



Youth Justice Plan  
2021-2024  
(23/24 Revision)

## Introduction, vision and strategy

The Lewisham Youth Justice Plan has been developed and agreed across the youth justice partnership through the Lewisham Youth Justice Management board. In 2021 it was agreed that there will be a three year plan 21-24 with an annual refresh updating on key information and achievements each year. The last year has seen significant challenges to maintain a high quality of service while keeping staff and the public as safe. The Service has adopted the title of 'Youth Justice' as reflected in our recognition of a Child first, Justice for children model including racial justice. This plan sets out the priorities and vision for the Lewisham Youth Justice Partnership for the forthcoming year which will be:

- Sustaining and improving even further our key performance measures to reduce first time entrants, re-offending and custodial episodes and meeting our targets in relation to the new set of x 10 KPIs introduced.
- Continue our workforce development and learning strategy to be a model of best practice as recognized as finalists in the MJ Awards 2023 for Innovation in Inclusion and Diversity.
- Fulfill the opportunities provided by the move of the Youth Justice Service into Children and Young People's Directorate including a proposal for a new Integrated Adolescent Service for contextual safeguarding; tackling child exploitation and violence utilizing Lewisham's extensive know how in adopting a public approach to reducing violence
- A new and revised approach in Children and Young People's Services to prevention and early help
- Extend our influence and reach to promote anti-racist policy and practice and other inter-sectional inequalities taking forward the feedback from the HMIP Thematic Inspection 2021 – How the Youth Justice system meets the needs of black and mixed heritage boys (Lewisham April 2021)
- Applying the unique Lewisham YJS 'TIAARA' model (Trauma-informed, Anti-Racist and Restorative approaches) to achieve even better outcomes for children and families and staff wellbeing.

The Lewisham Youth Justice partnership is able to report on some key achievements for the year (2022) which include:

- Strengthening the prevention of children and young people entering the youth justice system via Engage and Turnaround.
- A revised vision to meet needs of children based on 'Child first' principles and practice to further reduce first time entrants, re-offending rates and use of custody
- An evolving anti-racist strategy to reduce over-representation and racial disparity centered around recognized best practice as identified by HMIP's Thematic inspection (best practice guidance for Black and Mixed heritage boys 2021)
- Local and national interest in the 'TIARRA' model integrating established trauma-informed and restorative practice with our vision to become an anti-racist service.

**Pinaki Ghoshal Executive Director for Children and Young People**

**London Borough of Lewisham**

## 2. Local Context

Lewisham's greatest strength is the people who live and work here. We have a **young, diverse, and growing population**, home to residents from more than 75 nationalities and with over 170 languages spoken. Black ethnic groups make up in total nearly a third of the borough's population. Some 25% of Lewisham's total population is comprised of children and young people aged 0-19 years. The **composition of the demographics for younger people** is quite different to the population as a whole. While the white ethnicity group remains the single largest single group of the total population at 34%, the Black groups make up 45% of the under 18 population, with Black African and Black Caribbean population composing 24% of the population. While Black other population (including those of Mixed White and Black heritage race) make up a further 21%. **Population forecasts** over the next 20 years in Lewisham suggest a growing ageing population and especially a sizeable further growth in the 10-24 age group. Lewisham Health Inequalities Toolkit (Feb'2021) Lewisham BAME Inequalities Health and wellbeing Board.

## 3. Child First: Guiding principles

**A=As children B=Building Pro-identity C =Collaboration D =Diverting from Stigma**

The importance of a 'child first, offender second' approach to working with children, reflecting the review of the youth justice system undertaken by Charlie Taylor in 2016 and the adoption subsequently by the Youth Justice Board involves taking a relational approach, individualising responses, and recognising and responding to childhood developmental trauma. In 2022/23 the service undertook a review of child first practice engaging a wide range of stakeholder's; staff; children and parents; partners and board members. This led to the renaming of the Service to be a Youth Justice Service putting children's lived experience, promoting a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention.

Lewisham's version of child first recognises the value of public health and whole system approaches-it is fundamentally linked to adult behaviour and systemic factors. It recognises that virtually all the children who we see have experienced violence and other types of adversity from adults without exception and take this as an essential lens to apply to practice. Systemic and economic conditions that precipitate violence across the life span and make children vulnerable to harm is the driver. Whole system includes children and education's services and the wider community safety, adult's services including housing, commissioning and probation.

In Lewisham as an early adopter in 2016 we have been developing a trauma-informed model based on child first principles as follows:

**Court and Sentencing** – the continued re-designing of our Pre-sentence reports that put the child's lived experience at the centre.

**Schools work** – through our strong partnership and innovation by delivering: Immersive schools delivering Contextual safety (funded by London Violence Reduction Unit); Restorative approaches; Enrichment programs and reductions in children who have been excluded.

**Education, Training and Employment** through our innovative Enhanced ETE panel where every child is offered an individualised and tailored plan

**Family work** – delivering the Family first and therapeutic offer through the Lewisham YJS Family Team (LYFT)

**Health and Justice** – child first diversionary and therapeutic interventions that support the prevention of criminalisation and desistance

**Racial disparity** – anti-racist stance and action to reduce the impact at various points in the journey of the black and mixed heritage child

**Community facing engagement** – working in partnership with key community stakeholders to prevent and reduce the impact of crime by understanding and increasing restorative responses.

## 4. Voice of Child

Capturing the Voice of the child and parent is a key component of our Lewisham child first model. To achieve this aim the service has developed several processes that enable participation and co-production to ensure user perspective informs our planning and decision making. At Lewisham we also promote the family first principles, and the voice of parents are also an important feature of our engagement and participation strategy. The revised strategy is currently being updated to include progress on the following:

### **Capturing the Voice of the Child**

Choice, empowerment, and voice are values and principles we aim to uphold. In our assessments and reports we are representing the voice of the child by reinventing the way Pre-Sentence Reports are formatted and sequenced, the redesigning of the Referral Order documents and panel structure, choice of reparation, Restorative Justice clinics, reparation questionnaires and feedback of the session. Our children have played a direct role in designing the Lewisham version of the pan London Therapeutic Your Choice as a program, co-design of our ‘Engage’ and ‘Turnaround’ offer and leaflets. Young people on court orders have participated in commissioning and recruitment including our Appropriate Adult Service.

### **Children Have Said They Need:**

**Vigilance:** to have adults notice when things are troubling them.

**Understanding & Action:** to understand what is happening; to be heard and understood; and to have that understanding acted upon.

**Stability:** to be able to develop an ongoing stable relationship of trust with those helping them.

**Respect:** to be treated with the expectation that they are competent rather than not.

**Information & Engagement:** to be informed about and involved in procedures, decisions, concerns and plans.

**Explanation:** to be informed of the outcome of assessments and decisions, and reasons when their views have not been met with a positive response.

**Support:** to be provided with support in their own right as well as a member of their family.

**Advocacy:** to be provided with advocacy to assist them in putting forward their views.

**Protection:** to be protected against all forms of abuse and discrimination and the right to special protection and help if a refuge.

## **Capturing the Voice of the Parent**

### Parent Participation

There is now a regular parent representative on our Youth Justice Management Board who provides the important focus and perspective

A parent and carer newsletter has been developed and is run quarterly. This year 2022/23 a new 'Father's Group has been running with the aim of providing:

- Safe space to learn, share experiences, raise concerns & rejoice in the triumphs on your fatherhood journey.
- Engaged/present fathers will always add value and make a positive, enriching contribution to their children's lives.
- We want fathers to feel confident, supported and listened to.

### Parents Pledge and Statement

At Lewisham Youth Justice Service (LYJS) we are committed to working in partnership with parents as we recognise that you are the experts of your children.

We also understand some of struggles that can come with parenting, and how challenging and lonely this can feel.

We would like to share ideas and work alongside you to ensure the needs of your child remains our main priority.

We pledge to work with you in an open and honest way, to listen to your feedback without judgement or discrimination.

We aim to be respectful of your time, and supportive to you and your child during your journey with us.'

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

The Lewisham Youth Justice Management Board is responsible for the work of the Youth Justice Service and the wider crime prevention partnership. Following the recommendations and proposals for change outlined in the 2016 HMIP report the board has undergone a complete review, and since 2020 the board has been chaired by the Executive Director for Children and Young People. The board has strong alignment with the Safer Lewisham Partnership, the Corporate Parenting Board, the MACE Strategic Board, the Lewisham Safeguarding Partnership Strategic Board, the I-Thrive board, the Prevention/Inclusion (Education) and the Emotional Health and Well-being boards. All statutory partners are represented at Senior level (the police, health, education, social work and probation) however the Board membership has expanded in 2022/23 with valuable additions from a Parent representative, a community representative and continuation of a young person representative from our Lewisham Young Mayor's team who is also a member of the National Youth Justice Board for England and Wales.

The Service has strong partnership arrangements as illustrated in the diagram below: include a wider set of partners and a parent representative.



# Therapy Hub



## Highlights:

The Therapy hub is a co-located team made up CAMHS specialists, Family Therapists, Speech and language and Dual diagnosis/Substance misuse providers.

Prevention has a dedicated 'Engage' team partnering with Greenwich and Bexley boroughs to deliver youth work in Lewisham and Bexley police custody suites.

Interventions: The Lewisham Enhanced ETE Panel meets monthly to develop pathways for re-integration into Education training or employment and has representation across the sector including DWP, ST Giles Trust, Spark2 Life Mentoring and Speech and language therapist.

## 6. Board Development

The YJMB meets quarterly to fulfil the responsibility for all aspects of YJS governance; to lead strategically across relevant partners and to ensure a high-quality service is provided to all children. The board has enhanced its representation to include a parent and GP representative to enable an even more responsive community facing role. To enable scrutiny and oversight the YJMB receives robust data reports, maintains a sharp focus on best practice and includes participation from wider team members to report on key service developments and priorities including Victims and RJ, resettlement and Education, Training and Employment. Thematic inspections that Lewisham has participated in over the past two years (Black and Mixed Heritage boys and Remands) and others (SEND) are regularly on the agenda for reflection and learning.

## 7. Progress on Previous Plan

The following 5 objectives were identified last year and the progress is updated in the table below:

OBJECTIVE	PROGRESS
Sustaining the success in moving towards becoming an anti-racist service	The service and partnership have achieved good outcomes and lead with others in developing the policy
Developing community-based provision linking up with early help provision and plans for family hubs	The FQC Division has launched our Family hubs which is an ambitious early help and prevention program
Addressing upturn in serious violence in partnership with Multi-agency arrangements around contextual and hotspot areas	The MACE is fully operational. Lewisham is one of the NRM local decision-making panels Plans are underway for a closer partnership arrangement with our Adolescent social work teams
Maintaining improvements in key performance outcomes for preventing criminalisation, reducing offending and custodial sentences	Positive progress continues in reducing all 3 KPIs
Ensuring the progress on workforce stability, a learning and development culture and a clearly defined effective practice model of delivery is maintained	Our monthly bulletins TIAARA bulletins evidence the embedding of the model. Staff retention remains positive and team members benefit from our monthly in-house training events

## 8. Resources and Services

The YJB currently provides a Youth Justice grant to local authority YOTs for the delivery of youth justice services. MoJ is investing early on preventative measures and the delivery of interventions through the funding by YOTs. The grant contributes directly to the functions of YOTs and this includes preparing pre-sentence reports, supervising children during their sentence, the resettlement of children leaving custody and front-line work to reduce offending and re-offending; and it also contributes to work to prevent children from offending and coming into the youth justice system in the first place. The remainder of the budget is derived corporately from the LB Lewisham. For 2022/23 the YYS was required to find in year reductions in line with Lewisham council savings of £100k which was associated with the permanent re-structure.

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Police	0	80,000	0	80,000
Police and Crime Commissioner	223,606	0	38,878	262,484
Probation		75,000	5,000	85,000
Health (CCG)	125,324	0	0	125,324
Local Authority	1,007,407		167,357	1,174,765
YJB	609,937	0	0	609,937
Other	0	0	0	
<b>Total</b>	<b>£2,126,274</b>	<b>£155,000</b>	<b>211,235</b>	<b>£2,332,510</b>





## 9. Performance

**The Youth Justice Board method for measuring YOTs nationally has been defined against the 3 measures as follows:**

- First time entrants (FTEs)– Number per 100,000 of local 10-17 population
- Reoffending- binary
- Custody – Number of custodial sentences (per 1000 of local 10-17 population)

The Jan 22 – Dec 22 KPIs are:

FTEs **down** (The decrease in FTEs 20% (down to 44 )– compared to October 2021. This is despite an increasing 10-18 population.

Re-offending **down 7.3 %** (Aggregated binary rate latest data). A significant reduction.

Custody **halved**– now **5** per year (March 22 –March 23) compared to **10** (March 21-March 22). Custodial rates have started to rise nationally. This is the lowest number Lewisham has recorded for an annual period. Our data informs that here has been a continuation in certain serious offences and these sentences are longer as a result virtually all transitioning to adult establishments.

The focus for 23-24 will be reporting on the 10 new KPIs may of which are already measured in Lewisham.

## 10. Priorities:

### Children from groups who are over-represented:



In Lewisham there continues to be an unrelenting focus on racial equity, reducing over-representation and inclusion. In 2022/23 the Service has reviewed and updated our Anti-racist policy, aligned anti-racist practice with those of our partners and continued to develop our innovative 'Journey of the Black Child' development plan..

**Outcomes:** Reduced numbers of black and mixed heritage boys entering the system; Sustained progress in making a difference in prevention, remands and custodial disposals and joining up with key partners to address wider systemic change such as reducing exclusions; Greater understanding of adultification and systemic racism to inform decision making and reduce inequity.

### Prevention, Diversion and Detention in police custody:



This year has seen a significant strengthening of the prevention of children and young people entering the youth justice system via Engage and Turnaround. Lewisham is lead borough for Engage with 3 x youth workers based at Lewisham and Bexley custody suites. The new MoJ Turnaround initiative has quickly been established with police referrals into the project being particularly high. These projects serve to strengthen existing and developing programs in Lewisham's Early Help services including Family hubs.

**Outcomes:** Earlier support for those most at risk of offending; Closer working relationships with custody police to impact at reachable moment; Contributing to wider objectives such as reducing escalation to Social work thresholds.

### Education:

A sustained effort to improve ETE outcomes through the YJS multi-agency ETE panel and a partnership effort to reduce exclusions including disproportionality. Leading on immersive schools RJ program to improve relationships and contextual safety.

**Outcomes:** Reduced exclusions and improved support for alternative provisions; Speech and language therapy through the Hub; Access to post 16 ETE provision increased



**RJ and Victims:**

The new YJS RJ lead has completed a thorough review and is developing an action plan to re-establish this work as central to our aim within the context of Youth Justice, driving forward the voice of victims and embedding opportunities to repair harm and restore relationships.

**Outcomes:** Victim perspective and restoration embedded in practice; Retail theft initiative working well; several examples of individual, family and community lead restorative approaches.

**Serious Violence and Exploitation:**

The partnership has established the MACE arrangements following the pan London protocol for managing serious violence and exploitation. The borough is planning for the development of a more integrated adolescent service to further enhance joint working. The Therapy hub provides a valuable Harmful Sexual Panel (HSB) space for the borough via the forensic ARTs Service Clinical psychologist and the YJS Contextual formulations including mapping and targeted responses to extra-familial harm.

**Outcomes:** Increased resilience to manage and reduce violence and extra-familial harm; enhanced multi-agency responses and safety planning

**Remands:**

Lewisham contributed to the HMIP Thematic report on the use of Remands (May 2023) which will be published later this year. This provided an opportunity to review and reflect on our approach to bail and remand. The YJS maintains an excellent relationship with the regional Youth Court.

**Outcomes:** Keeping remands to a minimum, safeguarding children in custody and on bail effectively to manage vulnerability and risk; improving outcomes for black and mixed heritage children with a focus on the ‘journey’ from arrest to post release.

**Use of Custody:**

In Lewisham custodial sentences have been imposed exclusively for the most serious offences.

**Outcomes:** Consequently, numbers are at the lowest rate ever recorded and longer sentences. The focus therefore has turned to transitions to the adult estate in custody and the development of a ‘trauma-informed’ transitions program for those moving to the adult estate.

### **Constructive Resettlement:**

For those few released into the community our child first, focus on identity and pathways to effective resettlement are key.

**Outcomes:** Improved transition to probation/adult estate. Pathways such as accommodation and ETE met

## **11. Standards for Children in the Youth Justice System**

**During 2022-23 a review of standards for Standard 2: at court - strategic self-assessment** was undertaken and identified progress made since the last review. Various PSRs were audited and regular magistrates’ feedback including a District Judge by Lead member and feedback from court staff. The review found good examples of positive practice in the quality of reports, assessments and reducing remands all enhanced by the application of the TIAARA approach. Areas of development highlighted were to continue to apply anti-racist practice to reduce disproportionality, maintain our court training for new staff and continue to develop best practice in PSR writing to keep custodial sentences to a minimum.

**Referral Community panel volunteers review: December 2022:** The review was intended for staff responsible for Referral Orders at and is based on conversations with community panel members (CPMs). The aim was to discuss our practice and identify support, supervision and training (SST) needs in the post pandemic environment of online and hybrid working. The consultation asked what is working well? What is not working so well and an action plan for 23/24 including training, process improvements and provision of data sets to panel members focussing on outcomes.

**Case Audits: This year we introduced a new system for case auditing with the following aims:**

- ▶ Provide a consistent system for evaluating the evidence of effective practice across the YOT
- ▶ Facilitate continuing improvement in the work undertaken by the YOS
- ▶ Identify trends and themes across the various teams within the YOS
- ▶ Identify and disseminate excellent practice
- ▶ Identify multi-agency involvement and impact
- ▶ Part of our inspection readiness



## 12. Workforce development

The Lewisham YJS model for learning and development is built upon the following foundations:

- **Bespoke training** for specialised theory and practice areas including monthly whole service training covering all aspects of delivery.
- **Reflective spaces** – regular, routine opportunities built in to provide space within practice
- **Management resilience** through adopting restorative management practices and techniques, including delegation and prioritisation
- Focussing **on quality outcomes** including performance improvement including academic and independent evaluations
- **Data savvy** – analysis/skills to understand data and present in ways to produce dialogue and greater understanding
- **Restorative language and approaches** – the language we use with each other, residents and clients is important. Ensuring we all have techniques to support an approach which recognises conflict, reframing, reflecting and rebuilding is essential.
- **Workforce trauma** – understanding the basic neurological development of the brain, stress, responses and self-care. The work we undertake can impact on us through vicarious trauma and so learning about how best to work and support one other and ourselves remains a key priority. One-to-one clinical supervision for all staff including business support
- **Modelling impact of context on work** – assessing and understanding the wider context and environment in which the service operates. Assessing risks beyond the immediate offer/individual and working in partnership to influence others.

## 13. Evidence-based practice and innovation

### **Lewisham Youth Justice Service: Racial Equity Project:**

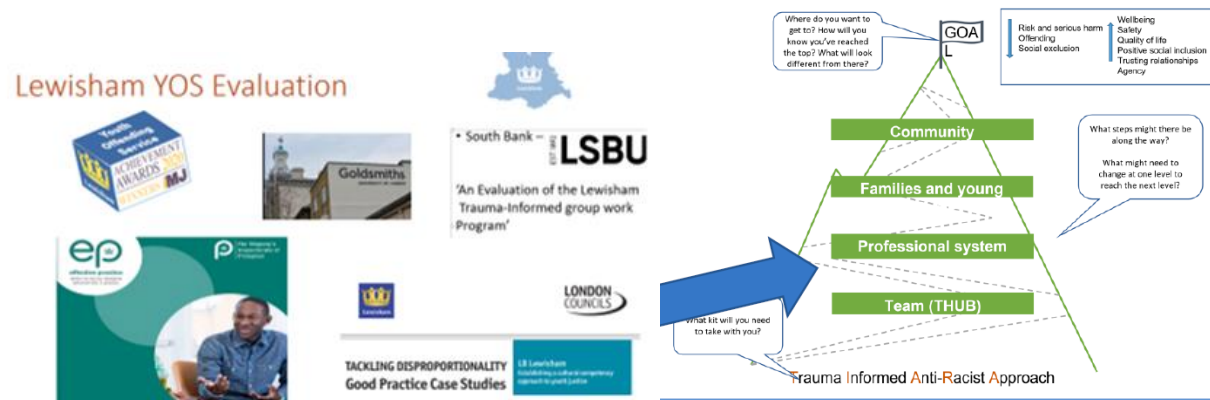
At Lewisham Youth Justice Service (LYJS) we have recognised that it is not enough to say we are not racist and that we needed to explicitly state and show how we are actively anti-racist. Addressing disproportionality in the youth justice system is, and has been, a longstanding priority for LYJS, therefore we have pioneered and translated an anti-racist strategy into high-quality service delivery on our journey for racial equity and to improve outcomes for Black and mixed heritage children.

### **Our Multifaceted Approach: The TI-AR-RA Model**

As a trauma informed, anti-racist and restorative in approach (TI-AR-RA) service, we are embedding these elements and weaving them through each juncture of the child's journey at LYJS:

- Court templates – journey of the Black and Mixed Heritage child
- Journey of the Black and Mixed Heritage child presentation to police, Youth First, and solicitors.
- TIARRA filmed as a training package for the judiciary nationally
- Senior Therapist from Lewisham Youth Justice Family Team facilitates CYP therapeutic network
- PSR reworked to start off with the assessment of the child which has had significant impact on sentencing and custodial outcomes.
- Communication Passport (Neurodiversity) incorporated onto PSRs.
- Head of Services presentations at conferences on Trauma-informed practice including Evidence to London Assembly health committee.
- A unique application of the pan London 'Your Choice' Therapeutic Adolescent safeguarding program

## 14. Evaluation



How do we know its working? 2021-2024

Recognised by London councils as best practice in establishing a culturally competent approach to youth justice

South bank university undertaken an evaluation of our trauma-informed group work weapons awareness program which has been accepted onto the YJB effective practice resource hub

HMIP thematic last year on the needs of black and mixed heritage boys in the YJS highlighted Lewisham not only for the clear a-r strategy but our culturally aware family therapeutic approach and were impressed with the attention Lewisham YOS have paid to engaging therapeutically, not only with children, but with their parents and carers as a model of best practice.

**2023-24 Evaluation of the Therapy Hub 'Mountain model'**- RPPsychology have been commissioned to undertake an evaluation It is intended that the staff well-being surveys, the Theory of Change and activities to develop Anti racist and Trauma informed practice to facilitate positive change for children, their families and at a community level.

## 15. Service development plan

Each of the workstreams have met to consider the refreshed plans for 2023-24 and a revised overall service development plan is attached in Appendix 1

## 16. Challenges, risks, and issues

In many ways recent youth justice progress in Lewisham and in general is a success story, with the reductions in FTEs, convictions and use of remands and custody. However, these impressive headlines mask some very significant challenges in both policy and practice terms that need to be sustained. From growing racial disparities and the over-representation of children with special educational needs or who are in care to concerns about the sustainability of the highly successful preventative work undertaken. The HMIP team who undertook the remands Inspection commented on the unprecedented levels of complexity in the cases. The progress in Lewisham for systems change for our adolescent offer to bring teams and services together is a positive step in the right direction. There needs to be a shared vision and clear ethos and a recognition of the tensions in areas of practice such as child exploitation and serious violence where the evidence base is emergent, complex and the risks are high.

Over the last two years the inspectorates have documented an alarming deterioration in conditions and performance of the youth secure estate, with Medway and Rainsbrook STCs and Cookham Wood on Urgent Notice. As the cohort in conflict with the law has contracted, the children now involved with the system have more complex and overlapping education, health and social care needs. Their offending behaviours often mask underlying vulnerabilities: from early childhood trauma and neglect to school exclusion, poor mental health and growing up in poverty. The severity and types of offences committed by children have shifted; average custodial sentences are longer; and levels of violence between children, with staff and self-harm in custody are all high and rising. The pandemic has heightened existing concerns about the way children in conflict with the law continue to be treated differently; including backlogs and delays in police investigations and in the courts; access to education in custodial settings; and collective responses to criminal exploitation.

For many the journey of criminalisation starts as a child, with Black and Mixed heritage children making up over half of the youth custody population, despite comprising only 18% of 10–17-year-olds. Black children are four times more likely to be arrested and three times more likely to be stopped and searched, while in some local authorities' Black Caribbean children are up to six times more likely to be excluded from school.

We resolve to develop and work to implement strategies that dismantle racism within all aspects of our organization, our stakeholder services and wider network. We are resolved that our anti-racism commitment be reflected in the life and culture of the service through our policies, programs, and practices as we continue to learn about racism.

The service has developed a 'journey of the black child' report in recognition of needing to work towards racial equity and service change, through considering unconscious bias and a child first stance, we have used the data to examine the pinch-points in the system where Black/mixed heritage children can potentially face bias and discrimination. LYJS in collaboration with our key partners are devising an Anti- Racist Action plan, which aims to hold ourselves and our partners accountable as we challenge and change systemically racist practice.



## Appendix 1

### LYJS Service Development 2023/24

#### Prevention

Inputs	Objectives/Activities	Outputs	Outcomes	Impact	Responsible Persons
The resources that will be used	What will be done with the Inputs? Must link to Outcomes	Measurable and <b>SMART</b> (specific, measurable, achievable, realistic, time-bound)	Changes / benefits seen as a result of the Activities	Long-term consequence of project	
<ul style="list-style-type: none"> <li>• 1 x Operational Manager</li> <li>• 1 x Team Leader</li> <li>1x Advanced Practitioner</li> <li>1x Court Services Coordinator</li> <li>3x YJS practitioners</li> </ul>	<b>Diversion from Conviction.</b>	<ul style="list-style-type: none"> <li>• Court services co-ordinator together with the Team Leader for Preventions and the Advanced Practitioner for Court to identify potential OoCD cases at Monday pre-court meeting.</li> <li>• Court staff to be confident in liaising with solicitors, young people and families and CPS</li> </ul>	<p>Court duty staff are prepared to divert children from court/conviction when they are undertaking court duty on Wednesday.</p> <ul style="list-style-type: none"> <li>• Fewer convicted cases.</li> <li>• Court duty staff can proactively explain/propose OoCD potential on days other than Wednesday thus reducing</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in the number of convicted children in Lewisham.</li> <li>• Enhanced skill-set within team to practice as YJS case managers.</li> <li>• Confidence in knowledge of legislation and guidance when liaising with partner agencies – CPS, Police, Solicitors, Court.</li> </ul>	<p>Court Services Coordinator –</p> <p>Operational Manager</p> <p>Team Leader:</p> <p>Advanced Practitioner :</p> <p>Court Duty practitioners:</p>

	<p><b>Meetings with external agencies via the use of “Coffee mornings”</b></p>	<p>regarding diversion options.</p> <ul style="list-style-type: none"> <li>• Court staff to be clear about the <i>difference</i> between the OoCD options and to be confident in advising external parties of the range of interventions which can be delivered to children and young people within each of the options.</li> </ul> <p>Workstream members to deliver “coffee morning” presentations outlining the work of Lewisham YJS and the TIARRA model. This will include explaining Turnaround and Out of Court Disposals. Focus will be on addressing</p>	<p>delays for the child and family, and the court .</p> <ul style="list-style-type: none"> <li>• Court duty staff can confidently identify and deliver appropriate interventions which will be effective in reducing the criminalisation of children.</li> </ul> <p>Partner agencies to have a more in-depth understanding of the Lewisham YJS TIARRA model and the options available for early intervention. These include use of the Turnaround intervention and Community Resolutions which will offer structured activities for the child.</p>	<ul style="list-style-type: none"> <li>• Reduction in First Time Entrants due to increased use of OoCD options, particularly Triage.</li> <li>• Increase in the number of BMH children being offered Out of Court Disposals.</li> <li>• Embedding of TIARRA model across different agencies, understanding the impact of Trauma, Disproportionality and highlighting the Restorative Approach.</li> </ul>	<p>Team Leader. Advanced Practitioner Court Services Coordinator – Case workers:</p>
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	<p><b>Diversion from Custody – links to KPI reduction in custody both Remand and Sentenced.</b></p>	<p>disproportionality. Journey of the Black &amp; Mixed Heritage child to be highlighted.</p> <p>Coffee mornings to be either virtual or in person.</p> <p>External agencies include: Police, Schools, Solicitors, Youth Workers, Social Workers, other relevant agencies.</p> <ul style="list-style-type: none"> <li>• Use of BSSP form in</li> <li>• Court to evidence bail packages being proposed in Court</li> <li>• Evidence of robust bail packages being proposed.</li> </ul>	<p>Solicitors/defence will be more confident in advising Lewisham children at the police station. This will reduce the number of children going to court due to the use of “No Comment” interviews.</p> <ul style="list-style-type: none"> <li>• Decrease in number of</li> <li>• young people on RYDA.</li> <li>• Increase in number of young people on bail or RiLAA who are at high risk of custody.</li> <li>• Evidence of stringent packages that can manage risk.</li> </ul> <p>Use of this document will ensure that the needs of BMH and other children are</p>	<ul style="list-style-type: none"> <li>• Positive relationships with Court to help ensure the confidence of the Court in LYJS bail assessments and proposals.</li> </ul> <p>TIARRA model and journey of the Black and Mixed Heritage Child “pinchpoints” is kept at the forefront of practitioners’ minds.</p> <p>LYJS practitioners continue to monitor and record disproportionality</p>	
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		<p>Implementation of the Bail and Remand disproportionality checklist. Devised by workstream members to address Disproportionality and support court duty officers in relation to overnights.</p>	<p>monitored and addressed when doing overnight cell checks.</p> <ul style="list-style-type: none"> <li>• Increase in PSR concordance rate for BMH young people and reduction in use of custody.</li> <li>• Enhanced confidence in recognising and advocating for the needs of BMH young people and their families.</li> <li>• Increased use of RJ approaches both at report stage and post-sentence.</li> </ul>	<p>and the steps taken to address this.</p> <p>BMH children have supported Bail Package interventions. Reduction in the use of RYDA for BMH children.</p> <p>Reduction in use of custody for sentencing thus contributing to the KPI.</p>	<p>Operational Manager –All PSR Writers in</p>
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		<p>All prevention workstream YJS practitioners to write PSRs incorporating the TIARRA model (Trauma Informed, Anti Racist, Restorative Approach). These will be done in accordance with the time frame for PSRs, and with support/guidance including the PSR panel and QA process.</p> <p>YJS practitioners to also take responsibility for learning and development in this area of work and ensure the voice of the child is heard in the PSR.</p>			
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### **Intervention**

<b>Inputs/Responsible Persons</b>	<b>Objectives/Activities</b>	<b>Outputs</b>	<b>Outcomes/Impact</b>	<b>Frequency</b>
The resources that will be used	What will be done with the Inputs? Must link to Outcomes	How will this be achieved?	Changes / long-term benefits seen as a result of the Activities	Measurable and <b>SMART</b> (specific, measurable, achievable, realistic, time-bound)
<ul style="list-style-type: none"> <li>• <b>Referral Order panel network:</b></li> <li>• 1 x Operational Manager</li> <li>• 1x Advanced Practitioner</li> <li>• 1 RJ and victims worker</li> <li>1x business advisor</li> </ul>	To review and improve RO panel effectiveness	<ul style="list-style-type: none"> <li>• Improve the style and content of the RO report</li> <li>• Improve the QA of referral order reports</li> <li>• Clarify guidance and lines of accountability</li> <li>• Support wellbeing of panel members</li> <li>• Increase panel member</li> </ul>	<ul style="list-style-type: none"> <li>• Commission another round of SLCN training</li> <li>• Messages to the team about child friendly reports</li> <li>• Review referral Order guidelines</li> <li>• Identify reflective spaces/clinical support</li> <li>• Panel members to chair support meetings</li> </ul>	

		participation in the development of RO panels		
<ul style="list-style-type: none"> <li>• <b>Interventions development team</b></li> <li>1x manager</li> <li>2x YOS officer</li> <li>2x AYP</li> </ul>	To develop a range of interventions for individual delivery and group work	<ul style="list-style-type: none"> <li>• Further develop knife awareness program</li> <li>• TI programme (violence)</li> <li>• Money programme</li> <li>• Identity programme</li> </ul>	<ul style="list-style-type: none"> <li>• To update the programme with two more sessions</li> <li>• To relaunch the TI programme (violence)</li> <li>• To schedule this summer's delivery</li> <li>• In development</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Education and Employment</b></li> <li>• 1x ops manager</li> <li>• 1x team leader</li> <li>• 1x education Officer</li> <li>• 1x Business support</li> </ul>	To improve outcomes for those not in ETE	<ul style="list-style-type: none"> <li>• Maintain enhanced ETE panel</li> <li>• Redevelop links and development work with SEND</li> </ul>		
<ul style="list-style-type: none"> <li>• <b>Resettlement</b></li> <li>• 1x ops manager</li> <li>• 1x advanced YOS officer</li> <li>• 1x YOS officer</li> </ul>	To develop a trauma informed approach to resettlement	<ul style="list-style-type: none"> <li>• Support pan london resettlement development</li> <li>• Contribute to Cookham Wood special focus grou</li> </ul>	Immersive schools program in custody Attendance at pan London forum	

		<ul style="list-style-type: none"> <li>• Deliver case formulations in custody</li> <li>•</li> </ul>		
<b>Data</b> <ul style="list-style-type: none"> <li>• 1x ops manager</li> <li>• 1x data Analyst</li> </ul>	Using data to improve the effectiveness of the YJS	<ul style="list-style-type: none"> <li>• Relaunch the data managers meeting</li> <li>• Identify new top ten and monitor</li> <li>• Continue to undertake monthly case audits</li> </ul>		
<b>Contextual safeguarding</b> 1x manager 2x Team leader 1x AYP	To pull together and deliver on the YJS contextual safeguarding vision	<ul style="list-style-type: none"> <li>• Support MACE/Pre MACE and Strategic MACE</li> <li>• To review and report on the immersive schools program</li> <li>• To continue to support the contextual safeguarding champions initiative</li> <li>• Community networking in Lewisham town centre</li> </ul>		



**THUB**

Inputs/Responsible Persons	Objectives/Activities	Outputs	Outcomes/Impact	Frequency
The resources that will be used	What will be done with the Inputs? Must link to Outcomes	How will this be achieved?	Changes / long-term benefits seen as a result of the Activities	Measurable and <b>SMART</b> (specific, measurable, achievable, realistic, time-bound)
<ul style="list-style-type: none"> <li>• <b>T-Hub Working Group:</b></li> <li>• 1 x Operational Manager</li> <li>• 1 x Team Leader</li> <li>• 2x Advanced Practitioner</li> <li>• 1 LYFT Therapist</li> <li>• 1X ARTS Practitioner</li> </ul>	Improving self-care and well-being for staff. (Using staff surveys)	<ul style="list-style-type: none"> <li>- Collective T-Hub supervision</li> <li>- T-Hub Away days</li> <li>- Self-Care days/activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved staff retention</li> <li>• Engagement and Attendance by staff for scheduled activities.</li> <li>• Less staff burnout</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• 2 per year</li> <li>• Weekly</li> </ul>

<ul style="list-style-type: none"> <li>• <b>T-Hub Working Group:</b></li> </ul>	<p>Create space to think and reflect together</p>	<ul style="list-style-type: none"> <li>• Shared reflective spaces</li> <li>• Working lunches (lunch-time briefings)</li> </ul>	<ul style="list-style-type: none"> <li>• Shared sense of knowledge</li> <li>• Provides containment/resources for staff.</li> <li>• Peer resource</li> <li>• Effective problem solving</li> <li>• Promotes professional curiosity.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Quarterly</li> </ul>
<ul style="list-style-type: none"> <li>• <b>T-Hub Working Group:</b></li> <li>• <b>T-Hub Ops Manager and ARTs Senior clinician</b></li> </ul>	<p>Develop staff knowledge and expertise</p>	<ul style="list-style-type: none"> <li>• Audit of PPD plans/Appraisals (needs analysis for training gaps)</li> <li>• In-house (In-stream) Training</li> <li>• Virtual notice board</li> <li>• T-HUB Stream Meetings</li> <li>• Sharing of good practice, via case studies etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved knowledge</li> <li>• Increased confidence</li> <li>• Better assessment, planning and intervention</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• As required</li> <li>• Bi-monthly.</li> </ul>

**Appendix 2 : Staff Structure.**



YOS Structure Flow  
Chart 2023 v.1.pdf