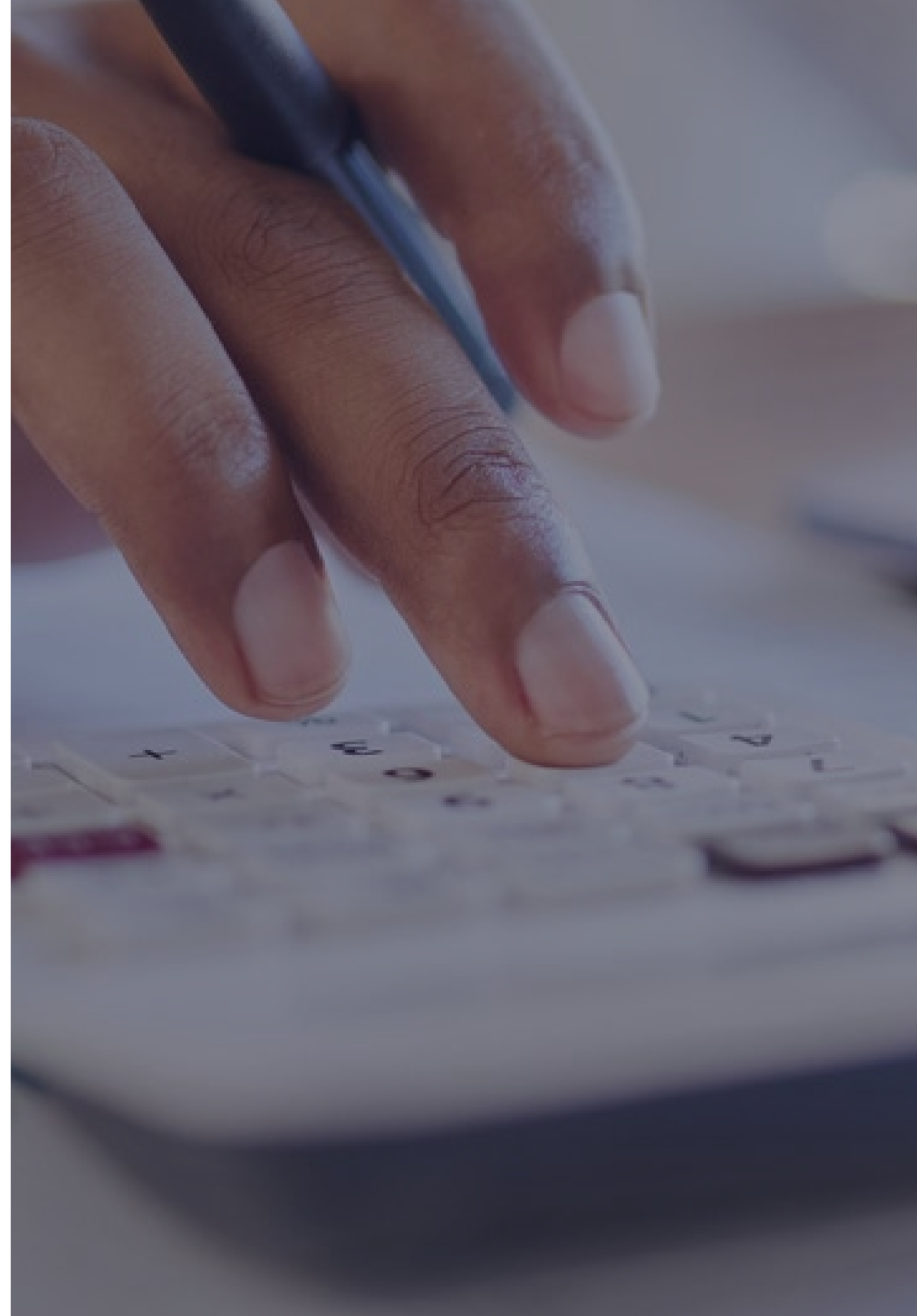
Deliverable/Action	Progress Update
<b>Voice of the Child, Young Person &amp; Family</b>	<ul style="list-style-type: none"> <li> <b>The service also receives ad hoc feedback from parents/carers:</b> <p><i>'My son has found it challenging and has not always been compliant. His allocated worker has been fair, patient, professional, and at times going above and beyond to try to help my child.</i></p> <p><i>I feel that had my son not have been ordered to undergo this programme, he may never have self addressed his crimes and not given a thought for not only his victims but also the implications on to himself in terms of his freedom. I fear he may have been involved in more crimes albeit low level.</i></p> <p>The benefit of this programme is that he has had to address his wrong doing and think about the consequences of youth offending.</p> <p>I can only hope that even if momentarily and not immediately long lasting but in the future this experience will be reflected upon whereby he makes better choices and is even able to mentor others who are choosing a less savoury path.</p> <p>My sons' worker has been approachable and communicated honestly with me often about my child's progress and grey areas and it is clear he is passionate about his role to support the young person and their families. I can say this because he took the time to educate my youngest child about the law.'</p> <p><b>Feedback shared from allocated worker on behalf of young person's Mum:</b> <i>'she would not know how she would have coped without YOT and feels that the relationship A has built with her son has been extremely important and has helped keep him safe by taken him out to do reparation. A has kept in touch with Mum and checked in regularly which she has really appreciated.'</i></p> <p><b>Feedback shared from social worker:</b> <i>'I spoke to X's mum yesterday and she said how pleased she was with the contact L had with X. His mum felt that L was very professional and that it was evident that she is passionate about her job. She was impressed how L held X to account whilst at the same time being supportive of him. Mum stated that she is so happy that she has finally found 3 people that clearly care about their jobs as well as the young people.'</i></p> </li> </ul>

## 4.2 Resources & Services

Hertfordshire's YJS retained its in-kind contributions in 2023-24 and we await confirmation for 2024-25. Spend for 2022-23 remained within the financial envelope provided.

The budget structure for the delivery of services is comprised from a range of sources:

- Youth Justice Board Grant
- Hertfordshire Children's Services
- Hertfordshire Constabulary
- Hertfordshire Police and Crime Commissioner
- Hertfordshire Probation Service
- Public Health
- In-kind contributions from Police, Probation and Public Health



Appendix 2 provides an overview of the budget for the delivery of youth justice services in Hertfordshire for 2023-24. The overall resourcing envelope of youth justice services for 2024-25 is forecast to be £4,640,008. This is inclusive of all sources of income and in-kind contributions.

We use our grant, partner contributions and available resources to deliver our youth justice services and believe they support the below benefits and outcomes:

- Two dedicated Resilience Workers provide 1:1 support to young people with substance misuse issues. These workers also provide: specialist consultations and bite-size training to staff around substance misuse; for those young people receiving structured treatment the Resilience Workers will support them to complete a Drug & Alcohol Awareness City and Guilds module; transitional support for young people entering and exiting custody; specialist input to various Panels including Risk & Safeguarding, MACE and Youth Diversion Panel; issuing Naloxone spray to reverse effects of opioids; support a needle and syringe programme to ensure young people are using clean equipment and staying safe.
- Forensic Adolescent Workers participate in health screening as part of the AssetPlus assessment, provide consultations to case managers and offer direct work to individual young people experiencing mental health issues and those suffering the impact of trauma. They also contribute to AIM3 assessments regarding Sexually Harmful Behaviour for those charged with sexual offences.
- We have close working relationships with our police officers who deliver diversionary work arising from the Youth Diversion Panel. Feedback from young people has been positive, challenging their perceptions of police officers and improving community relations.
- We have 1.6 Probation staff in post: one of these supervises offenders aged 16-18 in the community on court Orders, post custody licence and custody throughcare. In addition, they write Pre-Sentence Reports and are part of the court duty rota. A further two officers manage the transition of young people to the adult probation service.
- Our Victim Liaison Workers contact all victims, where identified and there is consent to do so. They will ensure the victim's voice is heard throughout, from Pre-Sentence Reports to Panel Meetings. They will also offer victims the chance to be involved in restorative justice as well as signposting to other support services as required.
- We continue to recruit, train and support a number of volunteers from the community to serve as members on our Referral Order Panels, to help meet the requirements of Referral Orders, and as Appropriate Adults at police stations.
- In June 2023 we started formal delivery of Turnaround, the Ministry of Justice's early intervention programme to divert young people aged 10-17 years old from the criminal justice system.



### 4.3 Board Development

We continue to identify opportunities to develop our Board ensuring our membership is diverse, engaged and committed to supporting delivery of our youth justice priorities.

A forward plan is in place to support planning and provide clear focus to meetings, this includes input on elements of frontline practice from those working directly with young people to provide an insight into operational delivery.

In addition to our formal meeting schedule, we remain flexible to the provision of additional meetings as required including Lunch & Learns, shadowing or observations of projects. For example, in March 2024 we delivered a Lunch & Learn session to the Board on the youth sentencing process in collaboration with colleagues from His Majesty's Courts & Tribunals Service (HMCTS).



## 4.4 Workforce Development

Youth Justice Specialist Managers, Practice Managers and Senior Practitioners working within youth justice are registered Social Workers whilst Adolescent Practitioners have a range of relevant alternative qualifications and / or experience. Our refreshed Workforce Development Plan for 2023-25 aims to expand the knowledge base and help us to:

- Improve our practice and performance within the YJS.
- Improve satisfaction and morale of our valued staff.
- Address the identified training gaps through individual Performance and Development arrangements, case file audits, HMIP Inspection and National Standards self-assessment findings.
- Achieve consistency of practice.
- Grow experience and knowledge base of our staff.
- Provide up to date knowledge of changes and amendments to any new legislation and/or policies.
- Offer development opportunities to further career prospects.
- Identify joint training opportunities with partners.

All staff also benefit from access to learning and development opportunities delivered by Children's Services and training hosted by Hertfordshire's Safeguarding Children Partnership (HSCP).

### Aims of YJ Academy

#### Peer Support Network



Meet other practitioners who have recently joined HCC delivering Youth Justice services.

#### Professional Development



Designed to support professional development, increase confidence & empower.

#### Best Practice



Explore different areas of practice, through group discussion & the sharing of resources, hints & tips

### YJ Academy

In February 2024 we launched our YJ Academy which has been designed to provide a supportive space for practitioners to explore theory, practice and evidence relating to working effectively with children in the youth justice system.

The first element to be delivered through the YJ Academy was an 8-week course for 14 practitioners who are new to youth justice either as Adolescent Practitioners or AYSE Social Workers. This was led by our Practice Manager, Audit and Review with specific inputs from wider experienced and specialist members of youth justice staff delivered as appropriate.

For 2024-25 we will be expanding the YJ Academy model to develop the training offer available to staff at all levels, this may include:

- Gatekeeping
- Auditing
- Court processes, reports & duty

## **Induction**

New starters continue to receive a comprehensive induction package including corporate, Children's Services and youth justice activities. All staff receive formal supervision with their manager on a regular basis. Supervision incorporates case management, providing opportunity to review current caseloads, discuss specific cases in more depth and ensures management oversight is in place and recorded appropriately.

## **Performance & Development**

Hertfordshire's corporate Performance and Development (P&D) process (performance management process) is designed to focus on good quality, continuous conversations, and less paperwork as part of supervision arrangements between practitioners and their managers. It supports with setting individual performance objectives, helps identify professional development needs and manage personal wellbeing.

We have produced some standard objectives for youth justice practitioners at various levels for 2024-25 to support consistency in expectations and practice across the county. These will be complemented by additional personalised objectives, including consideration of professional development activity.

## **Meetings**

Bi-monthly YJ staff meetings and YJ Management Forums provide an opportunity to share new/updated legislation, best practice and any other local practice changes. They also provide space for discussion on specific topics including diversity and inclusion as well as inputs on specific aspects of practice such as working with Gypsy, Romany and Traveller communities and Family Group Conferences, as well as sharing headlines from conferences or training.

## **Peer-to-Peer Training**

Both our Resilience Workers and Forensic Adolescent Workers deliver a range of regular themed workshops on specific areas including naloxone spray, disordered eating and autism spectrum disorder (ASD).

## **Audits**

We have established an audit schedule which ensures alongside case management supervision, counter signing and gatekeeping we have a formal audit process in place for both Court and Out of Court work. These enable a full review of a young person's case across the areas of assessment, planning, implementation and delivery, reviewing, resettlement (where relevant), management oversight and impact and outcomes.

Learning from these audits is disseminated across the service and individualised feedback is provided to case managers. Summaries are also shared with Hertfordshire's Youth Justice Management Board as well as fed into Children's Services Practice Leaders Forum for centralised oversight.

---

In 2024-25 we would like to develop a quality assurance process in collaboration with Hertfordshire Probation Service to provide assurances that the Joint National Protocol and Next Steps process is being followed for those young people who will be transitioning across.

### **Champions**

Our ETE Workers are SEND Champions and as such receive regular training and access to workshops to support them in fulfilling this role. They also provide a local point of contact within the teams for advice and input.

In addition, we have also nominated six Reflective Champions across SASH who, once trained, will provide a space for colleagues to come together and reflect on work and practice, particularly the emotional element whilst promoting staff wellbeing.



## 4.5 Evidence-based Practice, Innovation & Evaluation

### Crash Bang Project

In March 2024 we ran one of our Crash Bang projects in collaboration with Hertfordshire Fire and Rescue Service. The project, developed by Hertfordshire YJS is for young people who are subject to a court order for vehicle offences including dangerous driving, taking without consent and driving whilst under the influence of alcohol or drugs. This hard-hitting two-part programme provided an opportunity to demonstrate to young people that the choices they make in life can have serious consequences.

Session one involved a static simulation of a multi-vehicle, multi-casualty road traffic collision where the young people, wearing protective clothing, played the part of casualties. Fire fighters used cutting equipment to extract the young people from the vehicles.

In session two, the young people viewed film footage with narration from victims of collisions, input from medical staff and families of victims who shared their experience of how they have been affected by car crime. Young people were encouraged to participate in discussions reflecting on the experience and take part in follow up meetings to explore the impact of the programme and their learning.

The programme is an example of effective partnership work to help prevent young people re-offending and promote greater awareness of choices and consequences to young people; it also provides a training opportunity for Hertfordshire Fire and Rescue Service.

### Referral Orders

Over the last year there has been significant development work undertaken around Referral Orders and our Panel member support structure. This has included a review of our processes and documentation, refresh of the support available to our Panel Members and recruitment of new Panel Members.

New templates for all our Referral Order reports were introduced in August 2023. These templates were formulated following consultation with neighbouring YJ services and our Panel Members alike. The reports will continue to evolve and remain guided by our child first approach.

A recruitment programme was completed between September and November 2023 with eleven new Panel Members successfully joining our current cohort. As of April 2024, our total number of Panel Member volunteers across all four areas is 36, 58% (21) of whom are female and 42% (15) males.

A Panel Member Agreement was presented to all Panel Members at our annual support meeting in April 2024. The document has been implemented to offer clarity on each parties' roles and responsibilities within the Referral Order process. In addition, the Agreement also outlines a clearer and more effective supervision structure for all Panel Members: twice yearly one to one supervision sessions will be offered to all Panel Members where performance and learning objectives will be reviewed. This support was greatly welcomed by the Panel Members with the first roll-out of online supervision sessions due in June 2024. At this point there are no further recruitment plans for 2024 but this will be kept under review.

## **Naloxone**

We currently have two Resilience Workers from CGL who are co-located within the YJS to provide specialist interventions including prevention, education and harm reduction to young people around substance use. They also offer advice, information and consultation to YJS staff.

CGL has been delivering vital harm reduction interventions to young people across the county. Alongside offering personalised 1:1 sessions and targeted groupwork, CGL also provides access to Naloxone, a medication capable of reversing the effects of opioids. Among our under 18s, Nyxoid, a nasal spray variant, is exclusively utilised. A single dose of Naloxone can reverse the effects of an opioid overdose and potentially save a life before emergency assistance arrives.

In the 2023-24 period, CGL distributed 19 Naloxone kits to young people. Naloxone, an opioid antagonist, swiftly counteracts the effects of opioids and can rapidly restore normal breathing in individuals whose breathing has been slowed or halted due to opioid overdose. Common opioids include heroin, fentanyl, oxycodone, codeine, and morphine. CGL conducts training sessions for both young people and their parents or caregivers to ensure effective delivery of this life-saving intervention.

Furthermore, it's worth noting that the ability to distribute condoms and dual testing kits is new for CGL, following recent training in this area. It is expected this additional service will greatly benefit young people in need. This initiative is part of CGL's comprehensive approach to providing drug and alcohol support, recovery, and harm minimisation services.

## **Youth Diversion Panel**

In September 2023 we revised our Out of Court Panel model with a centralised County Youth Diversion Panel to improve consistency and oversight of Out of Court Resolution decisions. Coupled with new Out of Court Guidance (in anticipation of the publication of YJB Out of Court Case Management Guidance) and devised jointly with Hertfordshire Police it aimed to raise awareness and introduce the use of Outcome 22 to the Panel (prior to this Outcome 22 had been used by Hertfordshire Police occasionally). As a result, agencies represented at Panel are now aware of the benefits of non-criminalisation afforded by the use of Outcome 22 and it is being increasingly used as an alternative to a formal youth justice OoCR.

In parallel to this work, we have set up bi-monthly meetings between YJS, Police and the Crown Prosecution Service to oversee and improve the delivery of Out of Court Resolutions. As a result of these discussions, we have formalised the scrutiny of potential OoCR cases going to court and introduced measures to allow them to be returned for OoCR consideration. Having recognised that these are usually a result of 'no comment' interviews we have also produced a briefing, now circulated to all defence law firms used by Hertfordshire courts making clear the benefits of making admissions at the outset when arrested for low level offences.





## 4.6 2024–25 Priorities

**In collaboration with our workforce and Hertfordshire's Youth Justice Management Board, as well as a review of performance data we have identified 6 key priorities for the YJS over 2024-25:**

1. Provide robust governance and leadership that drives improvement, fosters innovation, and ensures high quality service delivery which supports the reduction of reoffending amongst young people and a continued focus on disproportionality..
2. Continue to deliver effective, prevention and diversion activity.
3. Address barriers faced by young people in engaging with ETE and accessing appropriate SEND support.
4. Drive practice improvement through workforce development, performance data and quality assurance activity.
5. Promote a 'child first' approach across the youth justice system, increasing participation of young people and their families.
6. Focus on prevention of serious youth violence and exploitation.

## 4.7 Standards for Children

In 2023 we undertook a self-assessment of ourselves against National Standard 2: Work at Court. The records of 20 young people were reviewed during this self-assessment activity. We assessed ourselves as 'Good' or 'Outstanding' against all questions with the exception of the below:

Does your youth justice service take all possible steps* to divert children from court?	Requires Improvement
Does your service have an effective strategy to minimise unnecessary* use of remands?	Requires Improvement
Does your management board have an action plan to tackle disproportionality, with regular analysis and reviews of progress?	Requires Improvement



As a response to the standards for children and as part of general improvement activity we agreed the actions outlined in the following table:

Action	Status	Work Completed
<p><b>1.</b> Police CYP Team to review all instances where CYP have gone no comment and not had legal advice and making contact with family to discuss OOC option, where appropriate</p>	<p>Completed - BAU</p>	<ul style="list-style-type: none"> <li>• Review undertaken over period of time, minimal numbers where this is an option.</li> <li>• Part of business as usual</li> </ul>
<p><b>2.</b> Engage Herts Criminal Defence Community re our diversionary options and importance of robust advice being given to CYP at police interview</p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>• Presentation on Prevention and Diversion given to Herts Criminal Justice Board 10 Oct</li> <li>• Presentation shared with Herts Criminal Defence Community rep for broader circulation</li> <li>• Briefing agreed between police and CS and circulated to Herts Criminal Def Comm Rep for circulation to all Herts Duty Solicitors.</li> <li>• Single-sided A4 poster re advice for defence briefs provided within custody settings</li> </ul>
<p><b>3.</b> Implement review process of adjournments at court to assess any trends and take action to reduce adjournments</p>	<p>Completed - BAU</p>	<ul style="list-style-type: none"> <li>• Three review sessions have taken place to date. No trends found but actions undertaken: <ul style="list-style-type: none"> <li>• Handout explaining what adjournment means for young people has been provided to all CDOs and CPS to hand out in court</li> <li>• Conflict in CPS advice given was reason for one return from work: MA to consider CPS training on change in stance</li> </ul> </li> </ul>

Action	Status	Work Completed
4. Review YDP, including use of Outcome 22 to see whether having an impact on number of young people being diverted from court	Completed	<ul style="list-style-type: none"> <li>Review, inclusive of adjournment data to be presented to HYJMB May 2024.</li> </ul>
5. Implement new Prevention & Diversion Assessment Tool <ul style="list-style-type: none"> <li>Explore PDAT gatekeeping process</li> <li>Audit of PDAT to provide quality assurance</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>YJ PC plus YJ Specialist Services Manager attended training session in April 2024</li> <li>Training of other YJ PCs is taking place in June 2024</li> <li>Dip sampling of PDATs to be planned</li> </ul>
6. Remand process and offer to be reviewed, to include improved join up with Brokerage & Commissioning	In Progress	<ul style="list-style-type: none"> <li>Finalisation underway</li> </ul>
7. Implement a disproportionality action plan, owned by the HYJMB	Completed - BAU	<ul style="list-style-type: none"> <li>Completed with input from SASH Leadership, HYJMB and YJ Management Forum. Circulated to all members and wider SASH / YJ service.</li> <li>Subject to regular review in various forums</li> </ul>
8. Update PSR template to better highlight VoCYP, supportive desistance factors and name of gatekeeper	Completed	<ul style="list-style-type: none"> <li>Circulated to all staff 13 November 2023</li> </ul>

## 4.8 Service Development

No.	Deliverable / Action	Measure – how will we know this has been achieved?
<b>1. Provide robust governance and leadership that drives improvement, fosters innovation, and ensures high quality service delivery which supports the reduction of reoffending amongst young people and a continued focus on disproportionality.</b>		
1.1	Build in cycle of Board interaction with operational service delivery i.e. thematic inputs	<ul style="list-style-type: none"> <li>• Board members self-report increased knowledge and understanding of frontline service delivery.</li> <li>• Minutes from Board meetings provide record of inputs received.</li> <li>• Board members encouraged to shadow elements of frontline practice and opportunities to get involved are promoted to Board members.</li> </ul>
1.2	Be sighted on the quality of casework within the service i.e. audit findings, case studies	<ul style="list-style-type: none"> <li>• Performance packs contain summaries of audit activity undertaken within service and action undertaken because of findings.</li> <li>• Case studies to be shared with the Board on a quarterly basis.</li> </ul>
1.3	Improve visibility of Board amongst workforce and wider partnerships	<ul style="list-style-type: none"> <li>• Staff representatives on the Board to have standing item at YJ Staff Meetings to provide space to provide updates on Board discussions and gather feedback from staff to be fed back to Board.</li> <li>• All Board members to advocate for YJS in their role and wider partnership networks, creating and establishing links.</li> </ul>
1.4	Commission and participate in a Peer Review	<ul style="list-style-type: none"> <li>• Peer Review Report with recommendations for service.</li> </ul>



No.	Deliverable / Action	Measure – how will we know this has been achieved?
1.5	Develop system of learning from HMIP YJS inspection reports	<ul style="list-style-type: none"> <li>Headlines from inspections of other YJS' to be shared with Board, to be used as discussion points within Development Days.</li> </ul>
1.6	Oversight of disproportionality action plan as a key focus across court and out of court resolutions, including influencing within own organisations (including links to OPCC Fairness of CJS Project)	<ul style="list-style-type: none"> <li>Progress of work completed evidence through updated Disproportionality Plan.</li> <li>Feedback from young people who have received interventions through YJS.</li> </ul>
<b>2. Continue to deliver effective, prevention and diversion activity.</b>		
2.1	Implement use of mandatory use of Prevention and Diversion Assessment Tool (PDAT)	<ul style="list-style-type: none"> <li>PDAT will be embedded within service and dip-sample activity finds assessments are completed to a high standard.</li> </ul>
2.2	Continue to develop YDP to ensure it is operating efficiently, members are well engaged and ensure consistency and accuracy of formal recording on CV.	<ul style="list-style-type: none"> <li>Dip sample of ChildView records and associated documentation will be in standardised format and accurate.</li> <li></li> <li>YDP members are well engaged and clear on their role as part of YDP.</li> </ul>
2.3	Explore use of Outcome 22 for deferred prosecution to further enhance tackling of disproportionality and reducing first time entrants.	<ul style="list-style-type: none"> <li>Use of Outcome 22 (deferred prosecution) operationalised or clear timeline for progressing its use.</li> </ul>

No.	Deliverable / Action	Measure – how will we know this has been achieved?
2.4	Maintain oversight of delivery of the Turnaround Programme to ensure targets are being achieved.	<ul style="list-style-type: none"> <li>Turnaround meets delivery target of 72 young people receiving interventions.</li> </ul>
2.5	Increase understanding of what's available in the community from voluntary and third sector organisations	<ul style="list-style-type: none"> <li>Directory of services available to workforce</li> </ul>
<b>3. Address barriers faced by young people in engaging with ETE and accessing appropriate SEND support.</b>		
3.1	Improve timely access to resources to YJS re SEND	<ul style="list-style-type: none"> <li>Young people are receiving appropriate support and provision to support individual needs and feedback is positive.</li> </ul>
3.2	Ensure youth justice is represented and linked in to SEND Improvement Plan	<ul style="list-style-type: none"> <li>Identified YJ representative within SEND workstreams.</li> </ul>
3.3	Improve the ETE 'offer' for post-16 young people	<ul style="list-style-type: none"> <li>Higher number of young people about statutory school age in ETE.</li> </ul>
3.4	Complete deep dive of YJ cases who are NEET and SEND/ EHCP to understand this cohort of young people and identify what can be done to strengthen local provision/ influence change Continue to refer young people supported by YJS to Education Hub for multi-disciplinary support and inclusion in Safer in Schools Board	<ul style="list-style-type: none"> <li>Audit report with recommendations.</li> <li>Evidence of recommendations being acted upon.</li> <li>Increased awareness about lack of education for young people open to YJS and therefore considered within wider system projects to address</li> </ul>
3.5	Continue to ensure education, training and employment as well as SEND data recorded on ChildView is accurate to ensure advocacy for these young people within wider forums and networks.	<ul style="list-style-type: none"> <li>Triangulation of data with wider sources to obtain most accurate position.</li> <li>Dip-sampling of ETE tab on ChildView.</li> </ul>

No.	Deliverable / Action	Measure – how will we know this has been achieved?
<b>4. Drive practice improvement through workforce development, performance data and quality assurance activity.</b>		
4.1	Embed cycle of ongoing audit activity (inclusive of transitions to Probation)	<ul style="list-style-type: none"> <li>• Update audit schedule and tracker for 2024-25</li> <li>• Minimum of four quarterly audit reports and associated documentation available to evidence completion.</li> </ul>
4.2	Continue to develop YJ Academy as part of YJ Workforce Development Plan	<ul style="list-style-type: none"> <li>• Develop and deliver three new training programmes over 2024-25 in addition to the initial YJ Academy offer to new APs/AYSEs.</li> <li>• Feedback from attendees to support refinement and ongoing development.</li> </ul>
4.3	Review transitions data to identify any overrepresentation in the young adult group on probation.	<ul style="list-style-type: none"> <li>• Transitions data incorporated into YJ quarterly performance packs.</li> </ul>
4.4	Explore introduction of Power BI as standard performance management tool	<ul style="list-style-type: none"> <li>• Clear case presented to Board with project timeline and associated costs.</li> </ul>
<b>5. Promote a ‘Child First’ approach across the youth justice system, increasing participation of young people and their families.</b>		
5.1	Continue development of feedback cycle for children and their parent/carers	<ul style="list-style-type: none"> <li>• In-house e-survey or alternative mechanism in place.</li> <li>• Good level of completion rates.</li> <li>• Quarterly review of feedback, disseminated as appropriate and clear actions identified where required.</li> </ul>
5.2	Initiate annual YJ Young People’s Survey	<ul style="list-style-type: none"> <li>• Results from Annual Survey and action plan to address feedback</li> </ul>

No.	Deliverable / Action	Measure – how will we know this has been achieved?
5.3	Explore development of a peer mentor scheme	<ul style="list-style-type: none"> <li>Report into what this would entail shared with Board.</li> </ul>
5.4	Work in partnership with other agencies, services and professionals to encourage active participation, engagement and wider social inclusion.	<ul style="list-style-type: none"> <li>Examples of utilising shared networks and mechanism to capture feedback and gain active participation.</li> </ul>
<b>6. Focus on prevention of serious youth violence and exploitation.</b>		
6.1	Ensure delivery of Children @ Risk project as funded by Serious Violence Duty Funding	<ul style="list-style-type: none"> <li>Meet minimum performance targets across the two strands: group work = 30 and mentoring = 20</li> <li>Feedback from young people</li> </ul>
6.2	Ensure delivery of More Mentoring project as funded by Serious Violence Duty Funding	<ul style="list-style-type: none"> <li>Meet minimum performance target of 13</li> </ul>
6.3	Complete analysis of young people who have reoffended since the end of their Order and how many had exploitation identified, the link (if any) to new offences and any contact points with CS in the interim period.	<ul style="list-style-type: none"> <li>Report summarising analysis and findings</li> </ul>
6.4	Maintain focus on local partnership working to address Serious Youth Violence	<ul style="list-style-type: none"> <li>Multi-agency/collaboration on local programmes that meet the needs of young people, e.g. sporting programmes, group work</li> <li>Strengthened relationships between YJS and police CE Hub – multi-agency management of harm reduction for all CYP at risk of / being exploited</li> </ul>

## 4.9 National Priority Areas

### Children from Groups which are Overrepresented

Young people from the global majority are overrepresented within Hertfordshire's YJS when comparing the 10-17 aged offending population with the 10-17 population.

Latest data (April-Dec 2023) shows the most overrepresented group are mixed ethnicity children, they make up 11% of the offending population and 8% of the 10-17 population.

White ethnicity children are underrepresented within Hertfordshire's YJS, accounting for 71% of the offending population against 76% of the wider 10-17 population.

14 (2.9%) Child Looked After (CLA) offended in 2023-24, leading to 84 substantive outcomes. This is consistent with 2022-23, albeit the number of offences committed in 2023-24 was an increase of 50% on the previous year (42). (Hertfordshire Youth Justice). The low numbers of CLA in the YJS continues to demonstrate effective partnerships between police and children services to divert CLA young people from the YJS where possible.

Children's Services has an established Diversity and Inclusion Board to promote the achievement of diversity and inclusion within its workforce and the communities it serves. It supports cultural change across all levels from strategic decision making to responsive delivery and accessibility of services. This is managed through a variety of workstreams. As a service SASH has established its own Diversity and Inclusion sub-group to consider both inclusive service delivery as well as how we support inclusivity amongst our workforce.

The Disproportionality Action Plan, owned by HYJMB is considered within various forums within the service, completed actions to date include:

- Introduction of case management supervision prompt sheet which seeks to improve consistency of supervision across the service as well as ensure diversity and inclusion is discussed and reflected on.
- Amended audit tools to assess whether there is evidence of cultural, diversity and inclusion needs being considered and how well the support has been tailored practice to meet individual needs.

There is an ongoing programme of equality and diversity training in place across Children's Services including Social Graces and Active Bystander which is actively promoted to staff.

Hertfordshire YJS are engaged in a piece of work commissioned by the Hertfordshire Police and Crime Commissioner focused on Fairness in the Criminal Justice System. This is an independent research project aimed at identifying and tackling disparity across the criminal justice system, all ages.

### Policing

Hertfordshire Constabulary are well engaged in the delivery of outcomes for young people in the criminal justice system. We have consistent representation from the Children and Young People's Team within the HYJMB, regular meetings and ad hoc contact is had between senior officers and YJ senior managers to provide regular opportunities to touch base, discuss service delivery and any issues which need addressing.

Our Youth Diversion Panel has been developed in collaboration with police colleagues and the move to introduce the use of Outcome 22 (diversion) has enabled a more child-first approach to out of court resolutions to be progressed.

Hertfordshire Constabulary are leading the way nationally in terms of local progress in line with the Police Race Action Plan which sets out changes across policing to improve outcomes for Black people who work within or interact with policing. We have established join up between the YJS and the Police's Race Inclusion Board (RIB) to ensure the voices and lived experiences of young people from black and black heritage backgrounds are heard and acted upon.

More of the Constabulary's work in relation to prevention and diversion are outlined in subsequent sections below.

## **Prevention**

### **Families First**

Families First is the umbrella term used to describe all services that provide early help in Hertfordshire. The Families First approach focuses on providing assistance as needs emerge, so that resources are used to their best advantage, families are supported to become resilient and the challenges they face do not escalate. Depending on the type and level of need, support may be provided by universal or single agency services, or for more complex needs, targeted or intensive support may be provided by SASH or Intensive Family Support teams. In 2023-24, 746 families, which included 1,778 children and young people were collectively supported by Intensive, Family Support Teams, Schools and Local School Partnerships, Family Centres and other partners through our multi-agency early help assessment and support plan process

(Families First Assessments (FFAs)). These were all new assessments undertaken during the year and is an increase of 15% from the previous year as more teams, agencies and establishments have commenced undertaking assessments for the first time. 1,652 children and young people have been supported by short term work, an increase of 254 from the previous year.

662 young people received early help support from SASH teams in 2023-24. Young people aged 14-15 account for 59.2% of the cases open to SASH, followed by the 16-17 age group who make up 28.9% of the open cases this year and 11-13-year-olds who accounted for 11.9%. 51% of the young people open this year were female. 33.1% of young people supported by SASH were from the global majority. Behaviour (36%), family breakdown (14.8%), mental health (11.1%) and family relationships (8.6%) account for the largest proportion of cases open to SASH.

### **Child Criminal Exploitation Prevention & Diversion Team (formerly known as Gangs & Schools Team)**

This team of ten police officers provides an early intervention and preventative approach for children at risk of gang affiliation, criminal exploitation (county lines) and knife crime across the County, to include safeguarding work. The team work closely with local policing resources and partner agencies to co-ordinate a bespoke response for each young person referred as well as creating and delivering events and activities as a targeted approach to diversion.



Referrals are identified by frontline officers and staff, officers and staff from the Safeguarding Command and by Child Exploitation (CE) Safeguarding. Child criminal exploitation (CCE) referrals are sent to the Safeguarding Referral Hub where they are triaged before being allocated to the appropriate unit.

Where Child Sexual Exploitation (CSE) is identified as the primary concern an onward referral will be made to the HALO team.

General CCE concerns and risk of serious violence are referred internally to the CYP Prevention & Diversion Team. If the referral is accepted, the case is allocated to the officer within the relevant jurisdiction. If the young person and their family are willing to engage, the officer will visit and undertake a needs assessment from which an aspiration plan is developed. Support and diversionary activities are then offered based on the needs and aspirations of the young person. Regular case reviews are conducted, and success is measured against the goals set out in the original aspiration plan. For example, if the young person is not in education, work will be done to with the relevant Inclusion Officer to ensure that a placement can be found. Other examples include identifying funding to support enrolment in sporting activities, onward referral to mentoring services, drug and alcohol support services or mental health and well-being services.

The team also delivers universal educational packages to educational establishments designed to raise awareness of the dangers of knife crime, gang affiliation and criminal exploitation (County Lines).

## Image 4 – Impact Report for CCE Prevention & Diversion Team, Jan – Dec 2023



## Impact Report 2023

Herts Police CCE Prevention and Diversion Team (formerly known as Gangs and Schools Team) are an engagement and prevention team for young people up to the age of 18 years.

Since January 2023 we have delivered the following:

**260** young people referred for 1:1 ongoing work of which 67% were accepted.\*  
\* Refused referrals due to duplicate referrals or are already working with partner agencies.

**14** habitual knife carriers referred to the team for prevention and engagement work. 54% of the young people we have worked with have not offended since engagement with our team.

**330** prevention and engagement inputs delivered across schools and colleges, holiday programmes and other community events.

### 2 **LIVES NOT KNIVES** EVENTS

32 young people invited to the targeted educational events, accompanied by parents, carers and professionals.

**54%** of the young people we have worked with have not offended since engagement with our team.

**43%** engagement resulting from all custody visits with young people.

CCEPTD Officers also supported front line policing during the Summer Period covering Intervention Duties and assisting officers with their workloads.

**1000+**  
Partnership and multi agency partnership meetings for young people at risk of CCE.



## **Child Exploitation (CE) Hub**

The CE Hub consists of 3 FTE Police Constables, under the supervision of a Detective Sergeant and Detective Inspector from the Safeguarding Referral Hub.

The CE Hub's core function is to co-ordinate and ensure our partners are achieving the following when dealing with a CE matter:

- To identify, target and disrupt those who are believed to be involved in the exploitation of children and vulnerable adults.
- Coordination and support of early intervention and prevention through police and partners.
- Ensure that partners are progressing civil / community orders where there isn't capacity to prosecute but there is a level of concern.
- Share the relevant information to partners. Attending relevant multi agency partnership meetings, i.e MACE.
- Completing strategy discussion processes for all CE referrals.
- Ensuring Community Safety Partnership (CSP) awareness of individuals at risk of CE.
- Ensure CSP ownership of individuals at high risk of CE.
- Develop best practice and provide up to date advice and support for any local and national CE developments. Share Learning with the organisation.
- Management of the Criminal Exploitation Vulnerability Tracker (CEVT).

- Identify and engage with future potential partners / charities.
- Chair the CSP CE monthly meetings, supporting colleagues with safeguarding those at High risk of CE across the county.

## **Prevention First**

Hertfordshire Constabulary's operating model continues to revolve around the ethos of 'Prevention First'. With a team of officers and staff specifically tasked to train and furthermore embed the learning across the Constabulary, they have built strong foundations for applying evidence-based approaches to tackling small and large-scale matters by getting upstream of the problem. This is particularly relevant to youth violence and youth justice. One such current example is the work they are doing with the Hertfordshire's Sport and Physical Activity Partnership, Street Games and others on preventing serious violence youth crime.

## **Diversion**

### **Turnaround**

Hertfordshire is delivering Turnaround, an early intervention Ministry of Justice programme, running until March 2025. Turnaround seeks to improve outcomes for young people aged 10-17 years old on the cusp of entering the youth justice system by reducing the likelihood of further offending. Hertfordshire has a well-established early help model in place which has provided a solid foundation for implementation of the Turnaround programme.

## Police – Youth Justice and Early Intervention (YJ & EI)

The Police's YJ and EI Team engage with young people under 18 who are living and offending in Hertfordshire and have committed a criminal offence that requires an Out of Court Resolution (OoCR). The team includes six Police Community Support Officers who administer all the Community Resolutions and participate in Families First Panels, five police officers seconded to Hertfordshire's YJS and two Sergeants.

The YJ & EI Team have also worked with partners to provide educational inputs to children and young people as part of youth engagement events with schools including Mini Police which is an eight-week programme conducted in primary schools, mainly with Year 5 students, to learn about community safety in a fun and engaging way which gives young people a voice.

*See section 3.2 h for more detail re OOCRs.*

**<sup>3</sup>Child Exploitation Vulnerability Tool (CEVT):** This is an assessment tool which aims to document and grade criminal exploitation vulnerability of children and adults in Hertfordshire, specifically incorporating the county lines methodology. The CEVT aims to provide a summary of risk for effective management by using key risk indicators. Each indicator has a "gravity" score, which adds up to generate a risk rating. The CEVT is an information tracker and does not negate the requirement for it to be recorded on other police systems. It is a way of having relevant information on one document that is easily accessible and relevant.

## Education

Our dedicated Education, Training and Employment (ETE) practitioners provide ongoing support to young people and their families including securing accredited learning opportunities to increase employability, liaison with schools, colleges and ETE providers to enhance the local offer and increase engagement of these young people in ETE. They also liaise with wider departments and educational providers to capture accurate data about current provision and whether it is being accessed. There are five ETE workers in total, one worker is embedded in each of the four SASH area teams and another in the SASH YJ Team.

ETE practitioners represent the service at key local forums in schools/colleges/ETE provision/Courts and custodial establishments to prevent exclusion and promote the needs of young people who have offended and other young people to develop effective partnership, action plans and information sharing.

They attend various panels and meetings to advocate on behalf of young people, some of these include Youth Diversion Panel, Inclusion Panel and Risk Management Panel.

Practitioners also work with Services for Young People (SfYP) to share and access careers guidance, information on progression options and opportunities for participation in youth work or employability programmes.

A City and Guilds programme is in place for young people open to youth justice, there are a variety of modules that can be completed such as Drugs and Alcohol, Effective Communication and Health and Safety in the Workplace.



Children's Services has a Safer in School (SiS) Board which provides an effective forum for the sharing of practice and combining intelligence held across multiple teams in relation to school attendance. The Board facilitates effective sharing from individual team's, intended activities as well as being an open forum to reflect and challenge the impact of our collective work. Its purpose is to ensure that the Local Authority has robust and joined up systems in place to optimise children's attendance at school and that, where the most vulnerable children and young people are not attending school, Local Authority monitoring, and activity is in place to sufficiently reduce the risk this creates.

*See section 3.2 e for more detail re ETE.*



## **Restorative Approaches & Victims**

Hertfordshire Youth Justice service recognise the importance of delivering a high-quality service to victims of youth crime. Victims of youth crime are contacted within timescales, by dedicated Restorative Justice / Victim Liaison Workers (VLWs) and are offered restorative justice opportunities and interventions to help repair harm to victims and communities.

Our Victim Liaison Workers (VLWs) make regular presentations to SASH Teams and staff, and all new staff joining SASH are inducted in Restorative Justice and the role of the victim workers to raise the profile and importance of our statutory responsibilities to work with victims.

Management of risk to victims and communities through effective assessment of all young people, effective information sharing and monitoring of risk and safeguarding through established forums including Young MAPPA, Risk & Safeguarding Panel and MACE arrangements.

Our VLWs ensure that changes in legislation, resources and best practice in relation to victim work is shared across the service.

We have a well-established and high-quality programme of reparation projects all of which are delivered by dedicated Reparation Workers who work with young people on a 1:1 basis or in small groups. Projects include landscaping and ground maintenance, painting and decorating, woodwork, pottery and community allotment. Reparation encompasses the wishes of victims as well as the appropriateness of project based on the individual young person and their needs as well as risk.

## **Frogmore Paper Mill – Reparation Project**

In January 2022, two young people committed arson, causing substantial damage to Frogmore Paper Mill to the value of approximately £3.4million. The fire damage destroyed many historical artefacts, heritage and buildings, as well as machinery and offices. The impact on those employed by and who volunteer at the Mill, as well as the wider local community, has been significant.

As part of the pre-court process the CEO of the Mill was contacted and offered the chance to be involved in the restorative justice process to include direct reparation which was accepted by the CEO.

Restorative justice brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward. It gives victims the chance to tell those who have committed the offence the real impact of their crime, get answers to their questions and an apology. It also holds those who have offended to account for what they have done. It helps them understand the real impact, take responsibility, and make amends. Direct reparation to a victim of crime can be achieved through completion of a practical task that makes amends directly to the victim. Sessions are supervised by a Reparation Worker and each session usually lasts for three hours.

Both young people received a Referral Order from the court, these are issued to a young person who has no previous convictions and who admits guilt. They range in length from a minimum of three months and a maximum of twelve. A Referral Order Agreement is a form of contract which is discussed and agreed between those in attendance at the initial Panel Meeting, it outlines what restorative/reparation activities and programme of interventions will be completed as part of the Order. Referral Order Panels include two trained volunteer Panel

Members (representing the local community), the YJ Case Manager and the young person and their parent/carer. A Victim Worker also attends, where a victim is identified, to represent the victim's voice.

A part of the Referral Order was agreement to complete 36 hours of direct reparation and participate in work to understand the impact of offending on victims, an element of which included a Restorative Justice (RJ) Conference. A RJ Conference is a planned face-to-face meeting between a victim and the individual who has committed a crime against that person. They are run by a trained facilitator. RJ Conferences aim to give the victim, those who committed the offence and others the chance to discuss the consequences of the offence and agree on how the offenders should repair the harm they have caused.

In July RJ Conferences for both young people were facilitated at the Mill. These involved the young people, their respective parents and case workers, the victim and the trained RJ conference facilitator. Apologies were expressed by both young people to the victim, the Mill's CEO, which were accepted. Both young people also agreed to write letters of apology to the workers and volunteers at the Paper Mill.

The young people also commenced their reparation hours at the Mill in July, following the conference. This is being undertaken at the Paper Mill site and includes a range of tasks such as clearing various areas around the premises such as gardens and courtyards, clearing the area alongside the chalk stream, trimming hedges and shrubbery and general support with upkeep around the site.



Whilst initially some of the staff at the Mill didn't interact with the two young people, more recently there has been more positive engagement from them, including praising the young people for their efforts, saying that the outside of the Mill is starting to look neat and tidy and like it is coming back to life.

**Photo 1 – Frogmore Paper Mill - before**



**Photo 2 – Frogmore Paper Mill - after**





## Urban Allotment – Reparation Project

In the summer of 2022, a local grant fund was secured to create five raised beds on the grounds of our workshop in Ware to create an urban allotment. The idea behind this new allotment was that it would be used to grow food to donate to local charities and provide to some of our young people in financial difficulty.

The urban allotment in Ware has come on leaps and bounds in the last year and we have recently secured an additional grant from Ware Town Council to continue its development. Considering what is now a well-established allotment was wasteland last year, Alan Radzikowski, Mark Brown (Reparation Adolescent Practitioners) and the young people have done an amazing job to create fully operational allotment that continues to provide a variety of produce.

Other services that work in the vicinity have commented on the drastic change to the location and how it has regenerated the area. One resident stated, 'Seeing young people in the open air creating something wonderful is just so vibrant and uplifting.'



## Christmas Stall – Reparation Project

In December some of our staff ran stalls to sell items made by young people in our Reparation workshops to raise money for the Phoenix Group, a Stevenage based charity working with deaf children, young people and their families. The sale of goods raised £214 we already have plans to increase production for Christmas 2024, particularly for our pre-lit Christmas trees which were big hit.



## City and Guilds

Young people are also provided with the opportunity to complete City & Guilds qualifications alongside completion of their reparation activity, specifically Site Carpentry, Environmental Awareness and Health & Safety in the Workplace.

Due to the strong, trusted relationships formed, Reparation Workers in some instances have continued to work with young people beyond completion of required reparation hours to provide mentoring type support and help get young people engaged in positive activities or

develop a sense of identity which can sustain beyond the length of their Order. Examples of this include:

- Using our studio equipment to write and produce their own music providing the young person with a safe space in which to express themselves.
- Exploration of cultural identity through cooking, which simultaneously also helps preparation for adulthood in terms of budgeting and shopping for ingredients as well as learning how to cook and safely prepare food.

We are committed to continue to drive restorative justice within the work of our partnership and ensure that the needs of victims and the impact of offending on them is considered throughout our work with children and young people.

*See section 3.2 k for more detail about our work with victims.*





## **Serious Violence, Exploitation & Contextual Safeguarding**

*See section 3.2 j for more detail about our work on Serious Violence, Exploitation and Contextual Safeguarding.*

### **Detention in Police Custody**

Hertfordshire's YJS, Out Of Hours Service (OOHS), along with Hertfordshire Constabulary have established a partnership approach to reducing the overnight detention of children in police detention based on the Concordat. This has enabled a significant reduction in the number of children and young people being refused bail and improved communication between the police and the OOHS. This is monitored by a PACE Delivery Group that reviews the overnight detentions and will feedback to services where there is required learning from the decision process.

Having reviewed the use of our PACE bed in the light of imminent contract renewals we have decided to discontinue this. The significant increase in costs with the proposed new contract simply could not be justified in the current financial climate. We are confident that our current arrangements are sufficient to ensure that children are not unnecessarily held overnight in police custody and arrest outcomes are regularly reviewed jointly by meetings with YJS Specialist Services Manager and the Police.

Over the past seven years there have only been two occasions where an under 16 has had bail refused, two of these were when there was no specialist carer and they remained in police detention.

Our in-house Appropriate Adult scheme recruits, trains and supports volunteers from the community to act as Appropriate Adults. We currently have 42 in-house Appropriate Adults. The scheme is a member of NAAN (National Appropriate Adult Network) and works to the NAAN National Standards for Appropriate Adults and delivers training, in partnership with Hertfordshire Constabulary, using NAAN training materials. Appropriate Adults are provided for young people at the Police stations up to 11pm at night. In addition, we have commissioned The Appropriate Adult Service (TAAS) for overnight arrests taking place after 11pm to provide 24- hour provision across Hertfordshire.

### **Remands to Youth Detention Accommodation (RYDA)**

There has been a positive reduction in RYDA episodes during 2023-24. Cumulatively, there were 7 RYDA episodes during 2023- 24 in comparison to the previous year that saw 26 remand episodes. This is a 73% decrease. Out of the 7 remands that ended during 2023-24, 1 resulted in a custody sentence and 6 with other outcomes. 3 young people, at the end of the remand, received a community sentence. 2 of these RYDAs were very short, 2 days and 15 days respectively. 2 RYDAs were co-defendants, charged with attempted murder, 1 was acquitted after a lengthy remand and 1 received a S250 sentence. All RYDAs were for Serious Specified Offences. This suggests that the majority of remands are appropriate. Total RYDA cost for 2023-24 was £249,550. There was 1 inappropriate remand of 7 days that was rectified at the following court appearance.

**Table 7 – Hertfordshire Remands**

	2022-23				2023-24			
	Q1	Q1	Q1	Q1	Q1	Q2	Q3	Q4
018 Number of young people in remand – Secure Children’s Home	1	0	0	0	1	0	0	0
019 Number of young people in remand – Secure Training Centre	1	0	0	0	0	0	1	0
020 Number of young people in remand – Young Offender Institution	7	5	4	4	2	3	0	0
039 Number of young people in remand – Local Authority Accommodation	1	1	0	2	2	0	1	0
023 Number of Remand Periods Ended	7	2	3	1	5	3	2	0
024 Remands Ended in Custodial Sentences	2	0	0	1	1	0	0	0
025 Remands Ended in Community Sentences	2	0	0	1	3	1	2	0
026 Remands Ended – Other Outcomes	4	1	0	0	1	2	0	0

*Whilst this table presents Hertfordshire’s remand data, this is a complex area of practice and there are individual case intricacies which are more complex than can be meaningfully shown through the above dataset.*

## Use of Custody & Constructive Resettlement

Hertfordshire's YJS adopt the 'child first' principle and work hard to divert children away from the criminal justice system and there is consistent local recognition that avoiding custody wherever possible is in the best interests of the young person, advocating strongly to ensure custody is only utilised as a last resort.

Strong relationships with the court service and high confidence in alternatives to custody have enabled us to reduce and sustain low levels of use of custody, as evidenced in our performance. Section 3.2c provides some performance headline for custody.

In terms of resettlement, we have a dedicated resettlement Adolescent Practitioner who can provide specific advice and support to practitioners across the service on resettlement, however it is also something that all staff carry out, where relevant. In March 2024 we updated our Custody and Resettlement Guidance which outlines the processes and principles that underpin good practice for the management and resettlement of young people from point of sentence; their time in custody; release on licence and after care at the end of their sentence. We have also introduced the 7 Pathways Plan to be used for young people sentenced to custody.

## Working with Families

Parents/carers and the wider support network of children supported by the YJS are engaged at all stages to gain their input into reports, inform planning and deliver interventions. Parent/carers are asked to complete a self-assessment as part of their child's Order to understand their perspective on their child's offending, gain insight about their concerns and worries, any key life events and identify their child's strengths and interests.

Through this whole family working model practitioners can identify any family needs and seek to provide support as appropriate, this can include signposting to sources of information, supporting access to services such as parenting programmes and support networks. We also work alongside other teams in Children's Services that the family may be open to during the young person's Order, or where they need ongoing support beyond the length of the Order, this includes Families First, our umbrella term for early help in Hertfordshire.



# Sign off, submission & approval

This plan is endorsed by Hertfordshire's Youth Justice Management Board and approved by Janet Jones, Interim Chair of Hertfordshire Youth Justice Management Board.



Janet Jones  
Interim Chair of the Hertfordshire Youth  
Justice Board  
16 May 2024

*In accordance with Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, this plan is scheduled to be presented to Full council for final sign off.*

**Document Status:** Draft Subject to approval by the County Council at its meeting on 16 July 2024.



# 6. Appendices

---

## Appendix 1 – Staffing Structures

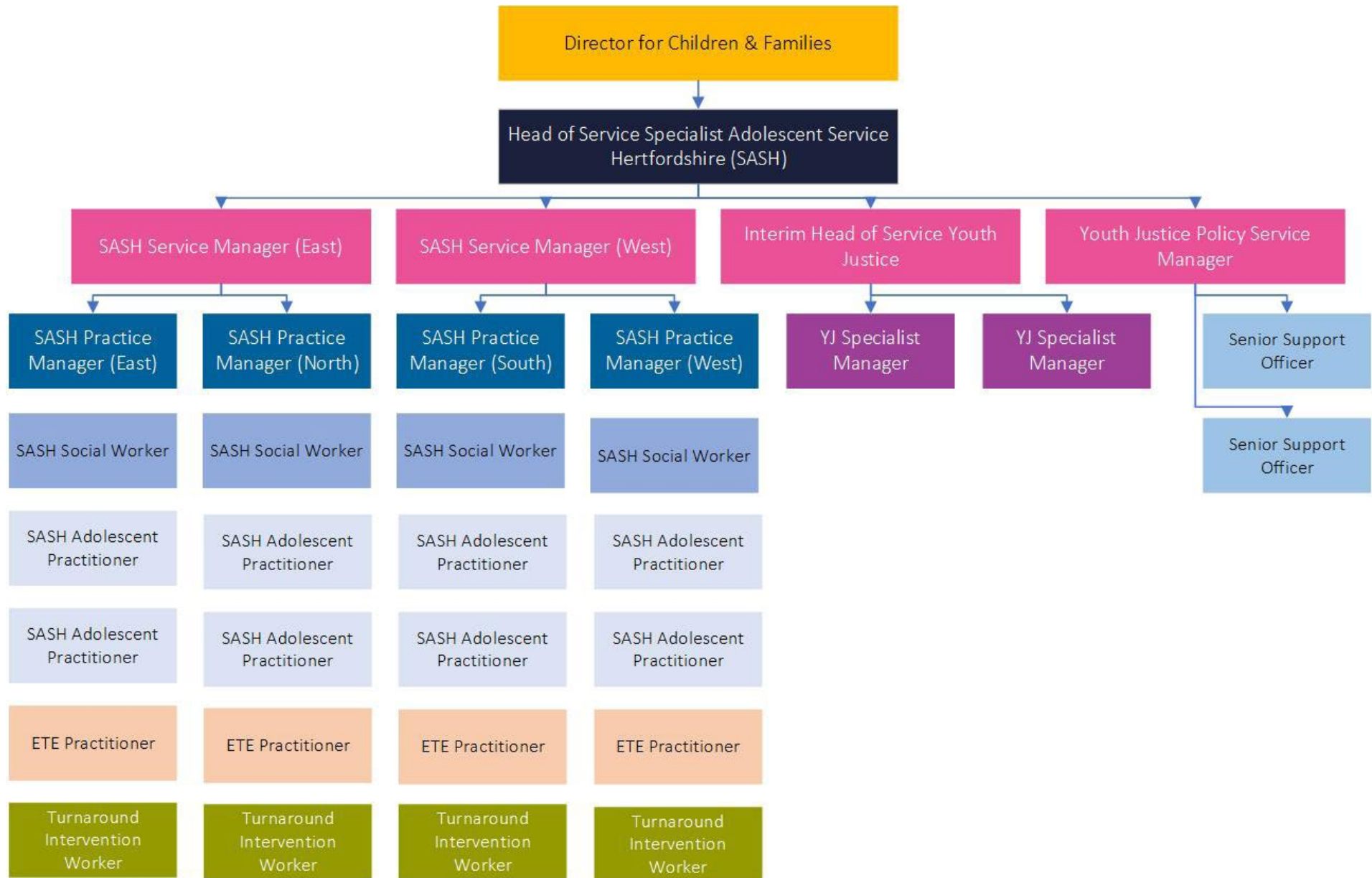
### HYJMB Membership List

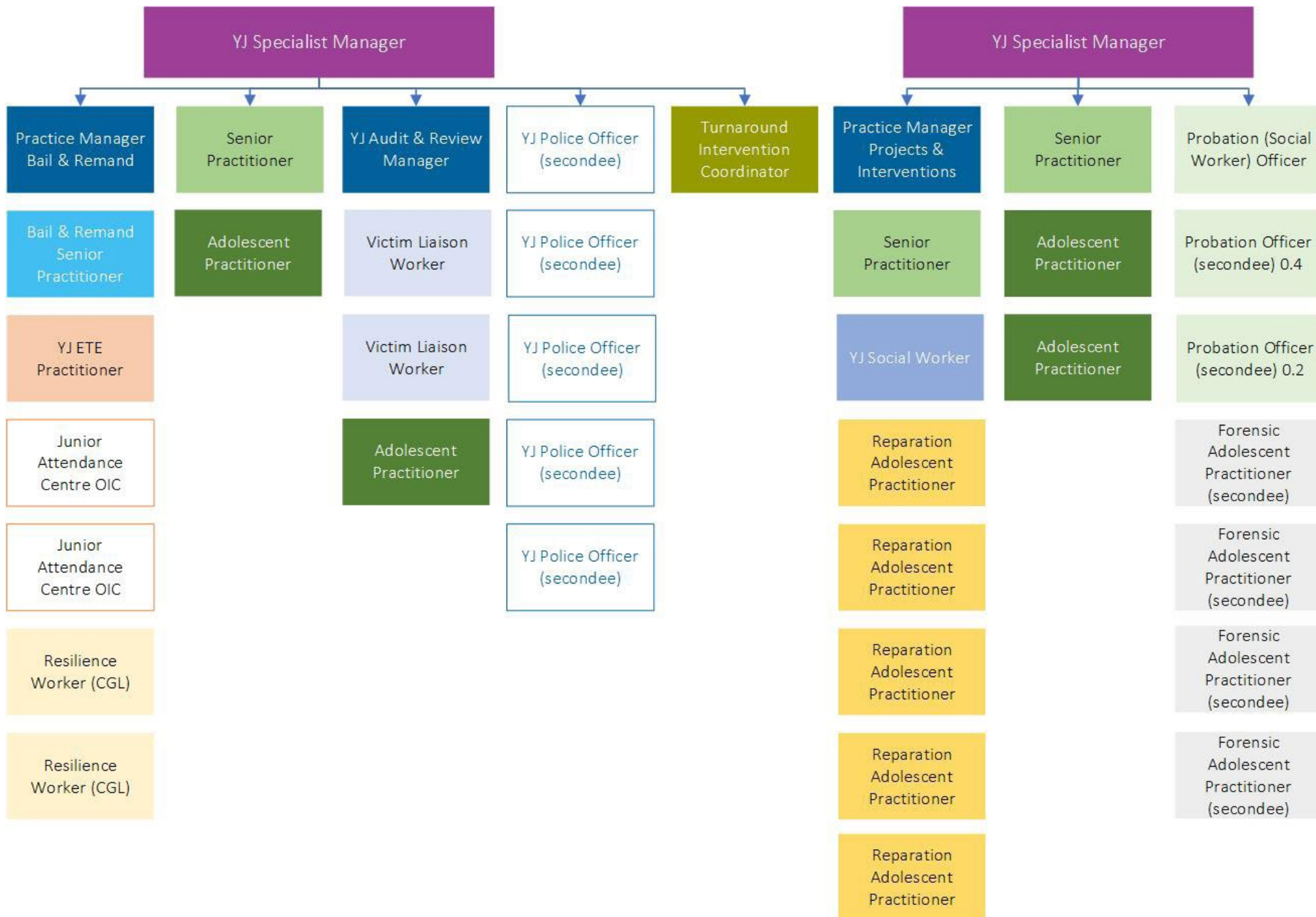
Director of Children & Families, Hertfordshire County Council – Chair
Head of Service Supporting Families, Hertfordshire County Council
Head of Service Children Looked After, Hertfordshire County Council
Head of Service Assessment, Hertfordshire County Council
Head of Service, Quality Assurance & Practice, Hertfordshire County Council
Head of Service SASH, Hertfordshire County Council
Service Manager, Youth Justice Practice
Public Health Consultant, Children & Young People
Service Manager, Youth Justice Policy
Integrated Services for Learning, Access & Inclusion
Accountancy Officer, Safeguarding & Specialist
Programme Manager, County Community Safety Unit
Head of Services for Young People, Hertfordshire County Council

Senior Practitioner, Youth Justice (staff rep)
Senior Practitioner, Youth Justice (staff rep)
Executive Headteacher, St Albans Girl's School
Strategic Lead for People, Places, Programmes, Herts Sport & Physical Activity Partnership
School Effectiveness Adviser, HFL Education
Deputy Executive Member, Education, Libraries & Lifelong Learning
Lay member
Inspector for Children and Young People Team, Hertfordshire Constabulary
Inspector, Diversity, Equality and Inclusion Lead, Hertfordshire Constabulary
Policy & Partnerships Manager, Office of the Police and Crime Commissioner for Hertfordshire
Head of Hertfordshire Probation Delivery Unit, Hertfordshire Probation Service
Youth Lead, Crown Prosecution Service

The Board recognises a duty to encourage and support representation and views from other organisations that have a role in preventing and reducing offending by young people. Considering this, other representatives from related organisations or stakeholders may be invited as co-opted members to attend as appropriate.

# Staff Structure





## Summary of ethnicity, sex & known disability of staff

There are currently 77 posts delivering youth justice services this includes permanent (55), fixed term contract (8) and seconded staff (14).

### FTE Headcount – Demographics (inclusive of secondees)

Ethnicity	Strategic Manager		Operational Manager		Practitioners		Administration		Total	
	M	F	M	F	M	F	M	F	M	F
Asian	0	0	0	1	1	0	0	0	1	1
Black	0	0	0	0	6	7	0	0	6	7
Mixed	0	0	0	0	1	1	0	0	1	1
White	1	1	3	5	16	27	4	3	24	36
<b>Total</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>24</b>	<b>35</b>	<b>4</b>	<b>3</b>	<b>32</b>	<b>45</b>

### FTE Headcount

Organisational Unit	Strategic Manager	Operational Manager	Practitioners	Administration	Total
Youth Justice Service (inclusive of secondees)	1.6	8.8	38.48	6.6	55.48
Youth Justice Service (excluding secondees)	1.6	8.8	12.6	6.6	51.08

### Known Disability (inclusive of secondees)

Disability	
Yes	2
No	9
Prefer not to disclose	66
<b>Total</b>	<b>77</b>

**NB.** Staff data as of 07 May 2024

## Appendix 2 - Budget Costs & Contributions

	Budget Allocation 2023/24	Forecast Contributions 2023/24
<b>Direct Contribution</b>		
Hertfordshire County Council	£2,448,408	£2,546,344
Youth Justice Board Core Grant	£922,819	£922,819
Police	£118,000	£118,000
Police and Crime Commissioner	£45,000	£45,000
Probation	£15,000	£15,000
Health	£55,461	£55,461
<b>Additional Income</b>		
Turnaround Grant	£220,345	£220,225
C@R (SV Duty)	£7,071	£27,588
More Mentoring (SV Duty)	£4,000	£46,425
<b>Total Contributions</b>	<b>£3,836,105</b>	<b>£3,996,862</b>
<b>In-Kind Contributions</b>		
Police (5.00 WTE)	£286,779	£298,250
Health (4.00 WTE)	£208,045	£216,367
Probation (2.50 WTE)	£123,585	£128,528
<b>Total In-Kind Contributions (11.50 WTE)</b>	<b>£618,409</b>	<b>£643,146</b>

### Notes related to 2024-25:

- YJB Grant figure does not yet include forecast increase as unknown currently.
- Local Authority and in-kind staffing includes 5% increase as estimate for 2024-25.
- 2024-25 financial planning has been on the basis of HCC receiving the same indicative allocation as 2023-24.
- Assumptions have been based on the level of contribution from Partners and payment in-kind remaining the same as last year.





Creating a cleaner, greener,  
healthier Hertfordshire