

Tower Hamlets Youth Justice Plan 2022-2023

Service	Tower Hamlets and the City of London Youth Justice Service
Head of Youth Justice	Kelly Duggan
Chair of YJS Board	James Thomas

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Version control

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1. Introduction, vision and Strategy

1.1 Forward

Youth Justice Management Board Vision
“For each child, the best possible future, the best possible support and challenge”

This document details Tower Hamlets and the City of London’s Plan as defined by the Crime and Disorder Act 1998. The objective of this plan is to set out priorities for the Youth Justice Service (YJS) and Statutory partners for the year 2022/23, whilst reflecting and learning from both achievements and areas of improvement throughout 2021/22.

Tower Hamlets and the City of London’s Youth Justice plan is a one-year plan informed by the findings of the recent HMIP inspection that took place in April 2022 and should be read in conjunction with our Youth Justice Improvement Plan, see appendix 3. Our plan focuses on the areas for improvement raised from the HMIP inspection and will continue to focus on identifying, challenging, and tackling areas of disproportionality, as set out in our Disproportionality Action Plan.

The Youth Justice Management Board (YJMB) continues to have support from the Mayor, Councillors and Strategic Leaders across the Partnership. The judgment of inspectors has been that our service Requires Improvement and has made 7 specific recommendations, and we accept that judgement and will be relentless in driving improvements for our children. As a partnership we have revisited the statutory and practice guidance from HMIP and YJB and will be taking forward with immediate effect the following priority actions:

1. Appointment of a new chair of the YJMB to provide robust strategic leadership, oversight and governance, and new management of the service.
2. Review of Youth Justice Board Terms of Reference, membership, roles, and responsibilities to ensure appropriate representation of multi-agency partners in the delivery of services.
3. Development, oversight, and delivery of the Youth Justice Improvement Plan.
4. Secure additional data and improvement resource to drive forward the changes.
5. Engagement with the staff and joint planning with the team on the changes required so that all are pulling together.

Over the longer term, the YJMB will maintain commitment to and close scrutiny of the Youth Justice Improvement Plan. We will focus on priority areas around our Covid-19 recovery, stabilising the YJS workforce, tackling criminal exploitation and violence affecting children with improved joint working across Children’s Social Care, and ensuring there are effective contributions from all partners. We want to ensure this year is a period for embedding sustainable change that has a strong impact upon the children and communities that we work with.

On behalf of the YJMB for Tower Hamlets and the City of London, I am pleased to endorse our Youth Justice Plan for 2022-2023.

James Thomas
Chair of the Youth Justice Management Board
Corporate Director Children and Culture

2. Local context















2.1 Our Community within Tower Hamlets and the City of London

- 2.1.1. Tower Hamlets and the City of London have worked in partnership for a number of years, an arrangement that has been recently extended for a further two years. Due to the small residential population of the City of London, we have not had a City of London child on our caseload for around three years but continue to work closely together to ensure that the needs of children across both local authorities are met.
- 2.1.2. Tower Hamlets is often described as a borough of contrasts, with Canary Wharf which alongside the City of London means that we serve the two most significant financial centres in the UK while sitting alongside high levels of deprivation and poverty. This is coupled with the economic dynamism associated with being an Inner London Authority. Tower Hamlets has an estimated population of 325,000 and growing. It also has a comparatively young population with around 80,000 children between the ages of 0-19. Tower Hamlets is also a highly diverse place to live, with 69% of the population belonging to a Black or Majority Ethnic community. The two largest groups are Bangladeshi (32%) and White British (31%). The City has an estimated 9,700 residents, although this is supplemented by half a million daily commuters.
- 2.1.3. There is a strong drugs market in the borough although affiliation to gangs is extremely transient. This is reflected in our caseload with over 50% of our children having been involved in drugs or violent crimes. In relation to the Metropolitan Police's data, we have one of the highest numbers of violent crimes with children and young people (aged 11-25) and this is against the background of 39% of Tower Hamlet's families living in poverty.

3. Inspection overview and recommendations

- 3.1. In 2019, Ofsted carried out a full inspection of Children's Social Care and graded us as "Good". This was the culmination of an intensive improvement journey following an "Inadequate" judgement in 2017. The improvement journey continues with the aim of getting to "Outstanding" ensuring we provide the best possible support to our children and their families. In July 2022 Ofsted undertook a focused visit on Children Looked After (CLA) service, this is not a judged inspection however, the feedback was extremely positive and recognised the effective work between the YJS and CLA in the small number of cases that were reviewed. 96% of our schools are judged Good or Outstanding demonstrating high rates of progress and attainment.
- 3.2. The YJS had an HMIP Inspection in April 2022, with the final report published in July 2022. The HMIP inspect the service delivered highlighting good and poor practice across Organisational Delivery, Court Disposals, Out of Court Disposals and Resettlement. The Inspectorate rated the service overall as 'Requires Improvement' with the score achieve 8 out of 36.

3.3. The below sets out the overall rating which has been determined by inspecting the organisational delivery and the three practice domains of youth justice.

Tower Hamlets and City of London Youth Justice Service		Score
Fieldwork started: April 2022		8/36
Overall rating	Requires improvement	
1. Organisational delivery		
1.1 Governance and leadership	Inadequate	
1.2 Staff	Requires improvement	
1.3 Partnerships and services	Requires improvement	
1.4 Information and facilities	Inadequate	
2. Court disposals		
2.1 Assessment	Good	
2.2 Planning	Requires improvement	
2.3 Implementation and delivery	Requires improvement	
2.4 Reviewing	Requires improvement	
3. Out-of-court disposals		
3.1 Assessment	Requires improvement	
3.2 Planning	Inadequate	
3.3 Implementation and delivery	Inadequate	
3.4 Out-of-court disposal policy and provision	Inadequate	
4. Resettlement		
4.1 Resettlement policy and provision	Requires improvement	

3.4. The inspection raised seven recommendations that need to be implemented to impact positively on the quality of the youth offending service of Tower Hamlets and the City of London.

3.5. **The Tower Hamlets and City of London Youth Justice Management Board should:**

Recommendation 1. Review its membership to ensure that the right people, at the right level of seniority, are included to engage actively in achieving better outcomes for YJS children

Recommendation 2. Ensure that there are comprehensive quality assurance arrangements to understand performance and respond to the profile and needs of all children supervised by the YJS

Recommendation 3. Make sure that all data and management information is accurate, reliable, and enables informed decision-making

Recommendation 4. Review its out-of-court provision to ensure that the arrangements are effective and support diversion.

3.6. **The Tower Hamlets and City of London Youth Justice Head of Service should:**

Recommendation 5. Improve the quality of assessment, planning, and service delivery work to keep children safe and manage the risk of harm they present to others

Recommendation 6. Ensure robust contingency plans are in place for all children that address their safety and wellbeing, and risk of harm to others

Recommendation 7. Make sure safeguarding and public protection arrangements are comprehensive and understood by all staff.

3.7. The recommendations and wider findings from the inspection report have informed the development of our Youth Justice Improvement Plan, appendix 3.

4. Child First

4.1. We are dedicated to the principles of Child First, using our new practice model of C-Change as a way of providing support for children and families.

4.2. We commission and work with providers who deliver specialist intervention and support for the diverse children and families we work with. We have commissioned a range of culturally appropriate interventions which is tailored to the diverse children allocated in the Youth Justice Service.



Examples of this include the Ether Programme which is delivered by Wipers who are a Youth Justice Social Enterprise that specialise working with black and minority males in the youth justice system and Youth provision from the Somali community as part of our prevention offer.

4.3. We are conscious and aware of the unacceptable treatment that was detailed in the Child Q Report. Although Child Q is a Hackney child, Tower Hamlets and Hackney are policed by the same Borough Command Unit. We have used our YJMB to scrutinise and question the Police Leadership team as well as offering support to improve their provision. We are clear that the adultification of all children, but specifically Black and Mixed Heritage children, is unacceptable. By treating children as if they are older than their physical age, we minimise their vulnerabilities and therefore they do not receive the same support.

4.4. We are dedicated to the best interests of the Child and in the past year have started the development of our wider adolescent offer as a children's partnership, incorporating the extra familial harm provision which is due to be launched in October 2022. We understand that we work 'better together' and our YJMB includes the key strategic leaders of the core agencies working with children and families.

5. Voice of the child

5.1. We believe that every child has the right to have their voice heard. At Tower Hamlets and the City of London YJS, we have developed our own self-assessment for children and their families, which allows us to amend our service delivery to their needs. We are actively developing our participation practices which will enable the service to co-produce the service offer and improve delivery. Reflecting a more meaningful way of empowering children and their families.

5.2. A combination of the regular feedback we receive from our self-assessment as well as the feedback gained from inspection shows that the children and their families appreciate and value the work that we complete with them. Parents feel listened to, and this is even further supported with the introduction of C-Change practice framework. Children and their families have the opportunity to have their opinions and voices heard at the YJMB.

6. Governance, leadership and partnership arrangements

6.1. Youth Justice Management Board Inspection Recommendations and Progress

6.1.1. In relation to the recommendations set out for the Youth Justice Management Board the below provides an overview of the recommendations and the progress made to date.

HMIP Recommendations	Progress
Review its membership to ensure that the right people, at the right level of seniority, are included to engage actively in achieving better outcomes for YJS children	<p>Appointment of the Corporate Director of Children and Culture as chair of the board. The new chair will ensure the Board is effectively led providing robust strategic oversight and decision making.</p> <p>The Board membership has been reviewed along with the Terms of Reference. The revised membership ensures appropriate representation across the partnership at the right level as well as providing greater clarity on their respective role and responsibilities in delivering better outcomes for children.</p>
Ensure that there are comprehensive quality assurance arrangements to understand performance and respond to the profile and needs of all children supervised by the YJS	A new Deputy Head of Partnerships and Performance role has been created and will develop and operationalise a new quality assurance framework. This will provide a comprehensive range of quality assurance activities as well as learning reviews from serious incidents that will deliver improved standards and outcomes for children allocated in the YJS. This post will also ensure the relevant policies and procedures are in place to support safety and quality of practice.
Make sure that all data and management information is accurate, reliable, and enables informed decision-making	An interim Senior Data Analyst is in post who has significant experience of Youth Justice data and performance, permanent recruitment is underway. This role will ensure the data is accurate to better inform decision making and provides a clearer understanding of the services cohort.
Review its out-of-court provision to ensure that the arrangements are effective and support diversion.	The out of court disposal decision making panel is now chaired by the Deputy Head of Service to provide continuity. A growth bid has been developed that includes a new Team Manager post that will specifically oversee

	out of court work and contribute towards improving practice.
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6.1.2. Responding to the HMIP recommendations is the priority for the YJMB over the next 12 months to ensure that the improvements required are delivered at pace and embedded.

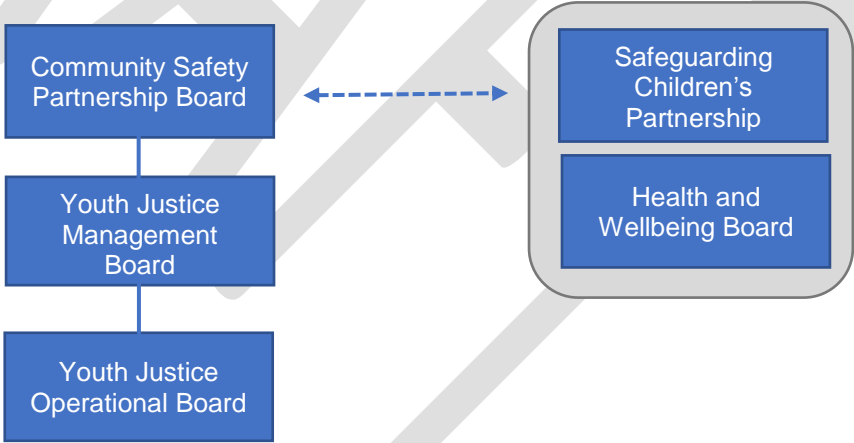
6.2. Governance

6.2.1. The YJS and Young Peoples Services is located in the Children’s and Culture Directorate, within the Supporting Families division. As part of the divisional management team, the YJS works in partnership with services including Early Help, Safeguarding, CLA & Through Care, Exploitation, Quality Assurance and the Learning Academy. In addition, the YJS service has strong links with Education, Community Safety and Health.

6.2.2. The governance of the YJS is provided by the YJMB that meets bi-monthly with direct accountability to the Community Safety Partnership Board, as well as strong links to the Safeguarding Children Partnership and the Health and Wellbeing Board. Below the YJMB a new bi-monthly Youth Justice Operational Board has been set up chaired by the Director of Supporting Families to oversee the delivery of the Youth Justice Improvement plan and operational practice.

6.2.3. Tower Hamlet and City of London governance arrangements and membership of the Youth Justice Management Board can be found in appendix 1.

6.2.4. The below diagram sets out the governance arrangements to ensure there is clear accountability, line of sight and information flow.



6.2.5. The below diagram sets out the strategic and operational governance, descriptive arrangements and the information flow:

Youth Justice Management Executive Board

- Executive board has oversight and scrutiny of the actions given to the Operational Board

Youth Justice Management Operational Board

- Focuses on the key priorities in the Improvement Plan and delegates tasks amongst the partners, management team and frontline practitioners

Frontline Practice

- Staff are aware of the Management Board's actions and Operational Board via attendance, leading on actions, Chair attend Service Meeting bi-annually, being a part of task and finish groups and newsletters

- 6.2.6. Tower Hamlets and the City of London YJS was amalgamated with the Youth Service under one Head of Service (HOS) in 2021, with a permanent HOS in post for over 6 months. This supports the leadership and management of services to young people from both a youth justice and youth service perspective. A key benefit of this closer alignment is to ensure we identify and intervene early with children who are at risk of entering the youth justice system. Also, ensuring the youth service offer is complementing the support for young people allocated in the YJS as well as access to universal provision beyond their involvement.
- 6.2.7. The YJS Senior Management Team meets regularly with key delivery partners i.e., Social Care, Health providers, Education, Probation, Police and Housing to discuss strategic and operational matters to ensure that practice is to a high quality and that common objectives are achieved.
- 6.2.8. The inspection report identified a number of strengths across the partnership particularly around health and education which supports the needs of children. It also highlighted areas for improvement so that children allocated to the YJS are provided with a comprehensive range of high-quality services from the partnership. For example, there is a need to improve meaningful victim and restorative justice work, multi-agency risk management and to strengthen public protection arrangements. These aspects of partnership arrangements are featured in the Youth Justice Improvement Plan.
- 6.2.9. As a Partnership Board, we will be prioritising the introduction of the new Serious Violence Duty. The duty requires specified authorities to work together to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area and the causes of that violence. Given the offence profile of the young people and the overall crime context in Tower Hamlets it will be an

important new duty for the Council, the service, and the wider youth justice partnership.

7. Resources and services

- 7.1. Our Youth Justice Grant has been confirmed as £584,156. In addition to this, Tower Hamlets has confirmed additional funding of 875,614.
- 7.2. As in previous years, the Youth Justice Grant will be used to fund a number of substantive and partnership posts within the service structure. It will continue to fund evidenced based groupwork interventions, projects to address disproportionality and prevention, reparation and for those subject to 7-day intensive surveillance and supervision to improve service performance and outcomes for children we are working with.
- 7.3. The Youth Justice Grant will contribute to the implementation and delivery of the YJ Improvement Plan, in key areas such as additional service improvement and data capacity, strengthening data and performance and training and development for the workforce. By investing in these areas, we will ensure practice is to a consistently high standard and that the service will achieve a good/outstanding judgement in future inspections.
- 7.4. In addition to the Youth Justice Service finances, we are also committed to providing a targeted Prevention Service via Break the Cycle which is funded from Young People’s Service budget.
- 7.5. The below table sets out the current budget and future projections:

	Budget 2021-22	Outturn 2021-22	Variance to budget 2021-22	Budget 2022-23	Forecast 2022-23	Variance to budget 2022-23
Premises	£16,000	£16,000	£0.00	£18,000	£18,000	£0.00
Transport	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Supplies and Services	£18,966	£18,966	£0.00	£20,614	£20,614	£0.00
Commissioning	£1,323,553	£1,323,553	£0.00	£1,373,459	£1,373,459	£0.00
Overheads	£46,000	£46,000	£0.00	£47,697	£47,697	£0.00
Total	£1,404,519	£1,404,519	£0.00	£1,459,770	£1,459,770	£0.00

Note the above figures are a combination of YJB Grant and Local Authority contributions.

- 7.6. The full budget from Youth Custody Service is £187,444. We spent £151,224 in 2021/22 with the forecast for 2022/23 estimated at £187,444

8. Progress on previous plan

- 8.1. The previous Youth Justice Plan identified following three key areas:

Area	Action	Progress
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YJMB	Develop a partnership two-year strategy that links to other relevant strategies.	The two-year Safety, Hope and Opportunity strategy was launched on 1 July 2021.
	Create a Board workplan, as part of the strategy.	The work plan has been devised and is in delivery phase.
YJS	Disproportionality	Continue to use the disproportionality toolkit. Groups have been put in place for black and mixed heritage ethnicity. External case file review with a focus on disproportionality. Trauma informed PSR's
	Education	Building up relationships with post 16 provision.
	Custody	London accommodation programme and the pan London resettlement consultum. Introduced remand rescue panel.
Covid-19	Development of YJS Covid-19 recovery plan.	The recovery plan was launched in July 2020 and continues to be implemented.

8.2. Following the HMIP inspection in April 2022 a new improvement plan has been written which encompasses the above outstanding actions to ensure there is only one plan being delivered and previous actions taken forward, see appendix 3.

9. Performance and Priorities

9.1. Disproportionality

9.1.1. Addressing the disproportionate representation of children from Black, Asian and Minority Ethnic groups is a priority for the borough as part of the disproportionality action plan. As well as being one of the most diverse boroughs in England and Wales, the borough has the largest Bengali community the UK. Tower Hamlets has the highest poverty rates in the UK. The Service understands the context in which we work in and has been writing trauma informed Pre-Sentence reports for over 12 months which have been positively received by the Courts.

9.1.2. We have a small black population that is predominantly from the Somali community. The Local Authority are focused on improving the services for this community, and the Youth Justice and Young People's service is no different. Both the Head and the Deputy Head of Service are involved in working groups with charities and third sector providers focusing on ensuring that we are able to support organisations to work with these children. We have also commissioned Wipers CIC to run Ether Groupwork programmes for us which are for Black and Mixed Heritage boys.

9.1.3. Also concerning is our First Time Entrants data which shows that despite nearly a 20% reduction in the FTE numbers between 20-21 and 21-22, the number of Asian children being FTEs increased by one child. More in-depth analyst will be given

to this cohort to identify patterns and scope how we can tackle this trend as a matter of urgency, working with our partners in Police, Early Help, Children Social Care and the Exploitation Team to ensure that we are offering the correct intervention at the most appropriate time.

First Time Entrants (FTE)	Q1	Q2	Q3	Q4	Year Total
2020 – 2021	27	27	22	22	98
2021 – 2022	26	19	12	24	81

FTE by Ethnicity	Asian	Black	Mixed	Other	White
2020-2021	52	15	11	2	18
2021-2022	53	4	7	3	14

9.2. Preventing children from entering the formal Criminal Justice System

- 9.2.1. Our Break the Cycle prevention team is funded via the YJS budget as well as additional financial resources being provided from Early Help and Exploitation services. Although this service has only been live for 12 months, our initial findings are extremely positive in preventing children from entering the Youth Justice System. Currently, we have three Break the Cycle teams – one in house, and two that are commissioned via community organisations within the borough. This contract is due to end in March 2023 and we plan to insource this provision to ensure that we have a greater oversight of all cases and thus ensuring the best outcomes for children. This will allow the YJMS to oversee the work being completed and track a child’s journey throughout all parts of our service as well as supporting identifying trends and needs of children.
- 9.2.2. We are also working closely with our neighbouring YJS who share our youth court to try and establish a Deferred Prosecution scheme. There have been numerous discussions regarding this and all 4 boroughs have highlighted it as a priority, recognising the importance of it being available to all children that we work with to ensure there is equitability for all children.
- 9.2.3. We have changed our Out of Court Disposal Process in collaboration with key partners, recognising that there are areas for improvement as part of preventing FTE into the youth justice system. The assessment process has changed and put a greater focus on assessing the children in advance of the Out of Court Disposal Panel, using this space to reflect upon the most appropriate outcomes as part of a joint decision-making process. We will continue to develop and improve this offer whilst reporting to the Executive and Operational Board with the figures of children that we have processed – including their outcomes and ethnicity. We are also working closely with a local Youth Justice Service in order to provide an outside view on the Scrutiny process. Training for case prevention officers has been identified and will be completed by Quarter 3 and will be fully reviewed in 2023-2024 with a Peer Review.

9.3. Serious violence and exploitation

- 9.3.1. We are working to develop more effective relationships with the Exploitation Service as well as developing the wider partnership’s understanding in regard to

understanding the impact of contextual safeguarding and treating children as victims. We have already developed our Harm Outside the Home offer with the Exploitation Service and redesigned our multi-agency panels which is due to go live in September 2022. Moving forward, we plan to have a greater understanding of the NRM referrals and will be tracking and reporting on these to the YJB Management Board on a bi-monthly basis.

9.4. Constructive resettlement and the use of custody

Custodial Sentences

Custodial Sentences	Asian	Black	Mixed	Other	White
2020-2021	3	2	0	0	0
2021-2022	1	0	2	0	1

Remand

Remand Decisions	Asian	Black	Mixed	Other	White
2020-2021	5	4	0	0	2
2021-2022	5	2	0	0	0

9.4.1. Our use of custody has been low over the last few years, however, we understand that in a borough with the levels of Serious Youth Violence such as ours, a number of serious incidents could result in this number being increased. We believe that our continued commitment to having a dedicated ISS Worker has impacted these figures as we are able to offer Courts a viable programme that supports children to remain in the community. This is supported by the use of Trauma-Informed Pre-Sentence Reports that we provide the Court, placing the child's lived experiences at the forefront and the offence second. We continue working closely with Stratford Youth Court by continuing the Court Users Group and maintaining that open communication channel.

9.4.2. We are committed to maintaining our low use of custody. This includes a financial commitment that we have made to the London Accommodation Resettlement Pathway. This placement is due to go live in October 2022 and will provide us with an appropriate, specialist placement for boys who are at risk of custody and also to provide a placement that offers resettlement support for a period of 6 months. However, our HMIP report stated that our Resettlement processes were not strong enough.

10. Performance Data 2021/22

10.1 Triage

Triage	Q1	Q2	Q3	Q4	Year Total
2020-2021	22	12	12	15	61
2021-2022	11	11	2	5	29

Triage by Ethnicity	Asian	Black	Mixed	Other	White
2020-2021	37	3	6	0	15

2021-2022	18	2	4	0	5
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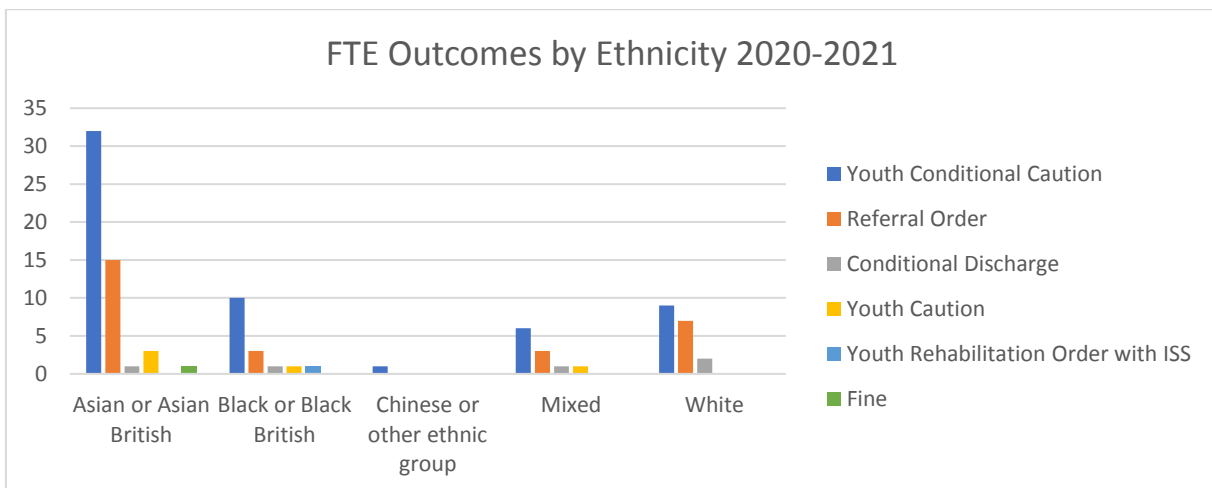
10.1.2. The number of Triages issued halved from 2020-2021 to 2021-2022 which is of concern. However, we have identified this and refreshed the Out of Court Disposal (OCD) process as well as re-training our staff. The Head of Service now sits on the weekly Out of Court Disposal panel in order to ensure that these changes are being implemented and embedded.

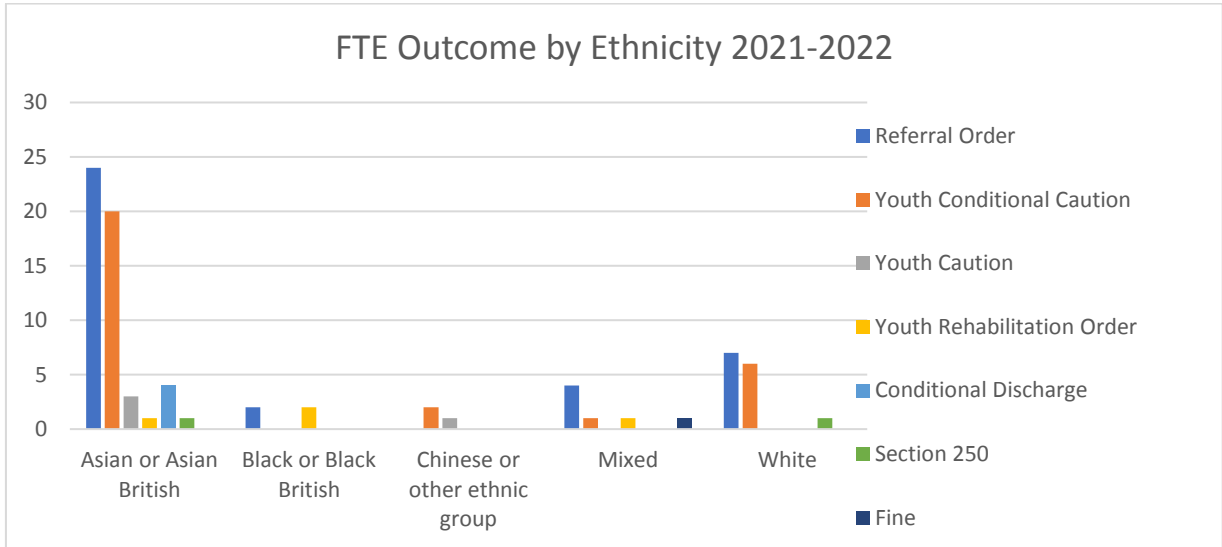
10.1.3. Since refreshing the OCD, we have had 9 Triages in Q1 2022-2023 – this will continue to be explored as a data point of interest for the YJMB. Our aim for 2022-2023 is to increase the number of Triages by 25%. This is the first opportunity to provide appropriate intervention and therefore divert children away from the formal Criminal Justice Service. Triages will remain with the Case Prevention Officers, and we will use regular data to track these children who receive a Triage in order to identify any concerns with regards to their reoffending rate.

10.2. First Time Entrants

First Time Entrants (FTE)	Q1	Q2	Q3	Q4	Year Total
2020 – 2021	27	27	22	22	98
2021 - 2022	26	19	12	24	81

FTE by Ethnicity	Asian	Black	Mixed	Other	White
2020-2021	52	15	11	2	18
2021-2022	53	4	7	3	14



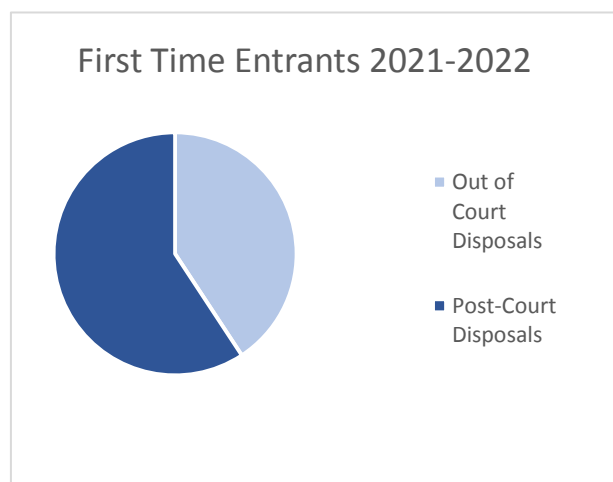
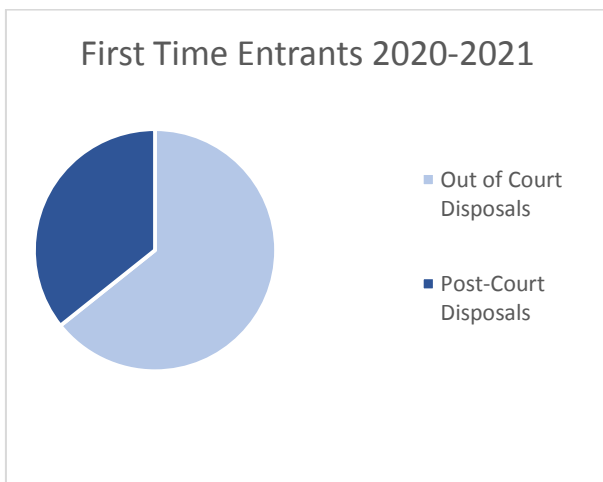


10.2.1 A greater focus needs to be made on the outcomes for children that identify as Black or Mixed ethnicity. For both of these sets of data, the outcomes for these children have declined with no Black children in 2021-2022 receiving an Out of Court Disposal. We have introduced training with the support of Bhatt Murphy Solicitors which is available for all internal Council staff as well as our community providers. This training is regarding a child’s rights when dealing with the Police. We hope that by empowering other partners to support children in understanding what is appropriate treatment, the communities trust in the Police and the process will improve.

10.2.2 In the next 12 months, we aim to introduce a Liaison and Diversion officer to support children in Police Custody as well as working with the Police to introduce a Deferred Prosecution scheme.

FTE by Age	11	12	13	14	15	16	17
2020-2021	1	4	8	15	15	26	23
2021-2022	0	3	4	9	26	24	15

FTE by Outcome	Out of Court Disposals	Post-Court Disposals
2020-2021	63	35
2021-2022	33	48



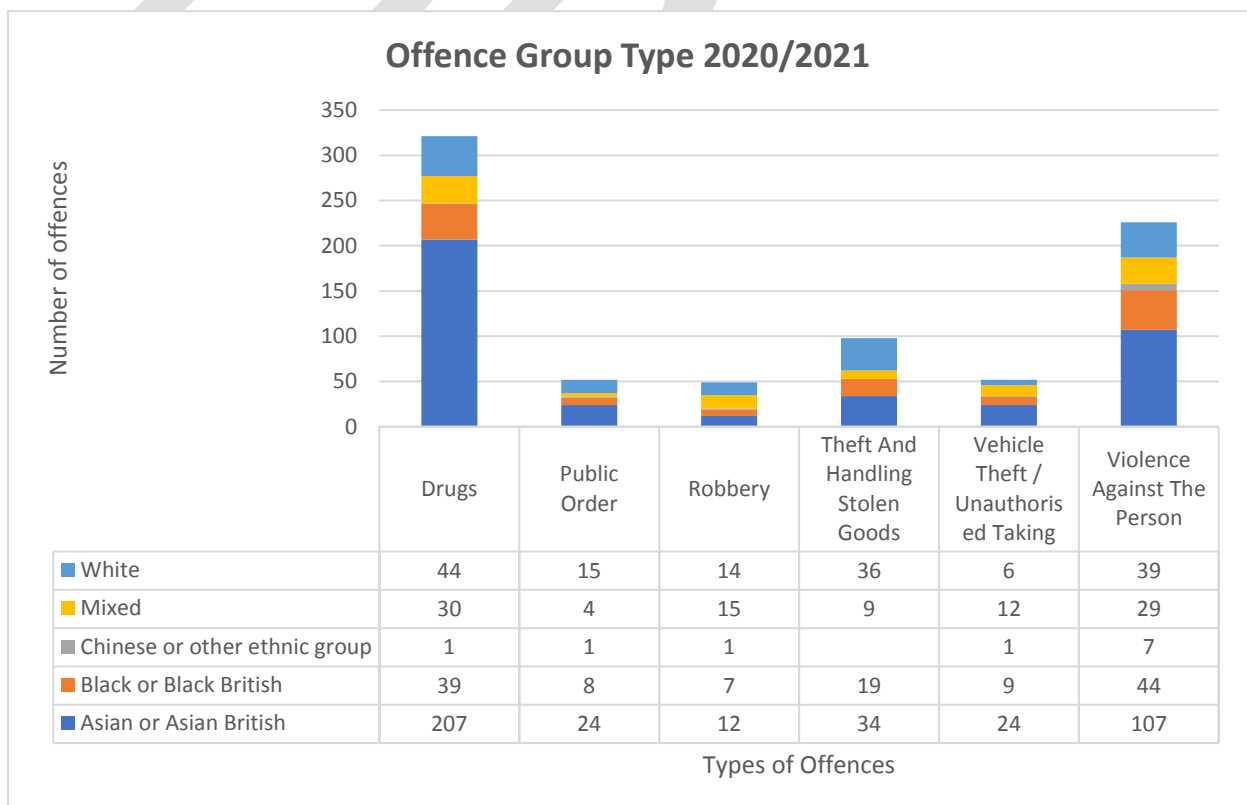
10.3. Use of Custody Custodial Sentences and Remand

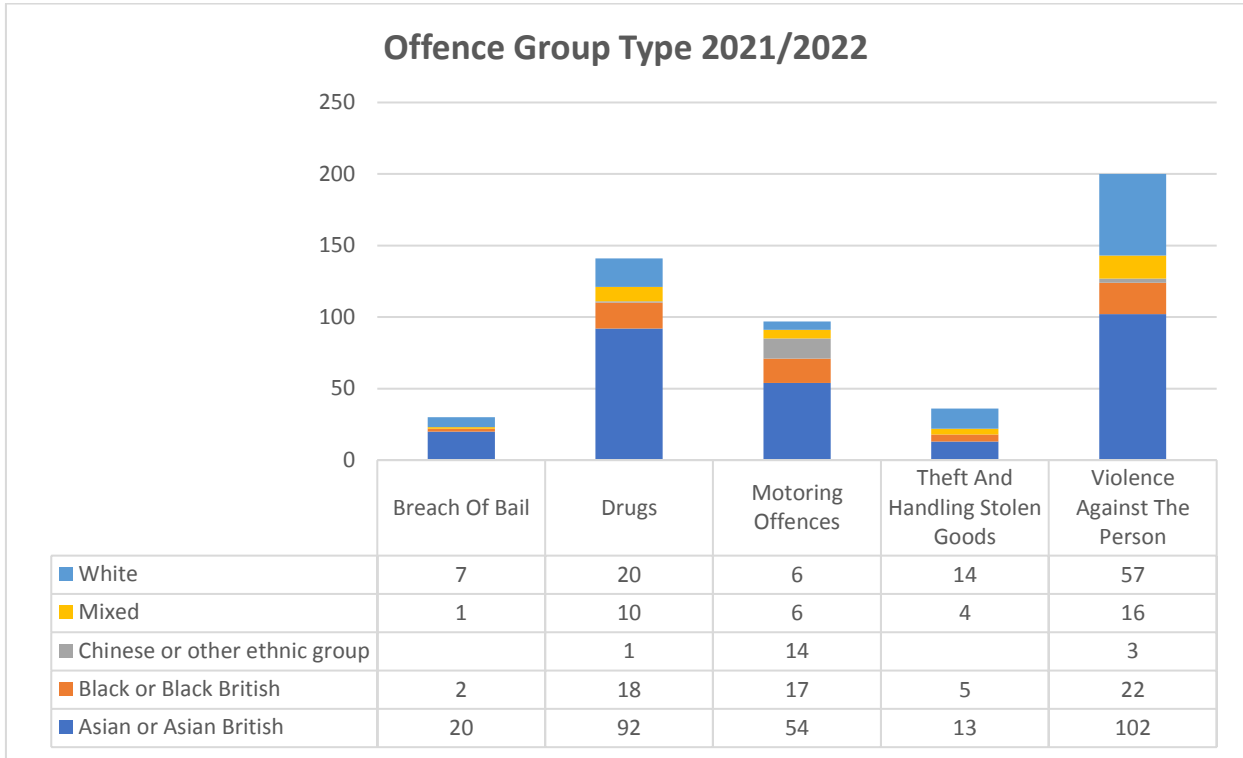
Custodial Sentences	Asian	Black	Mixed	Other	White
2020-2021	3	2	0	0	0
2021-2022	1	0	2	0	1

Remand Decisions	Asian	Black	Mixed	Other	White
2020-2021	5	4	0	0	2
2021-2022	5	2	0	0	0

10.3.1 Custodial sentences were mostly received by Black and Global Majority ethnicity children, although 1 (one) White ethnicity child received custody during 2021/22. This is being addressed via the disproportionately plan.

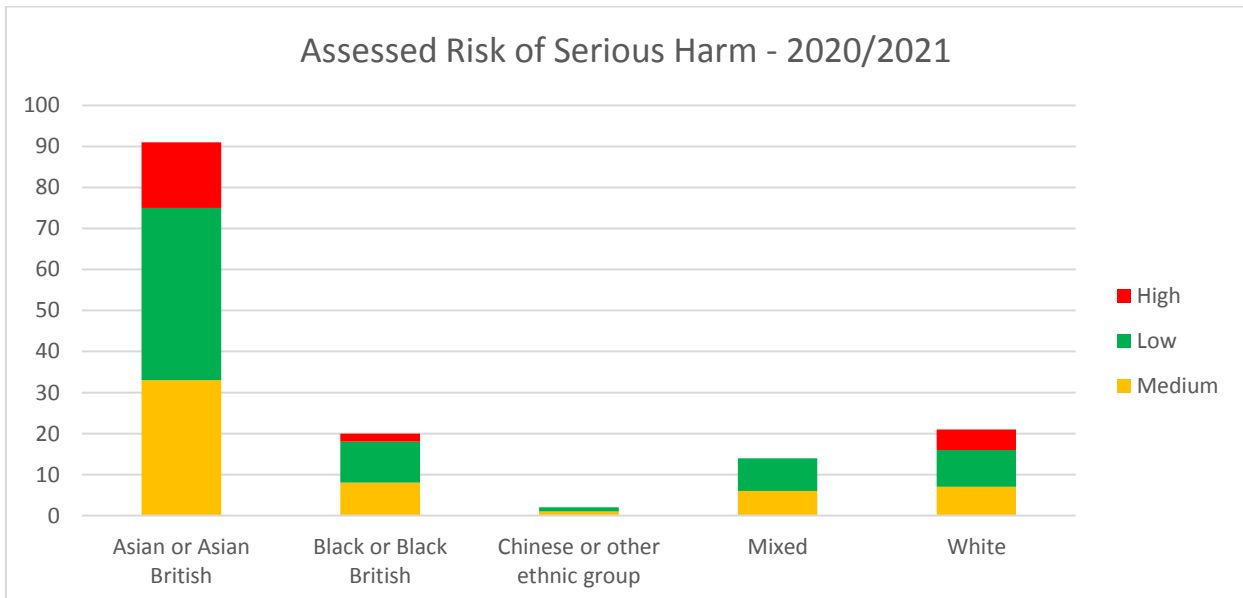
10.4. Main Offence Types

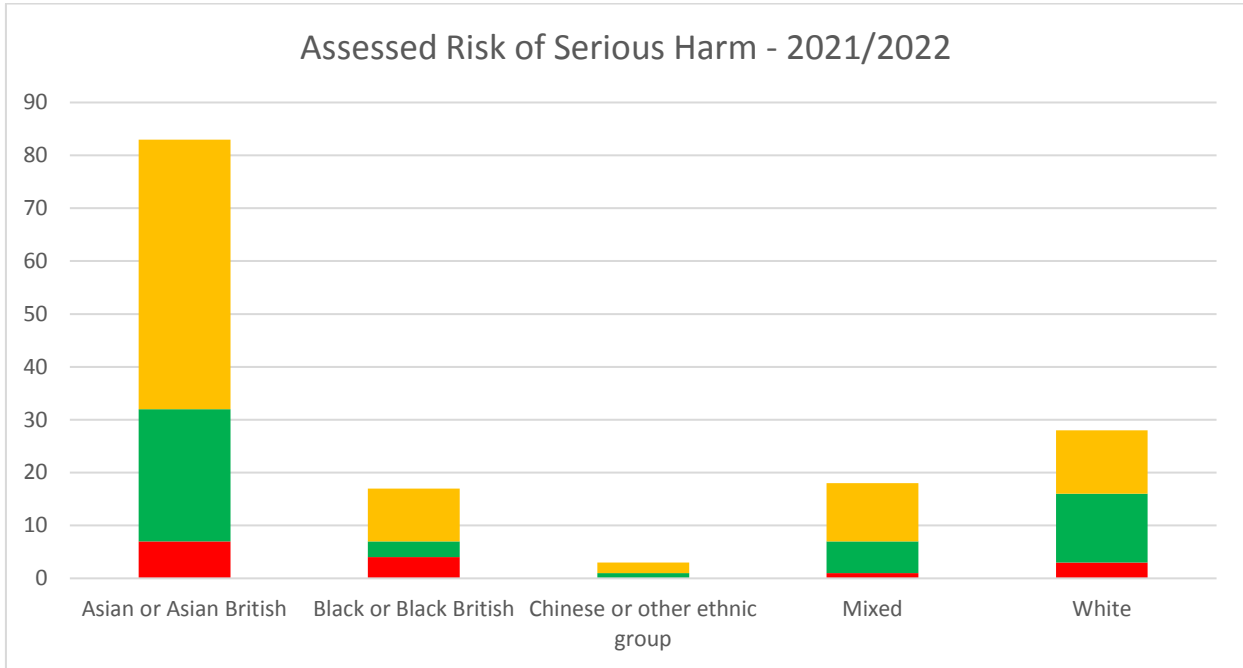




10.4.1 2021/22 saw an increase in the total number of sentenced offences, with Violence Against the Person, and Drug related offences being the most common. Black children had the highest number of offences in each of the main 5 categories.

10.5. Assessed Risk of Serious Harm





10.5.1 From 2020/2021 – 2021/2022 the cohort has increased by 15% overall. There has been a 35% reduction in the number of children assessed as high risk and a 31% reduction of children assessed as low risk. The most significant difference being that there has been an increase of 146% of children assessed as medium risk, which is the case across all ethnic groups.

11 National standards

11.1. The YJS HMIP inspection took place in April 2022, which resulted in an overall judgement of 'Requires Improvement'. The inspection identified a range of strengths and the following three key areas of focus:



Improve the quality of assessment, planning, and service delivery work to keep children safe and manage the risk of harm they present to others



Ensure robust contingency plans are in place for all children that address their safety and wellbeing, and risk of harm to others



Make sure safeguarding and public protection arrangements are comprehensive and understood by all staff.

11.2. A new YJS Improvement Plan has been developed with the involvement of the YJS staff (see appendix 3). The plan sets out planned activity over the next 12 months, a new Youth Justice Operational Board has been implemented to oversee delivery of the plan and additional capacity secured to support the service on improvement activity in order to improve standards and outcomes.

11.3. Over the next 12 months, there will be a clear focus on workforce development and communications, strengthening Out of Court work and understanding,

learning, and improving outcomes through data, audits and feedback.

- 11.4. We plan to have a peer review in 2023 to ensure the improvements that we put in place are of a high quality and are making an impact on those children and families that we work with.
- 11.5. We are confident we have the ingredients in place to make sustainable improvements within two years and our success in other areas of the Supporting Families directorate demonstrates our commitment to children ensuring they have every opportunity to succeed.

12. Challenges, risks and issues

- 12.1. The programme of activity set out within the improvement plan over the next 12-24 months is ambitious and risks may arise that threaten objectives, progress and achievements. Mitigations have been put in place to prevent such risks arising.

Key risks are as follows:

Area	Risk	Mitigations
Governance	Disconnect between Board & Operations	Revised board members and terms of reference. Full induction for new board members inc role and responsibilities Implementation of Youth Justice Operational Board. Implementation of activity within improvement plan and joint training sessions which brings together board members and frontline practitioners.
	Unreliable data and management information	Recruitment of experienced data analyst to ensure the data is accurate and reliable. Further development of the data and understanding of the information to support decision making. External quality assurance.
Leadership & staffing	Embedding the YJS and Children's Services	Full communications plan to be developed and launched setting out roles and responsibilities and new ways of working.
	Recruitment and retention of workforce	Workforce development to be overseen at board level and the new operational board. Integrate with the wider directorate's recruitment and retention approach.
Partnership working	Lack of understanding of their role in youth justice	Development of joint protocols setting out partnership's role in youth justice. Joint service/team meetings with partnership to cross pollinate each other's service areas to increase knowledge.
Operations	Management of risk	Risk Management Board to be set up. Children understand and are involved in their contingency plans.

		Contingency plans have the 'buy in' from parents and are used as a practical tool.
	Safeguarding and public protection	Review and development of practice standards and policy guidance and the interface with wider partnership offer.

13. Service improvement plan

- 13.1. A new Youth Justice Improvement plan has been devised in conjunction with YJMB and YJS staff with the aim for final sign off by the YJMB in September 2022. The Youth Justice Plan is set out in appendix 3 and highlights the areas for development, improvement activity and evidence of success/benefits.
- 13.2. A member from the Youth Justice Board has been invited to attend YJMB to provide an external support and challenge role at a strategic level and additional improvement resource secured to drive forward the improvement work. A new Deputy Head of Service role has been created to provide additional capacity and a specific emphasis upon quality assurance, learning and partnerships. In addition, we have created a new Senior Data Analyst role to support the validation of our data to ensure its accuracy and inform decision making.
- 13.3. The service has undertaken a skills analysis and are in the process of developing a new training and development programme with the aim to start rolling out in the autumn. The training will cover the following:



- 13.4. The monitoring of the improvement plan will be overseen by the YJMB bi-monthly with the monthly Operational Board implementing the day-to-day improvements.

14. Evidence-based practice and innovation

- 14.1. There has been a redesign of a new integrated offer spanning universal youth work, targeted youth support and youth justice. The ambition is that the youth offer in the borough from both a youth justice and youth service delivery perspective further complements and improves outcomes for children in the borough. An example of this is the breaking the cycle of youth violence through the Evolve Prevention programme which provides targeted support for children and their families at a preventative level.

15. Looking forward

- 15.1. As outlined throughout the document, the focus for the next 12 months is to implement the Youth Justice Improvement Plan to strengthen the YJMB and improve operational service delivery. The improvement plan sets out the priority areas for improvement, timescales and what success looks like, the improvement plan is set out in appendix 3.

16. Sign off, submission and approval

Chair of the YJMB Name: James Thomas – Corporate Director for Children and Culture

Date: 12 August 2022

17. Appendix

1: YJMB Attendees List

Youth Justice Service Management Board Membership

Name	Representative	Job Title
James Thomas	Children's Service	Chair of the Youth Justice Management Board and Corporate Director of Children and Culture
Cllr Talukdar	Tower Hamlets Cabinet Member for Children's Services	Lead Member
Dan Rutland	Metropolitan Police	Deputy Superintendent
Helen Isaacs	City of London Police	Superintendent, Head of Communities
Susannah Beasley-Murray	Supporting Families	Director of Supporting Families
Kelly Duggan	Supporting Families	Head of Youth Justice Service
Luke Norbury	Supporting Families	Deputy Head of Youth Justice Service
David Cregan	Education	Executive Headteacher of the Corporate School for Children Vulnerable
Anne Corbett	Adults, Health and Community	Director of Community Safety
Lucy Satchell-Day	National Probation Service	Head of Service, Tower Hamlets
Rachel Talmage	City of London	Head of Service, Children's Social Care and Early Help
Liz Westlund	Youth Justice Board	Head of Innovation and Engagement: London

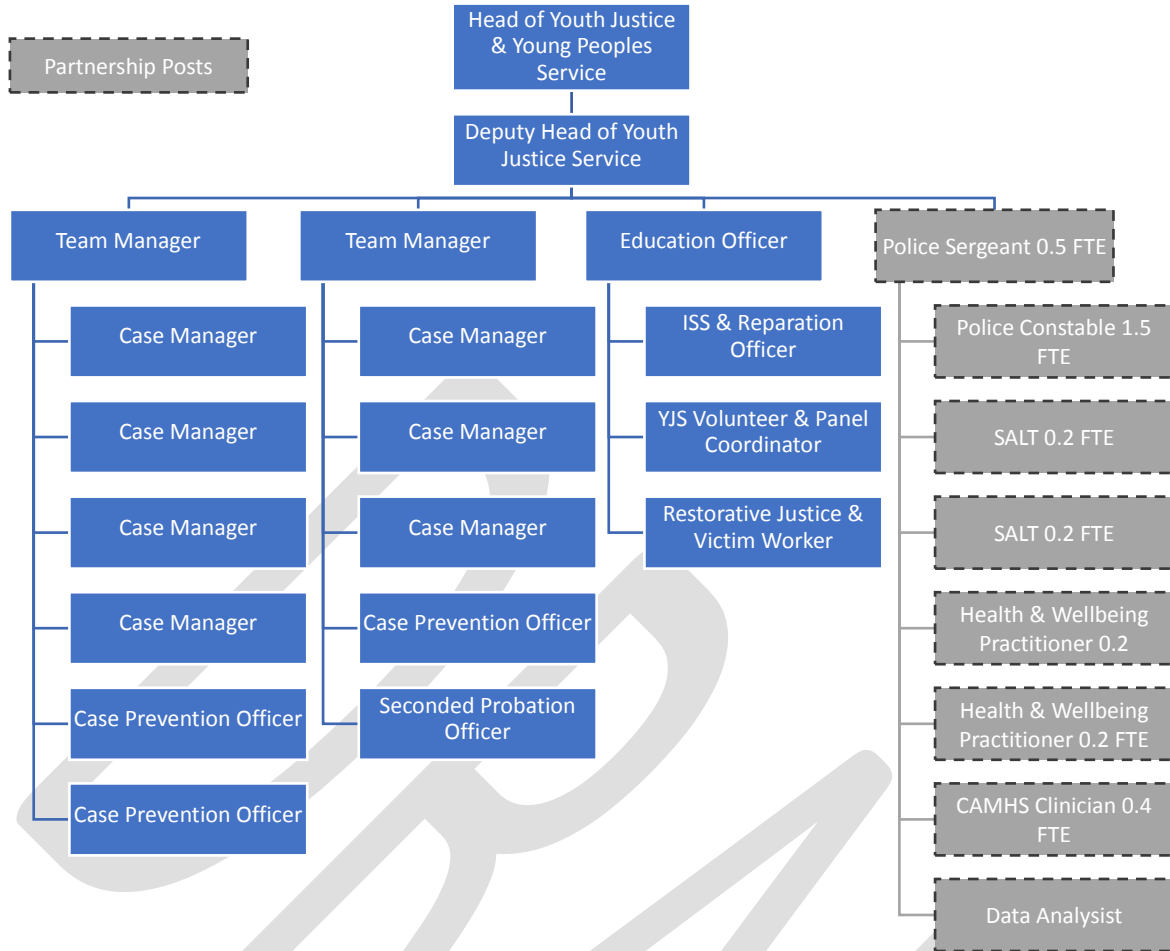
Dates of YJMB throughout 2022-2023

Executive Board Dates	Operational Board Dates
29.09.22	08.09.22
23.11.22	13.10.22
05.01.23	08.12.22
9.3.2022	09.02.23

Appendix 2: YJS Structure Chart

Key:

Substantive Posts



The below tables set out the demographic of the YJS

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian					2	2	2							3			4	5
Black				1	1	3		1									1	5
Mixed					1	1											1	1
White	1			1	6	5								3			7	9
Any other ethnic group																	0	0
Not known																	0	0
Total	1	0	0	2	10	11	2	1	0	0	0	0	0	6	0	0	13	20
* Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

* Welsh YOTs only

The YJS does not currently have any members of the team with a known disability.

Appendix 3: YJS Improvement Plan – see attached.

Common youth justice terms, please add any locally used terminology

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

Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPP	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average

RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth justice service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach
YOI	Young offender institution

