



**YOUTH
JUSTICE
SERVICE**

Tower Hamlets and the
City of London

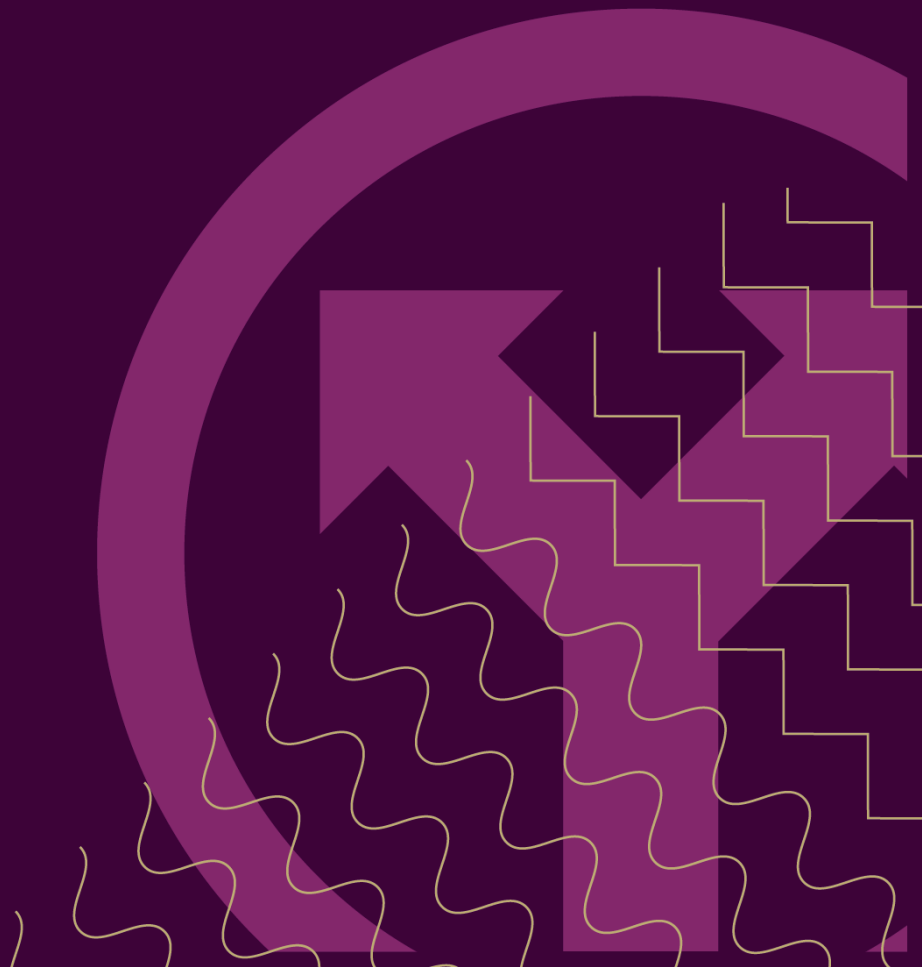
Tower Hamlets and City of London Youth Justice Service

Strategic Plan

2023-2025

Head of Youth Justice: Kelly Duggan

Chair of Youth Justice Executive Board: James Thomas



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1. Introduction

Foreword by Executive Mayor, Lutfur Rahman



Welcome to the 2023-2025 Tower Hamlets and the City of London Youth Justice Strategic Plan which is designed to ensure that every child grows up in a safe environment, that we provide the right support at the right time, and that every child is able to improve their outcomes and life chances.

The vision for Tower Hamlets is one that supports all children. throughout their formal and informal education, ensuring that their safety and wellbeing is at the forefront of our decision-making at all times. The Tower Hamlets and City of London Youth Justice Plan for 2023-2025 is set within a wider context of greater resources being provided to support our children and young people. Free school meals for all primary and secondary school children (making Tower Hamlets the first local authority in England to provide this), a substantial £13.7 million investment into our youth services, and the return of the Mayor's Education Maintenance Allowance and Mayor's University Bursary will shore-up the success of the Youth Justice programme by benefitting all children, including those who have, for whatever reason, made the wrong choices.

We are committed to truly treating children within our service as children, embracing Child First principles to ensure that children can make amends for the mistakes that they have made, gain new skills and experiences, and work with them and their families and support networks to encourage desistance. We value the voice and opinions of the children that we work with, and I would like to take this opportunity to launch our new logo, which was chosen by our current cohort of children. For those young people who participated – thank you for your honest opinions and thoughts in the development of this branding.

I would also like to take this opportunity to thank our Youth Justice frontline staff whose commitment to improvement and willingness to embrace change to ensure that the children we work with receive the best service has been remarkable.

As Executive Mayor, I am pleased to present our Youth Justice Plan for 2023-2025.



Foreword by James Thomas, Corporate Director for Children and Culture

Our service is built upon strong partnership foundations and our most valuable resource lies in our staff who bring their passion and commitment to working with children in the Youth Justice System.

Following the HMIP inspection in May 2022, I have taken on the role as Chair of the Youth Justice Management Board and led the commitment from the Council and partners to address the weaknesses identified in that inspection. I am pleased that the Peer Review carried out in March 2023 has demonstrated significant progress and improvement and honed our focus now upon the consistent quality of core casework practice and management oversight.

Following on from a fast paced 12 months of improvement, we are confident that we are now able to develop a plan that supports the Youth Justice Partnership in delivering a consistently high-quality service for our children and their families, providing clear strategic goals and an ambitious plan for where we will be by 2025 and beyond.

Our key achievements in 2022-2023 are:

- A redesigned and embedded governance model, ensuring that our committed partners take full ownership of their responsibilities to our children;
- A better understanding of the experiences of our children, supported by a new robust quality assurance framework and the creation of our Youth Participation Forum;
- Regular and reliable data reported on by our dedicated Senior Data Analyst that supports decision making;
- A continuation of the commitment made to our staff, recognising that they are our most valued resource, supported by staff away days to develop our Staff Charter and Vision (see section 3).

The Youth Justice Service (YJS) and the wider partnership has worked hard this year following on from the inspection to refocus and strengthen our goals and ambitions for our continuous improvement. We have developed a new vision, in conjunction with the Partnership and YJS to start the next part of our journey and this report reflects the successes of the improvement plan and our plans for sustaining, and building upon, this improvement.

On behalf of the Youth Justice Executive Partnership Board, I am pleased to present our Youth Justice Plan for 2023-2025.



2. Vision

'My Worker is great; she helps me with anything I need done'.

Anonymous response from Child in YJ Strategy Survey

- 2.1. Throughout the spring of 2023, consultation with the Youth Justice and Young Peoples Service and Youth Justice Executive Board members took place to develop a new overarching vision for the service:

Unlocking Potential, Transforming Lives

The Youth Justice Service is dedicated to empowering children, promoting positive change and creating a safer community.

- 2.2. We believe that every child has the right to live and grow up in a safe environment. We are committed to providing safe spaces and opportunities and making sure that the child always comes first. We seek positive experiences by creating opportunities to work together, to provide the right service at the right time, so all the children have equal access to support that will improve their life outcomes.
- 2.3. This vision reaffirms our commitment to Child First principles and practice as well as providing the Partnership with an overarching vision.

3. Local Context

- 3.1. The London Borough of Tower Hamlets is commissioned to provide Youth Justice Services for children in the City of London.
- 3.2. Tower Hamlets is one of the UK's most culturally vibrant and diverse communities. However, deprivation and poverty are significantly present in the borough, providing a stark contrast to the wealth and prosperity that has grown around Canary Wharf and the City fringes that also lie within the borough. This will be exacerbated further with the rising cost of living nationally.
- 3.3. The population in Tower Hamlets is estimated at 325,000 with around 80,000 aged 0-19 years old and our population is the fifth youngest nationally with a median age of 31.9 years. 4 in 10 residents were born outside of the UK, 1 in 3 are Bangladeshi and 1 in 10 residents were born in the EU.
- 3.4. Tower Hamlets economy is the 3rd highest of that in the UK with 110,000 jobs expected to be created by 2026, a rate of 30 new jobs a day. However, the borough has the highest child poverty rate in England at 32% with 12% of residents earning below the London Living Wage as well as 20,073 families on the housing waiting list which is the 3rd highest in London.



- 3.5. Despite this context, we are extremely proud that 96% of our schools are rated either 'Good' or 'Outstanding' by OFSTED. There are 163 different languages spoken within our schools and pupils with SEN Support equate to 12.7% of the total population and 6% for those who are on an EHCP.
- 3.6. Within the local authority, we are committed to supporting families, having maintained 12 Children and Families Centres in the borough and an exciting programme of youth service development taking place over the next 12 months with an increased budget of £13 million for this service. The Youth Justice Service is integrated with the Young Peoples Service under a Head of Service which sits within the wider Supporting Families Directorate.
- 3.7. The City of London, also known as the Square Mile, is the financial centre of the UK. It has 8,600 residents, half a million daily commuters and 10million visitors a year. It sits at the heart of London and is surrounded by 7 local authorities including Tower Hamlets. The number of residents in the City of London has increased by 16% since 2011. The majority are working age but there are 765 children and young people.
- 3.8. Asian people are the largest minority ethnic group in the City of London accounting for 16.8% of the population; and 3% of the City of London population are Black according to the 2021 census. Portsoken, in the east of the City of London is the most ethnically diverse ward. This ward also has a higher percentage of children and young people.
- 3.9. Compared with the England average, overall, the City of London has significantly lower levels of income deprivation, child poverty and older people in deprivation. However, according to the Indices of Multiple Deprivation 2019, the City of London's most deprived ward, Portsoken, on the east side of the City of London, was among the top 20% in the country for levels of income deprivation, including income deprivation affecting older people. The Mansell Street & Petticoat Lane area is the most deprived in the City of London falling into the 40% most deprived in England.
- 3.10. There is one maintained school in the City of London – the Aldgate Primary School, which is on the east side of the City and there is also a family centre based at the school. There are no maintained secondary schools in the City of London. City children and young people go to around 80 different schools in other boroughs.
- 3.11. Despite the Tower Hamlets and the City of London being two individual communities and local authorities, our challenges are equally clear. The impact of the pandemic upon children, specifically on their emotional health needs, continues to be something that needs responding to. Our children from Black and Global majorities receive disproportionate outcomes in relation to being Stopped and Searched, School Exclusions and within the Criminal Justice System. We will continue to work with, and effectively challenge, our partners and ourselves in tackling this systemic and institutional racism. And more recently, we have seen a growing number of children being involved in Serious Youth Violence, resulting in an increase in children being placed in the custodial estate.

4. Strategy and Key Priorities

What was good about your intervention?

'Everything that came from it'.

Child response from Final Self-Assessment

- 4.1. The Youth Justice Strategic Plan 2023-2025 builds on the outcomes of our improvement plan following the HMIP Inspection in April 2022 and an external diagnostic review which took place in March 2023.
- 4.2. The Youth Justice Strategic Plan has been developed alongside children, practitioners, partners, and board members. For Board Members, we utilised development session discussions to ensure we are confident of the priorities set. We have engaged our children in the creation of this plan via our Youth Justice Participation Forum and on a wider scale with a survey to capture their views and reflections on what is working and where improvements are required. For our practitioners and operational partners, anonymised surveys and staff workshops have been utilised to ensure we have captured their voice, setting out the vision of the partnership and providing key updates from the last 12 months alongside their priorities for the 2 years ahead.
- 4.3. In 2023-2025, our plan is focused on the following four cross-cutting themes:

- **Priority 1: Child First:** Embedding a Child First approach in every aspect of the Youth Justice Partnership.
- **Priority 2: Consistently Good Practice:** Continuous raising of practice standards which achieves improved outcomes for children.
- **Priority 3: YJS Health Offer:** Coordinated access and intervention to universal and specialist health provision to meet children's holistic health and wellbeing needs.
- **Priority 4: Post 16 Education Offer:** Increasing children's participation in post 16 education, training and employment which support children's aspirations, desistance and safety.

- 4.4. The YJS Plan aligns with and provides support to the following strategies:
 - Children and Families Strategy 2019-2024
 - Physical Activity and Sport Strategy 2019 - 2024
 - 14-25 Learning and Achievement Strategy 2019-2024
 - SEND Strategy - 2020-2024
 - Violence Vulnerability and Exploitation Strategy 2019-2024
 - Corporate Parenting Strategy 2023-2025
 - Early Help Strategy 2023-2025
 - Fostering Strategy 2023-2025
 - Sufficiency Strategy 2023-2025



5. Priority 1: Child First

What was good about your intervention?

'Even though we didn't know each other at the start we got a bond and I was able to trust my Case Worker and talk about how I felt – comfortable - genuinely open with her'.

Child response from Final Self-Assessment

- 5.1. We are committed to and passionate about continuously developing an offer with the guiding principles of Child First placed firmly at the heart of everything we do. By doing so, we recognise that children will achieve better outcomes and communities will be safer which is of priority and importance to the entire partnership. Similarly, to the Youth Justice Board's Strategic Plan 2021-2024, we believe in a Child First system that supports children to become the best version of themselves.
- 5.2. To achieve this vision, it is crucial that there is a clear understanding of the key principles of Child First, the evidence for it and the day-to-day implications in practice. We have committed to ensuring that everyone across the YJS has access to the Child First Effective Practice Award as part of achieving consistency in understanding. We aim to have the whole YJS to complete this programme by April 2024.
- 5.3. In addition, an end-to-end review of our local practice standards has taken place informed by the revised case management guidance and national standards for children in the Youth Justice System to ensure that practice reflects contemporary understanding of and is infused by Child First.

As Children

- 5.4. The 2022 HMIP inspection and external diagnostic review which took place in March 2023 acknowledged the staff team are 'enthusiastic and highly determined to help children to live more fulfilling lives'. This is further supported by feedback received directly from children themselves as part of quality assurance and participation activities which demonstrates that the best interests of children are firmly at the heart of practice with the children directly informing and shaping their assessments and interventions.
- 5.5. We recognise the need to do more to ensure that all work with children is developmentally informed and acknowledges structural barriers that children face. The service is planning to utilise the revised Youth Justice Skills and Knowledge Matrix that is being aligned with Child First by the Youth Justice Board as a tool to undertake a comprehensive skills and knowledge audit with the staff team and volunteers. This will help to inform what additional workforce development considerations are required as part of our aspiration for a service that is meaningfully informed by child and adolescent development.
- 5.6. In addition to all staff team members participating in the Child First effective practice award, a full programme of training has been commissioned including relational and development trauma as part of achieving a consistent understanding of what may lead to atypical development and how this should inform practice that in ways that are hopeful and optimistic for the future.



Building Pro-Social Identity

'Everything has been good and easy. I have learned to make better decisions and think more before doing something'.

Response from Child when about Tower Hamlets YJS in the Child Survey 2023

- 5.7. The YJS and partnership recognises the importance of promoting children's individual strengths and capacities as part of developing children's pro-social identities for sustainable desistance.
- 5.8. The outcome of quality assurance activities has identified strengths in practice regarding the implementation and delivery of services being rooted in constructive and future focused interventions underpinned by positive relationships which provide a vehicle enabling sustainable change which is also reflected in the reoffending rates of children. A significant proportion of children allocated in the YJS are aged 16-year-old and above therefore the importance of supporting children into education, training and employment is a strong feature of the service and reflected as a key priority within this plan.
- 5.9. The service and partnership acknowledge the need to take further steps from a culture of managing 'risk of offending' which holds children labelled as potential offenders towards a greater capacity and strengths-based approach. An example of a shift in this context is regarding the Risk Management and Resource Panel which has an 'enabling fund' which can be utilised in creative, innovative and future orientated ways to effectively support children's desistance and safety.
- 5.10. As part of the service training plan, all practitioners will have an opportunity to participate in a newly commissioned training regarding motivational interviewing as part of providing practitioners with additional skills which can be used in practice with children. We will continue to work with Wipers CIC, commissioning their Ether Groupwork programme that is specifically designed for boys from Black and Global Majority communities and develop our offer further by designing an individual Identity Programme, designed specifically for the communities that we work with.
- 5.11. We aim to learn from the good practice of other Youth Justice Services. We have partnered with Hackney YJS as part of the Metropolitan Police's Out-of-Court Scrutiny Panel. This has been highlighted in Hackney's recent HMIP Inspection as a clear strength. The Service will also be attending an event being facilitated by Swindon YJS regarding infusing pro-social identity into practice. We will continue to use resources such as Basecamp, HMIP inspection reports, guidance published by the YJB and the recently published 'Child First: Developing a New Youth Justice System' to ensure that we are forefront of best practice.

Collaborating With Children

- 5.12. The voice of children is essential and important in achieving positive outcomes for children being supported by the YJS and partnership. However, simply listening to the voices of children is not enough and we are committed to further strengthening this as part of our strategic plan.
- 5.13. In 2022, a Youth Forum was established for children receiving intervention from the YJS as part of a broader recognition of the importance for children to have opportunities to meaningfully participate. The Youth Forum is jointly facilitated by the Youth Justice and Young Peoples Service which provides a wider range of participation opportunities for children. Whilst relatively new, the group have participated in a range of strategic forums including a community safety spotlight chaired by the Police Borough Commander which children attended to share their views



regarding how the partnership could create greater safety for children in the borough as well as improve relationships between children and the police.

- 5.14. As part of our improvement journey, we have also collaborated with children as part of reviewing policies. An example is in relation to the creation of a new Out-of-Court disposal policy and children's input into this where a child expressed that children should be able to attend the panel if they wish supporting a '[nothing about me, without me](#)' stance which is currently being considered as part of the final sign off process.
- 5.15. Our success of collaborating with children is evident within our new branding of the YJS and the feedback that we received from children that they disliked the title of the service. This is something that we will be working with the Forum, and other children, to create something that reduces the stigma associated with 'Youth Justice'.

Diverting from stigma

- 5.16. As stated above, the associated stigma that children feel when working with 'Youth Justice' is clearly apparent. But we recognise that it is not just the overt stigmatisation that our children face, and we need to ensure that we are supportive of preventing this stigma to the best of our abilities.
- 5.17. Tower Hamlets Council has recently moved to the New Town Hall in Whitechapel. Not only does this building place us back in the heart of the community, but we were supported by the project to have two dedicated rooms just for the children that we work with. These rooms are large, light and airy and, most importantly, in the New Town Hall along with all of the other services available to the community. We have only been in the New Town Hall since February 2023 and have commissioned the Youth Forum with a task to ensure that these rooms are made to feel more accessible to children.
- 5.18. We are currently part of the Alternative Provision Specialist Taskforce and had a YJS Case Manager in the Pupil Referral Unit two days a week. Having reviewed this offer and reflecting on the stigma of a YJS Case Manager in a child's school, we have made the decision to replace this role with a member from our Prevention Team. Whilst the offer remains the same, we believe that the stigma will be reduced with this refined focus.

6. Priority 2: Consistently Good Practice

- 6.1. A comprehensive training plan has been developed for the service and partnership informed by the improvement plan which has been enabled by substantial financial investment. Below is an overview of the service wide training that has been delivered in the past year and forms part of the training plan for 2023/2024:

- Harm Outside the Home
- Introduction to Adultification
- Weapons Intervention
- AssetPlus Training
- Effective Practice Awards (Youth Justice Professional Framework)
- Relational & Development Trauma
- Motivational Interviewing
- Aspiring Future Leaders Programme
- Child First Effective Practice Award
- All new Referral Order panels have participated in a programme of training as well as ongoing developmental opportunities



- 6.2. A systematic process has been implemented to receive and review feedback from practitioners and managers regarding all service wide training. This is collectively reviewed by the YJS leadership and management team as part of a monthly Quality & Performance Board that has been established as part of the quality assurance arrangements in response to the inspection. This enables the leadership and management team to understand whether training has achieved the desired outcomes and informs decision making which shapes the continuous training offer. This information is also shared with the Youth Justice Executive Board as part of providing strategic oversight.
- 6.3. As part of the quality assurance arrangements, full case and dip-sample audits are undertaken monthly with themes identified to enable the quality of practice and provision to be explored through a particular lens. Examples of thematic audits have included girls, missing children, referral orders, custody, management oversight and out-of-court disposals. As part of creating a culture of learning and development as well as striving to continuously improve outcome for children where emerging training needs are identified these are promptly responded to and incorporated into the training offer.
- 6.4. The YJS and partnership benefitted from an independent external review one year on from the HMIP inspection which has enabled the service and partnership to take stock as part of understanding current strengths and areas of further development. The learning from this recent external review has already been harnessed and included into the training plan.
- 6.5. Below are examples of feedback received from participants in service wide training that has taken place over the past year.

'Going through racism and the definitions of Adultification and intersectionality'.
Adultification Training

'To be mindful of my language when describing harm outside the home and how to access support when there are exploitation concerns'.
Harm Outside the Home Training

'The programme is very good at providing a structure & framework to engaging with children around knife crime and weapons awareness. This relates to exploring the underlying factors and beliefs impacting upon behaviour and assessing the factors and facilitating positive change to keep young people safe'.
Knife Crime Intervention

- 6.6. An overarching Workforce Development Strategy has been developed for the entirety of the Supporting Families Division which the YJS is situated within. This will be tailored to specifically meet the needs and desired outcomes of the YJS and partnership workforce for the 2023/2024 period informed by a range of sources including the Youth Justice Board workforce development strategy for the youth justice system (2023-2025).
- 6.7. As part of identifying the skills, knowledge and behaviour required to support children's pro-social identities the service intends to utilise the revised youth justice skills and knowledge matrix aligned with Child First as part of informing an updated analysis of the workforce needs which will be incorporated into the training offer.
- 6.8. Our quality assurance framework and auditing activity enables the service to routinely identify examples of excellent practice. The outcome of auditing activity is reviewed by the leadership and management team as part of a monthly Quality & Performance Board which enables the sharing of excellent practice within full-service meetings as well as part of operational and strategic boards which staff team members have opportunities to attend and participate in.

7. Priority 3: YJS Health Offer

- 7.1. In December 2022, we held a Spotlight session for our Partnership Board members on the health needs of our children. The Spotlight was led jointly by Public Health partners and part of the information presented included a comprehensive health needs assessment, data analysis, children's focus groups and surveys, and staff focus groups. The data reflected needs from the previous 4 years and a total of 885 interventions were analysed. The data demonstrated that the levels of adverse childhood experiences was significant and nearly half of children reporting that they had some caring responsibilities for a family member suffering from mental health, substance misuse or a physical disability. The data analysis and consultation identified strengths in relation to children's health and wellbeing as well as areas to improve upon and considered the views of children of what would promote their health and wellbeing. These findings were supported by the External Diagnostic review team.
- 7.2. The key recommendations from the Health Spotlight were:
- The introduction of a specialist Nurse within the Youth Justice Service to provide a single holistic health and well-being assessment and coordinate the services around the child;
 - A multi-disciplinary meeting with health professionals to support the coordination, sequencing and delivery of health intervention for children;
 - Access to leisure activities to support physical and emotional wellbeing.
- 7.3. We have recently had agreement of funding from Public Health for a YJS Nurse to be recruited. The introduction of this role will enable the YJS to transform the health offer for children by providing a holistic health and wellbeing screening. Over the course of the next 12 months, we will seek to recruit and develop the offer in relation to this role and subsequently introduce a multi-disciplinary meeting chaired by a Health Professional.
- 7.4. Children have specifically stated that they wish to have greater access to provisions within the borough for their physical and emotional well-being. The London Borough of Tower Hamlets has committed £13 million to increasing youth services in the borough. As the offer is being developed, we are ensuring that children at risk, or already involved in Criminal Justice, are able to access these provisions and have access to an effective universal and targeted provision.
- 7.5. Currently, we have health provision in relation to Speech and Language needs, sexual health, substance misuse and mild to moderate emotional health needs. Health partners provide clear support for the YJS at the relevant multi-agency decision making panels and we have a clear referral pathway for children with more significant emotional health needs. We are already in process of recommissioning our Speech and Language Therapy (SALT) offer to ensure that it suits the service and will be recruiting a CAMHS practitioner for the YJS.



8. Priority 4: Post 16 Education Offer

Child described that if it wasn't for their case manager, they wouldn't have had the opportunities they've been able to access particularly in relation to employment and training. The described the case manager as a 'legend' and 'always searching for opportunities'.

Feedback received from a Child as part of our Audit process

- 8.1. The links between education and positive outcomes in later life are well established. In Tower Hamlets, there is a clear focus by the YJS and education partnership to ensure that this cohort of children have their diverse educational needs met. Education has been consistently seen as a strength within the YJS, in the 2022 HMIP inspection and 2023 peer review.
- 8.2. Within the service there is a full-time education officer, a post which is joint commissioned by Tower Hamlets Virtual School. Line management responsibility is conducted via the Virtual School Assistant Headteacher for Children with a social worker (CWSW). Executive board membership is attended by the Virtual School Headteacher and wider Corporate School for Children Vulnerable Executive Headteacher. This represents a significant investment in children known to the YJS.
- 8.3. Within the service, the education officer role is well established. There is attendance and contribution at all Joint Decision-Making panels and Resettlement panels. The education officer is also the allocated teacher for all children looked after, completing termly PEPS. The risk management panel is attended by the Assistant Headteacher of Virtual Schools and we provide an education screening for all children entering the service to assist practitioners in their assessment and planning of intervention. The education officer also works with individual children for ETE support and guidance.

Attendance and Engagement

- 8.4. There is a clear focus on monitoring the attendance of children within the YJS. There are weekly attendance updates for all school aged children, and post-16 children who attend education with TH. Moving forward, there is a commitment to extended this for all children in any education or training. This regular reporting allows for areas of vulnerability in education to be quickly identified and addressed, both for individual child as well as strategically.

Post 16 NEET

- 8.5. Post 16 NEET figures have typically been at around 40% for children known to the YJS. We are committed to ensuring that this figure decreases by ensuring that 80% of children working with the YJS are in education, training or employment. Data suggests that majority of these children (>90%) are those which are on statutory interventions with the YJS. In line with the new KPIs, there will be an aspirational aim of ensuring all children are in ETE which has been defined as suitable for them by the end of their order.
- 8.6. As part of this, it has been determined that a barrier in accessing post 16 ETE is English and maths skills and qualifications. Therefore, there will be a focus on ensuring that all school aged children known to YJS have every availability to gain skills and qualifications in English and Maths. Additionally, there needs to be a commitment from the wider education, social care and youth service partnership to broaden the range of ETE options available for children in the post-16 cohort.



Education in custody

- 8.7. The Virtual School monitor attendance for all child on remand on custody, and there has been a consistent lack of educational provision provided in the secure estate. Learning is a habit, and if this habit is not fostered and promoted in custody, the resettlement of a child into ETE becomes much more difficult. The Secure Estate, particularly Young Offender Institutes, are struggling to engage with the PEP process which is a proven method of educational support for children looked after. This has been escalated and the YJS, alongside the Tower Hamlets Virtual School are committed to continuing to advocate for this challenge, and are lobbying at a national level, including to the Children’s Commissioner for England. In the experience of children within Tower Hamlets and the City of London, children in Children Secure Homes receive an excellent education offer.

9. Voice of the child

What do you think should be the main 3 priority areas for our YJS in the next 24 months?

‘Children, Children, Children’

Staff response to the YJS Staff Survey

- 9.1. As part of developing this plan, there have been various opportunities for children to participate in expressing their views which have directly shaped the priorities. This includes an online survey developed in partnership with speech and language therapist colleagues which has been accessible to all children via a QR code as well as the Head of Service meeting with children who are members of the youth forum. 85% of children reported that they really valued their relationships with the staff, and 80% found our ETE support effective and supporting them to stay safe. Our Youth Participation Forum described how the name ‘Youth Justice Service’ made them feel stigmatised and ‘othered’ and set us the challenge of changing it to something more accessible. We value the feedback from our children and their opinions have been key in setting our priorities of ‘Child First’ and education.

Child’s Voice in Quality Assurance

- 9.2. We have redesigned our quality assurance process over the last 12 months and when auditing case files the child and their parent/carer is contacted to discuss their thoughts and feelings on the intervention that has been provided which can be facilitated virtually or in person. This feedback is used to inform our assessment of where we need to improve and supports in identifying elements of good practice.



Youth Justice Participation Forum

- 9.3. We are committed to collaborating with children to hear their voice and ensure that they help us to develop the service further. Our key achievements this year have been the creation of our Youth Justice Forum – a safe space for children to challenge and support the development of the service in a meaningful way.
- 9.4. The forum started in January 2023 but already, we have a key group of highly committed children that want to make an impact. They have worked with designers to create the branding of the YJS and have challenged us on our use of language, specifically the team being called 'Youth Justice'. And in the next 12 months, the group will be attending a residential, redesigning the meeting rooms and working with the Service to rename the service.



Child Survey 2023

- 9.5. In March 2023, we launched a survey to capture the thoughts and reflections of the children that we are currently working with in order to develop this strategy. Below is an overview of the results. Our children appreciate the staff that we have and our offer, but it is clear from their feedback that the changes that they wish to see include a better development of our victim and reparation offer and continuing to support with making children feel safe and achieving their full potential in ETE.

I rate my YJS Worker 8.5/10	YJS support with Education 4/5	Helping me keep the relationships that are important to me 4/5
Supporting me to get a job 4/5	Helping me keep safe in the community 4/5	Helping me with my health needs 4/5
Supporting me to find the help that I need 7.5/10	Victim Awareness Intervention 6.5/10	Has the YJS seemed useful to your life? 7.5/10

Next steps: ‘Nothing about me, without me’

- 9.6. The next step is to ensure we support the workforce to fully understand, embrace and implement the principles of Child First to improve the outcomes for children. For our children, they have already supported the service in the development of the re-branding and the services dedicated rooms. However, now we must listen to them, and we need to take the challenge that they have set us to see how we can improve having their voices heard at an operational and strategic level.

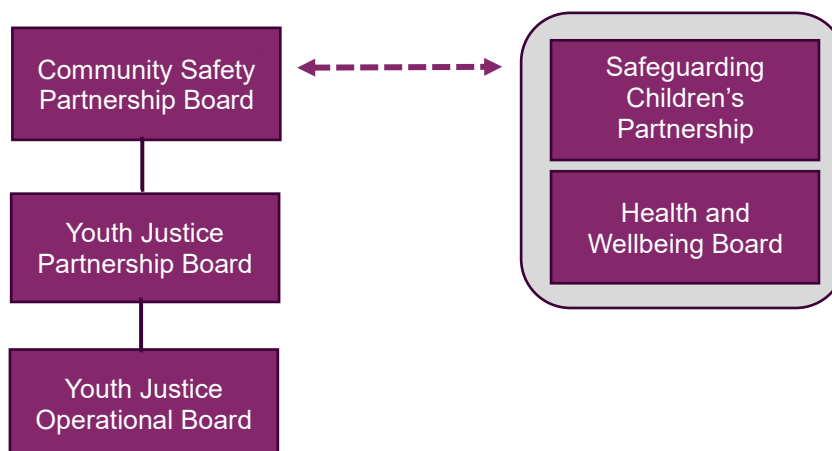
10. Governance, leadership and partnership arrangements

What has been the highlight of being a Board Member over the last 12 months?

‘Ensuring a child’s voice is heard at every board meeting and is at the heart of what we do as a Board’.

Feedback from Executive Board member

- 10.1. The Youth Justice and Young Peoples Services is located in the Childrens and Culture Directorate, within the Supporting Families division. As part of the divisional management team, the YJS works in partnership with services including Young Peoples Service, Early Help, Safeguarding, Children Looked After & Through Care, Exploitation, Quality Assurance and the Learning Academy. In addition, the YJS service has strong links with Education, Community Safety, Police and Health.
- 10.2. The governance of the Youth Justice Service is provided by the Youth Justice Executive Board 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. The Youth Justice Executive Board is chaired by the Corporate Director for Children and Culture. Reporting into the Youth Justice Executive Partnership Board is the Youth Justice Operational Board, chaired by the Director of Supporting Families to oversee the delivery of the Youth Justice Continuous Improvement Plan and operational practice, these boards have been operational for 12 months.
- 10.3. The below diagram sets out the governance arrangements to ensure there is clear accountability, line of sight and information flow.



- 10.4. The Youth Justice and Young People's Service has been led by their permanent Head of Service since December 2021. The Head of Service has bi-monthly meetings with all Board members and quarterly meetings with Operational Partners to ensure that the partnership is effective in its delivery. The Head of Service is a member of the Corporate Parenting Board, the Violence Against Women and Girls Partnership and the Health of the Children in Our Care.
- 10.5. The YJS Senior Management Team meets routinely with key partnership stakeholders on a quarterly basis to discuss strategic and operational matters, to ensure that practice is to a high quality, common objectives are achieved, and remedial action is taken where issues are identified.
- 10.6. Tower Hamlets and City of London governance arrangements and membership of the Youth Justice Partnership Board can be found in appendix 1.
- 10.7. In our 2022-2023 Youth Justice Plan, we made a commitment to the improvement of the Governance Boards and significantly redesigning the board to ensure that it was fit for purpose following the recommendations set out by HMIP. Following the developments, we are confident that our governance arrangements are supporting and driving the strategic oversight and ensuring that a high-quality service is provided to all children. By separating the Board into Operational and Executive functions, this allowed for the Executive agenda to be driven by the strategic needs of the partnership, supported by the Operational Partnerships work on the actions needed to be completed.
- 10.8. The Board cannot, and should not, work in isolation from the frontline practitioners. At both the Operational and Executive Boards, members of the YJS attend, providing the opening agenda item of 'Voice of the Child'. We believe that ensuring that the child is at the opening of each partnership meeting ensures the correct focus and allows staff to highlight areas of good practice or where support is needed. Board members attend the YJS team meetings to keep open communication amongst all partners in the service and to ensure that staff are aware developments.

11. Progress on previous plan

- *'Practitioners are committed, passionate, and know their children well';*
- *'The diversity section of assessments viewed are 'outstanding', they take into account the demographics of Tower Hamlets and reflect the needs of the child. These are some of the best we've seen';*
- *'Practitioners place the child's safety and well-being at the heart of practice'.*

Highlighted Strengths and Promising Progress from the YJS Diagnostic Review, commissioned in February 2023

- 11.1. Over the last 12 months, we have focused on building the 'infrastructure' for the team, recognising that without viable foundations, our staff are unable to provide high quality interventions with children. The following information is a highlight of our achievements thus far which will now allow us to consistently achieve good outcomes and practice in the year ahead.



Objective	Progress
<p>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>	<p>Changes in the structure of the Board, new Chairs, revised handbook, terms of reference and induction plan for all members.</p> <p>Embedded the frontline practitioners and the voice of the child throughout the Board. This includes the opening agenda item being a child-focussed item presented by the frontline practitioner.</p> <p>Highlight reports developed for all partners to share at Board meetings to ensure the 'buy-in' from all.</p> <p>Service Manager's report re-design to provide the correct information to be provided to the Board to support strategic decision making</p>
<p>Ensure that there is a comprehensive review of the Governance Board's 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 quality assurance arrangements to understand performance and respond to the profile and needs of all children supervised by the YJS.</p>	<p>A new quality assurance framework for the YJS has been developed and implemented. This includes routine full-case, dip-sample and group audits which includes auditors undertaking a comprehensive review of children's files, case discussion with the allocated practitioner as well as receiving feedback directly from the child as well as their parents/carers.</p> <p>A monthly quality assurance and performance board has been developed and implemented as a partnership between the YJS and divisional learning academy. The outcome of audits, feedback received from evaluations of training and learning reviews following serious incidents are reviewed by members of the quality assurance and performance board. This enables areas of good practice to be shared as well as well as developing improvement actions for areas of practice which requires improvement to be good.</p> <p>A Practice Standards guide has been developed by, and with, the service to support a consistent understanding of expectations.</p> <p>A new interim Deputy Head of Service Development role has been created to drive forward sustainable improvements this area. This post will also ensure the relevant policies and procedures are in place to support safety and quality of practice as well as coordinating workforce development.</p>
<p>Make sure that all data and management information is accurate, reliable, and enables informed decision-making.</p>	<p>A comprehensive cleanse of all data was completed in 2022 to ensure that our recording and reporting was accurate to inform strategy and workforce development.</p> <p>Recruitment of additional Business Support Officers specifically for the service as well as a training offer relevant to the role to support with accurate recording.</p> <p>Purchase of one day a month's support from CACI (Childview) to offer immediate support to staff and training on specific issues.</p> <p>Recruitment of an experienced Senior Data Analyst.</p>

	<p>Monthly staff performance reports re-introduced with individualised weekly reports provided to staff.</p> <p>Greater information shared in the Performance Report shared with the Partners.</p>
<p>Review its out-of-court provision to ensure that the arrangements are effective and support diversion.</p>	<p>Redesign of the staff structure enabled by additional funding provided by Turnaround creating a new Team Manager to lead and manage the out-of-court disposal offer as well as additional practitioners.</p> <p>New out-of-court disposal policy developed in collaboration with children, YJS practitioners and managers as well as multi-agency partners.</p> <p>Data relating to Out-of-Court is routinely shared with the Board.</p> <p>Quarterly Metropolitan Police Scrutiny Panel chaired by Hackney YJS Manager and the Tower Hamlets Head of Service chairs their scrutiny panel for better oversight and support.</p> <p>Training has been provided for the Out-of-Court Disposal Joint Decision-Making Panel (JDMP) members, refreshing their understanding of diversionary offers available.</p> <p>Significant reductions in First Time Entrants with a greater focus on Triage.</p> <p>Training several hundred local police officers regarding eligibility of out-of-court disposals for children as well as the offer as part of ensuring that children eligible for this outcome are routinely referred to the service.</p>
<p>Improve the quality of assessment, planning and service delivery work to keep children safe and manage the risk of harm they present to others.</p>	<p>In response to the inspection a comprehensive training offer has been developed as part of addressing recommendations and requirements for improvement. All training is evaluated by participants and reviewed as part of the quality and performance board to analyse if training has achieved desired outcomes and inform future training offer.</p> <p>The outcome of quality assurance activity enables the service to identify and share areas of good practice as well as identify areas for development. This directly informs the continuous development plan for the service.</p> <p>Risk Policy and Procedures have been launched with the team allowing for standards to be set.</p> <p>Risk Management and Resource Panel is now live and has an attached 'enabling fund' allowing case managers to think innovatively in the needs of their children and access funds to support these ideas.</p> <p>Seconded Probation Officer is now in post</p>
<p>Ensure robust contingency plans are in place for all</p>	<p>Greater partnership delivery between the YJS and Exploitation.</p>

<p>children that address their safety and wellbeing, and risk of harm to others.</p>	<p>Harm Outside the Home training provided alongside Adultification to support staff's understanding of contextual risks.</p> <p>Good practice examples highlighted and shared at monthly Team Meetings.</p> <p>Quality Assurance and Audit process embedded and actions arising from areas of development are being dealt with.</p>
<p>Make sure safeguarding and public protection arrangements are comprehensive and understood by staff.</p>	<p>Practice Standards developed and shared with the team.</p> <p>New Risk Management Policies and Procedures developed with the team and launched.</p> <p>Enabling fund created in order to support our children who are at the greatest risk.</p> <p>New Serious Incident Processes and protocols created and developed within the Supporting Families division as well as undertaking learning reviews when serious incidents have occurred.</p>

11.2. In February 2023, an external diagnostic review was commissioned of the service, undertaken by two experienced Heads of Service. We requested the following key lines of enquiry to be looked at:

- Child's voice and experience;
- Governance and leadership;
- Assessment, planning and intervention;
- Out-of-Court Disposals and;
- Court ordered work, including custody and resettlement.

11.3. The review allowed for the service and partnership to reflect over the progress that has been achieved in the last 12 months and to consider areas for further development moving forward. The reviewers found that our improvements, as highlighted above, had made significant positive changes to the service that we are delivering and supported us in identifying the key areas for our next steps. This has contributed to informing the development of our priorities and our Continuous Improvement plan for 2023-2025. Our critical friends provided us with a strong insight as to where we have progressed and provided challenge for where we can go even further. This is demonstrated throughout our Plan for the next 2 years and we aim to have a formal Peer Review within the next 12 months to provide another opportunity to reflect on our progress.

12. Resources and services

12.1. Our total budget for the year is £1,745,391. This is based on a Youth Justice Grant amount of £610,443, £969,031 from Tower Hamlets and Turnaround Funding of £147,292. Additional contributions will also be received from the Probation Service, Early Help and City of London.



- 12.2. As in previous years, the core Youth Justice Budget will be used to fund a number of substantive and partnership posts within the service structure. It will continue to fund evidenced based interventions, projects to address disproportionality and prevention, reparation and a continued 7-day weekly support from the Intensive Supervision and Surveillance programme. New for 2023-2024 is our commitment of financial support to the Youth Justice Participation Forum providing them with an opportunity to control their own budget to support us in developing services and their skills.

Funding Description	£ Income	Comments
Local Authority Funding	924,031	General Fund
Local Authority Funding	45,000	Growth bid
Grant	610,443	YJB Grant confirmed figure
Turnaround Grant	147,292	
Police Contributions	0	Need to confirm amount?
Probation Contributions	0	
Other	18,625	Early Help
Total income	£1,745,391	

Expenditure Description	£ Expenditure	Comments
Employee Costs	1,617,291	
IT	11,000	IT Maintenance & Recreational equipment
Activity Costs	92,600	£80K SALT & £16K Translation Services
Accommodation	10,000	
Overheads	10,000	
Transport	4,500	
Total expenditure	£1,745,391	

Variance	£0
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**The YJB have yet to confirm our grant for 2023-2024, however they have written to state that we should plan our finances based on the exact amount we received in the previous financial year.*

13. Performance

'Being there when I need him'.

Child response to the Child Survey 2023 about his caseworker

Our Children:

- 12.3. Our cohort of children mainly consists of boys aged 16 – 18 years old. This focuses our attention even further on the transition period for these children into adulthood, and the importance of accessing education and gaining qualifications.

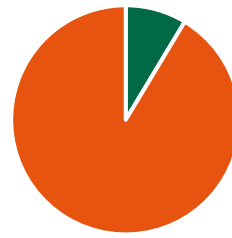


Age at time of sentence



■ 13 ■ 14 ■ 15 ■ 16 ■ 17

Gender of children



■ Female ■ Male

- 12.4. Our disproportionality concerns are clear. Children who identify as being of Mixed Heritage are significantly disproportionality represented in our YJS followed by White children. Conversely, our Asian and Black children are disproportionality underrepresented within the cohort and we need to have a greater understanding of our successes in order to understand why this is.

Ethnicity	Tower Hamlets 10-17 population	Sentenced Outcomes 2022/23	Total Sentenced Outcomes 2022/23
Asian	67%	54%	41
Black	11%	4%	3
Other	4%	4%	3
Mixed	6%	13%	10
White	13%	25%	19

Characteristics of our children:

- 12.5. The characteristics below demonstrate that the children that we work with is an increasingly complex cohort who are likely to have experienced exploitation, trauma and abuse within their care histories. The most identified characteristics of the children that we work with can be amalgamated into three broad areas – their vulnerability, their health and their achievements. This links directly to our most common offences being Violence Against the Person and Drugs. With the development of our YJS Health Offer, we believe that with better assessments by Health Colleagues, we will have a better understanding of the needs of our children in the next 12 months and will then be able to devise more intense intervention to target these needs to allow children to flourish. This will be further supported by the increased Education offer which will support those children with SEND to understand their needs and have those needs met more effectively.

Children by assessed characteristics of concern	
At Risk of Child Sexual Exploitation/Child Criminal Exploitation (CSE/CCE)	47
Children in Need (current or previous)	43
Substance Misuse concerns	38
Mental Health concerns	25
Child Protection plans (current or previous)	21
Children looked after (CLA) (current or previous)	17
Speech and Language, Communication and Neuro-disability concerns	16
Children not in employment, education, or training (NEET)	16
Special Educational Needs or Disabilities Identified	10

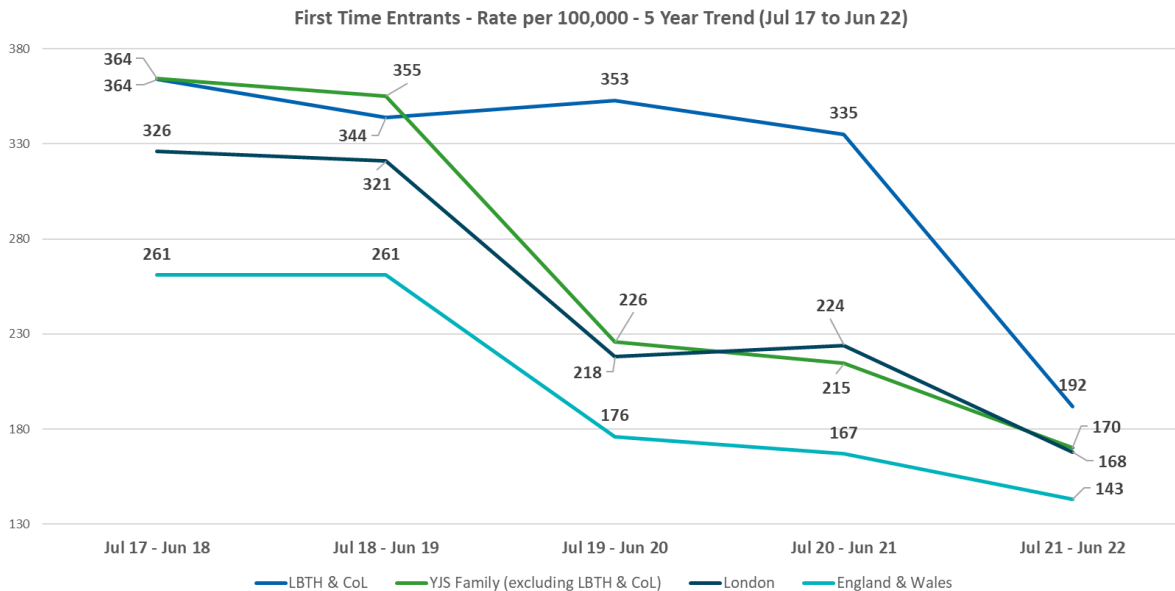
Offences by type	
Violence Against The Person	225
Drugs	149
Motoring Offences	80
Theft And Handling Stolen Goods	46
Robbery	43
Public Order	35
Vehicle Theft / Unauthorised Taking	29
Criminal Damage	24
Sexual Offences	18
Breach Of Statutory Order	18
Non-Domestic Burglary	14
Racially Aggravated	13
Other	12
Domestic Burglary	10
Fraud And Forgery	8
Breach Of Bail	1
Breach Of Conditional Discharge	1
Arson	1
Total offences	727

- 12.6. It is clear that for our children, the world in which they navigate within is dangerous and there are concerns about their chances to build upon their strengths whilst vulnerability concerns are so apparent and there is a lack of opportunities to engage in education. This data supports our focus on Child first (treating children as children), a YJS Health offer (to support the emotional trauma) and the YJS Education Offer (to support building strengths).

National Key Performance Indicator: First Time Entrants

- 12.7. The number of children as First Time Entrants is the lowest ever in Tower Hamlets and the City of London with our current rate being 192 per 100,000 or 59 individual children.
- 12.8. We have seen a significant reduction in the number of children becoming First Time Entrants with a 43% reduction in the per 100,000 rate. As well as being the lowest rate that we have ever achieved as a service, it also brings us more in line with our family, London and National averages. This achievement is something that we are particularly proud of considering the HMIP Report in April 2022 correctly criticised our effectiveness in diverting children away from the formal criminal justice system. This has been achieved by a redesign of the Out-of-Court process, retraining our partners on the Joint Decision Panel Meeting about the options available and with the support of our seconded YJS Police Officers.

12.9. We have recently started a training programme for our local Police Officers in regard to diversions and have trained approximately 200 frontline officers in the interventions that we can offer children without the need to charge to Court. The feedback is positive and we hope that this, in conjunction with the Turnaround programme, will see the numbers of children becoming formal First Time Entrants reduce to a rate of less than 150 per 100,000.



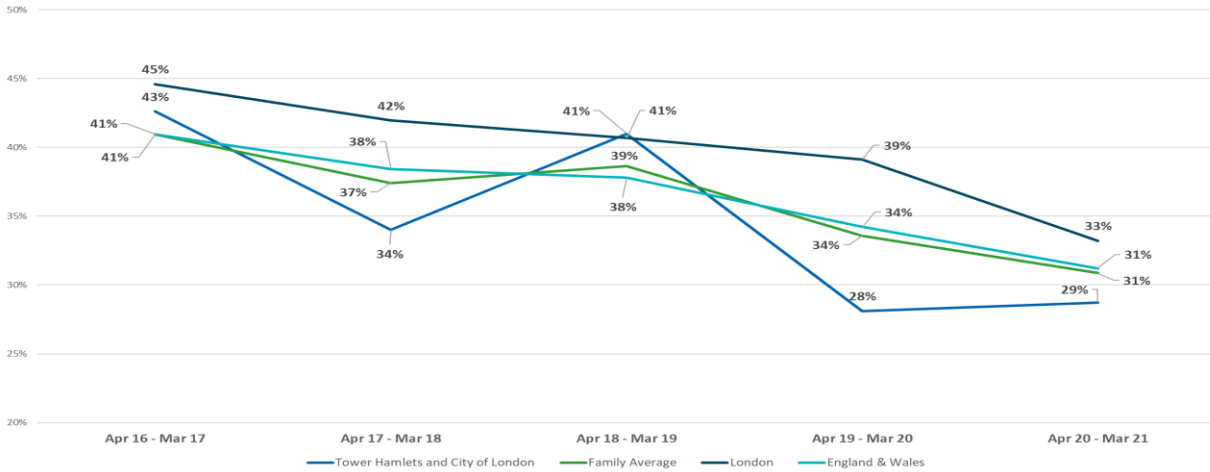
National Key Performance Indicator: Re-offending

12.10. Reoffending is measured in two areas: the percentage of children who go on to reoffend within 12 months of receiving a disposal (the binary reoffending rate), and the average number of proven offences associated with children who reoffend (reoffending frequency/reoffences per reoffender).

12.11. The latest return for the annual re-offending rate was 29% of children re-offending. This is a slight increase of 1% compared to the previous data. Whilst our numbers are positive in relation to our Family, London and National averages, we believe that the impact of the Education and Health offer, combined with our Child First approach will have a further positive impact on the outcomes for children.

12.12. We aim to utilise the live re-offending tracker within the next 3 months to ensure that we have a greater oversight of our children that are re-offending and be able to identify trends in behaviours quickly and efficiently.

Reoffending Binary Rate (Apr 17 to Mar 21)



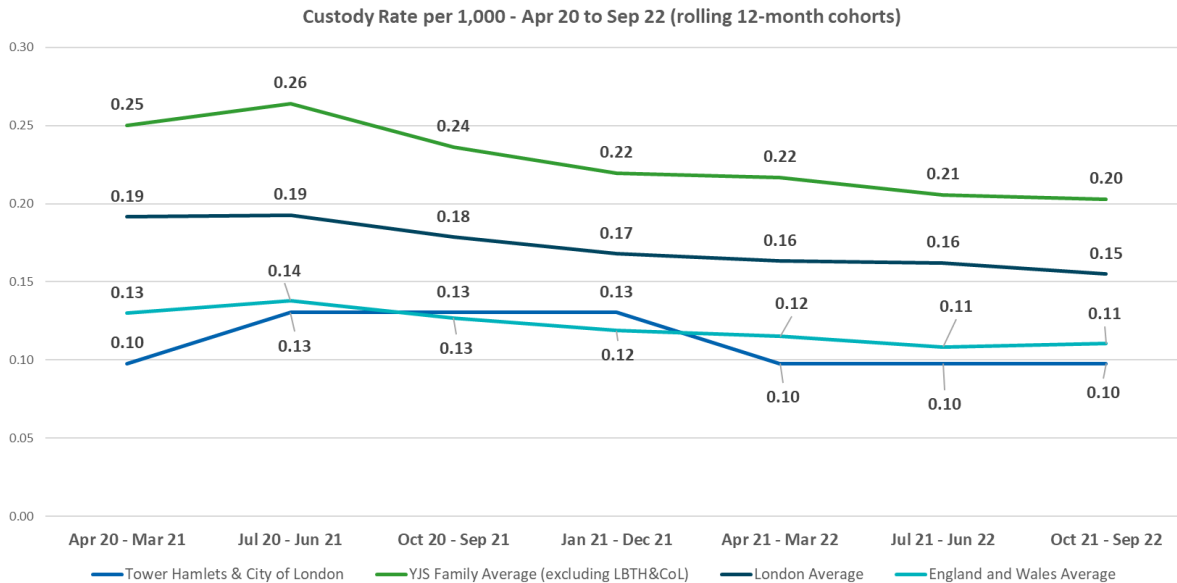
Binary reoffending rate	Apr 16 - Mar 17	Apr 17 - Mar 18	Apr 18 - Mar 19	Apr 19 - Mar 20	Apr 20 - Mar 21
Tower Hamlets & City of London	43%	34%	41%	28%	29%
YJS Family Average (excluding LBTH & CoL)	41%	37%	39%	34%	31%
London Average	45%	42%	41%	39%	33%
England & Wales Average	41%	38%	38%	34%	31%

12.13. The number of offences committed by children already known to us reached its lowest point in April 2019 – March 2020. We aim to return to a rate of less than 3 reoffences per child within the next 2 years by using our developing offer and ensuring that the live tracker supports us in doing so. However, we also recognise that due to our significant decrease in First Time Entrants, this rate may continue to appear high as the cohort that it tracks becomes a smaller group of children whose needs are significantly more complex and require more specialist intervention and support.

Reoffences per reoffender	Apr 16 - Mar 17	Apr 17 - Mar 18	Apr 18 - Mar 19	Apr 19 - Mar 20	Apr 20 - Mar 21
Tower Hamlets & City of London	3.42	3.53	3.15	2.56	3.02
Family Average	3.66	3.78	4.10	3.59	3.24
London	3.68	3.51	3.61	3.10	3.15
England & Wales	3.91	4.05	3.91	3.64	3.54

National Key Performance Indicator: Use of custody

12.14. As of the data from December 2022, we had 2 children serving custodial sentences, a rate of 0.07%. This is a further decrease from the same period the year before where our rate was 0.14 per 1,000, equating to 4 children in custody.



Youth Custody Rate per 1,000 - Rolling 12 Months	Jul 20 - Jun 21	Oct 20 - Sep 21	Jan 21 - Dec 21	Apr 21 - Mar 22	Jul 21 - Jun 22	Oct 21 - Sep 22	Jan 22 - Dec 22
Tower Hamlets & City of London	0.13	0.13	0.13	0.10	0.10	0.10	0.07
YJS Family Average (excluding LBTH & CoL)	0.26	0.24	0.22	0.22	0.21	0.20	0.20
London Average	0.19	0.18	0.17	0.16	0.16	0.15	0.15
England and Wales Average	0.14	0.13	0.12	0.12	0.11	0.11	0.11

12.15. Whilst we are proud of our low custody numbers, we are concerned with our growing number of children remanded into the secure estate. The Secure Estate is not a protective environment serving the best interests of children. As of March 2023, we currently have 5 children in the secure estate on Remand, an increase of 20% from the same period the previous year.

12.16. We have introduced Remand Rescue meetings to the service, a meeting that takes place with the team around the child within a week of them being placed in the Secure Estate. The aim of this meeting is to find resources across the partnership to support a more viable bail package, working with the child’s Social Worker and the family to seek alternative options that may have not been available when the original decision to remand was made. Whilst this is newly embedding, we have already had positive outcomes with some children serving less than 2 weeks on remand before they were successful in their application for bail. This practice is only supported by ensuring that we continue to provide a holistic and effective Intensive Supervision and Surveillance Bail programme. In the next 24 months, we are committed to enhancing this offer with further resources, specifically in education provision for children on ISS Bail and our ongoing commitment to the London Accommodation Resettlement Programme which will further support resettlement and community bail packages.



Our Local Performance

- 12.17. The data below demonstrates that the largest group of children that we are working with are engaged in the Triage offer, closely followed by Referral Orders.
- 12.18. However, we believe that there is further scope in the children that receive Referral Orders missing the opportunity to engage with the Out of Court disposals via a Youth Caution or Youth Conditional Caution as both include an admission of guilt. Although both a Youth Conditional Caution and a Referral Order result in a child receiving a criminal record, it will prevent the child, and their family, from going through the traumatic experience of attending Court and placing them at a greater risk of receiving a disproportionate outcome. We currently have a weekly pre-Court meeting to ensure that we have every opportunity to divert children away from Court where appropriate, but we need to develop this offer further and continue to report to our Board in order to hold ourselves accountable on this target.

Total number of disposals/substantive outcomes received by children in 2022/23	157
Informal Action (Triage)	55
Community Resolution	17
Youth Conditional Caution	8
Youth Caution	2
Total out of court disposals received by children	82
Referral Order	37
Youth Rehabilitation Order	19
Conditional Discharge	8
Fine	5
Youth Rehabilitation Order ISS Requirement Band 1	3
Detention + Training Order (Custody)	2
Section 250 (was Section 91 Order)	1
Youth Rehabilitation Order ISS Requirement Band 2	1
Total court disposals received by children	75

Triage

- 12.19. 80% of children that receive a Triage intervention from our service do not reoffend compared to 62% of children that receive a Youth Caution or Youth Conditional Caution. We have extremely promising results coming from our Triage offer. Not only have we increased the number of Triages that we are providing to children, but we are having a greater impact in relation to their risk of committing further offences.



	Total Triages	Already FTE before Triage	Not previously an FTE	Became FTE	FTE within 1 year
2020/21	60	1	59	18	13
2021/22	29	18	11	11	9
2022/23	55	9	43	1	1

Children at risk of serious youth violence in Tower Hamlets and the City of London:

12.20. Serious Youth Violence offences are all offences which fall under the categories of Violence Against the Person, Robbery, or Drugs, with a seriousness score of 6 or above.

SYV offences, year ending December								
YJS family	2019		2020		2021		2022	
	Number of SYV offences	Rate of SYV offences	Number of SYV offences	Rate of SYV offences	Number of SYV offences	Rate of SYV offences	Number of SYV offences	Rate of SYV offences
Tower Hamlets & City of London	50	17.2	32	10.6	30	10.8	27	9.8
Family average	77	22.3	54	15.7	46	13.5	51	15.1
London	1407	10.3	1143	0.0	1151	17.2	1038	13.6
England and Wales	4040	5.3	3464	0.0	3140	7.4	3522	6.3

12.21. The data outlined above indicates the rates of serious youth violence incidents decreased significantly from pre-pandemic figures and have continued to slowly decreased in the years following. The figures for Tower Hamlets and the City of London are below our family and London average but are 1.5 times than that of the England and Wales average. This will continue to be a priority of the Partnership.

New Key Performance Indicators April 2023:

12.22. The additional Key Performance Indicators became effective from April 2023 with the first submission due in August 2023. The following table shows for our preparation for this. At present, there are no foreseeable risks to providing this submission on the first date and in order to prepare for the first submission, we will work closely with our YJIMS provider, our team and partnership, to ensure that everyone is aware of the additional recording and what is expected from them.

KPI's	Current Position	Actions
Suitable Accommodation	Fully captured by existing recording processes.	Regular reviews of data on the system, monthly and quarterly.
ETE Suitability	Captured by Virtual School colleagues.	Regular reviews of data on the system, weekly and quarterly.
SEND/ALN	Captured by case workers, Virtual School & SaLT colleagues.	Matching of UPNs with local school data to identify children who may not have their SEND needs recorded.



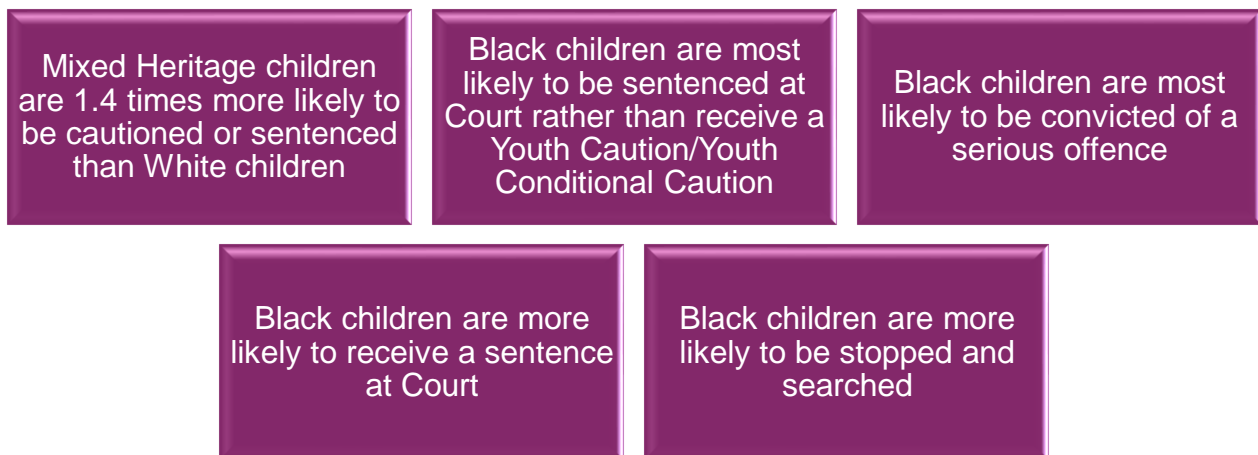
Mental Health care and Emotional Wellbeing	Data captured by case workers and specialist partners from CAMHS and Barnardo's.	Partner agencies have been granted access to the case management system to enable oversight of referral details.
Substance Misuse	Data captured by case workers and specialist partners from Safe East.	Partner agencies have been granted access to the case management system to enable oversight of referral details.
Out-Of-Court Disposals	Fully captured by existing recording processes.	Reviews of data entry processes and regular monthly reporting on out-of-court decision recording.
Links to Wider Services	Social care data is regularly matched with YJS data using social care IDs.	Plans for a unified business information system to enable automatic matching of records across systems in the Children and Culture Directorate.
Management Board Attendance	Captured alongside minutes at Operational and Executive board meetings.	Live attendance register maintained by business support staff following each Operational and Executive board meeting.
Serious Violence	Automatically captured when offences are recorded on the case management system.	No challenges or additional requirements.
Victims	Police provide victim data to the YJS Victim Worker for all those who consent to support.	New victim process recording requirements implemented for the Victim Worker to ensure adherence to the new victim KPIs.

13. Children from groups which are over-represented

'The youth justice service case manager did a very good job. My son does not listen to anyone, but he listened to them and I liked him a lot. Initially my son did not get up to see him, but as weeks progressed, he worked very well with them and they bonded very well. They always arranged interpreter to speak to me'

Feedback from Parent as part of our Audit process

- 13.1. The Youth Justice Partnership are committed to eradicating disproportionate outcomes for the children that we work with. Disproportionality is a key area in our Child First priority as it directly challenges the Adultification of certain children due to their ethnicity. We regularly use and review our disproportionality data, ensuring that we are making an impact and reflecting on our Disproportionality Action Plan throughout the year when new data and evidence-based practice is highlighted and identified.

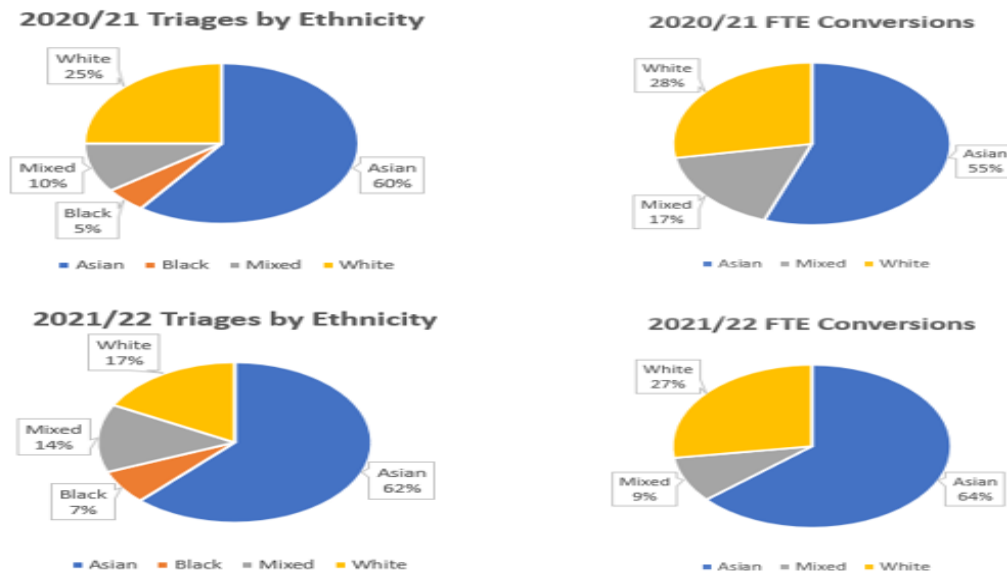


13.2. We are already aware of the disproportionate outcomes received by Black and Mixed Heritage children, in Tower Hamlets and the City of London YJS. The data above provides a clear snapshot of our disproportionality concerns:

- Mixed Heritage children are overrepresented in our cohort by 5%.
- Other children are underrepresented by -1% (not statistically significant due to the low numbers)
- White and Asian children are not significantly over/underrepresented in our cohort.
- Although Black children are not significantly over/underrepresented in the Ethnic Disparity Toolkit provided by the Youth Justice Board, we are aware of disproportionate outcomes that these children face.

Achievements:

- Our YJS Diagnostic Review in February 2023 highlighted our assessment and understanding of the child's identity and diversity needs as an area of 'outstanding' practice;
- Continuation of the Ether Programme, a group-based intervention specifically for Black and Mixed Heritage boys;
- Development of specific girls intervention;
- Disproportionality Spotlight with the Governance Board and the YJ team to ensure that all are aware of our areas of focus and;
- The impact of our Triage intervention with Black children has seen a 100% success rate with no Black children who received a Triage between 2020 and 2022 becoming a First Time Entrant.



Areas of challenge:

- The Stop and Search Data provided by our Police partners shows that Black children are disproportionality stopped and searched in the borough. We need to continue to work with our partners to tackle this figure;
- There continues to be an overrepresentation of Mixed Heritage children received negative outcomes as highlighted in our Disproportionality Spotlight;
- Mixed heritage children that receive Triage intervention are disproportionately re-offending and therefore missing the opportunities that the diversion offer provides. However, it should be noted that our numbers of children that re-offend after receiving a Triage are very small (20%);

The year ahead:

- As part of our significant growth of the Youth Service, we will be developing a specialist girls provision in the Youth Service to support the specific needs of girls, alongside our continual development of our girls offer in the service;
- We will be developing with our Police Partners a Stop and Search QR Code. Once live, all children that are stopped and searched by the Police will receive a card with a QR code on that takes them to the Tower Hamlets YJS website page which explains their rights during this process;
- Better understanding of the cohort of Black children that we have worked with to see if there is anything that can be replicated;
- Better understanding of the cohort of Mixed Heritage children to identify specific needs, or themes, in order to allow us to build on their strengths and support desistance and;
- Development of identity programme for Girls, Mixed heritage children
- We have trained over 200 Police Officers since February 2023 on the Diversion offer to see if we can have a positive impact on this journey. This will be a key indicator of success
- Ensuring that disproportionality is at the forefront of our new quality assurance process

14. Prevention and Diversion

'It has made me look at things in a different way, not like before. I have tried things that I wouldn't have before – like I didn't have the chance to do the activities I now do'.

Feedback from a Child as part of our Audit process

Break the Cycle:

- 14.1. Our prevention offer is provided by the Break the Cycle team which sits in the Youth Justice and Young Peoples Service. Break the Cycle provides early intervention for those children that we are the most concerned about, specifically in relation to becoming involved in the criminal justice system. As part of the expansion of our diversionary offer, as supported by the Turnaround funding, the Break the Cycle have started to work with children who receive Conditional Cautions.

Out of Court and Turnaround:

- 14.2. With the additional funding from the Turnaround programme, we have been able to recruit two additional Case Prevention Officers and provide additional capacity within the Management team via a secondment post, allowing us to provide greater oversight of the offer. The Team Manager will take the lead on the diversion offer and support the wider YJS Partnership in reducing the number of children that become First Time Entrants as well as developing a specific programme of interventions for these children and supporting them to access the Youth Service, Health and Education.

The year ahead:

- The Youth Service growth will see a continued focus on the targeted youth offer, receiving referrals and working with children that are at risk of not achieving their full outcomes;
- Continue to deliver training to our Police Officers on Out-of-Court disposals;
- Development of the 'Adolescent Offer', a resource for all partners and service users to access that highlight all of the provision available from Universal to Tier 4 services. This is a project that is being completed in line with our Health colleagues and we envisage it going live within the next 12 months;
- The development of the ENGAGE programme with Hackney YJS across our joint BCU which will provide youth work support at the Police Station at a 'teachable' moment;
- Development of the Turnaround project, increasing the offer for children when they are at risk and ensuring that they are supported in achieving their goals;

15. Detention in Police Custody

- 15.1. We want to ensure that children who are held in Police custody are provided with the support, and the appropriate outcome during this period of detention.



- 15.2. At present, we are working with the partnership to ensure that we have regular access to this data so that we can identify any gaps in the support that the children, and the police need, to ensure an appropriate outcome. In the interim, we are working closely with Hackney YJS and the Police to have ENGAGE Youth Workers in Police Custody Suites to be available for children during this time and are working with the Police to provide a more 'trauma-informed' custody suite.

16. Constructive Resettlement and the Use of Custody

Case Manager has been really good. She has supported us at court with everything. She talked to us about everything, and we knew what to expect. I couldn't ask for a better person. I think that my child's mindset has changed because of the work or conversation that his Case Manager has had with him. It's been good and even though he is where he is, he is still working with her. She lets me know what is going on. I couldn't ask for anyone better.

Feedback from Parent whose child is in custody as part of our Audit process

Remands and Use of Custody

- 16.1. The Secure Estate is not appropriate for children. They do not thrive in that environment, nor does the current system allow for children to have their basic needs met. A period in custody is a traumatic event for a child and we want to support children from avoiding this option wherever we can.

Remands 2021-2022

- 453 bed spaces used
- 4 individual boys
- 2 Asian children and 2 Black children

Remands 2022-2023

- 953 bed spaces used
- 9 individual boys
- 4 Asian children, 3 Mixed Heritage children and 2 White children

- 16.2. From September 2022, we recognised an increase in our use of remands, due to a spate of serious offences over the summer period, coupled with children who were on remand for significant violence offences and were waiting for their trial to be heard at Crown Court. From this point, we introduced the Rescue Remand meetings, prior to the child's initial court appearance when charged with very serious offences and remand is likely.



In addition, if remanded another meeting held within a week to look at other options for children. These meetings have resulted in two children being offered Bail Packages after 37 and 7 days in custody respectively.

Case Study

Child had been working with the YJS for a period of 5 weeks for low level offences when he was arrested for further offences and placed in Youth Detention Accommodation due to the serious nature of these offences and the Court's concern that he would commit further offences should he be in the community.

Within 6 days, a Rescue Remand meeting took place with all relevant professionals, including the staff from the child's community placement and the child's strengths were identified and a holistic package was put together to present to Court.

The following day, the Bail Package was provided to Court at a pre-arranged Bail Hearing with the allocated YJS Officer, Social Worker and staff from the child's placement in attendance. The Court agreed to the Bail Package meaning that the child only spent one week in custody. He was sentenced 2 months later to a Youth Rehabilitation Order.

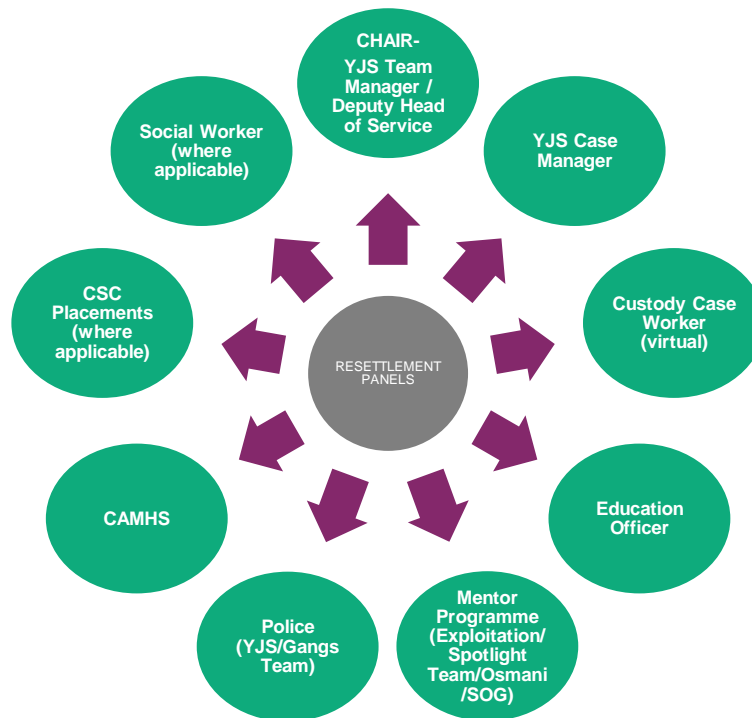
- 16.3. To continue reducing our numbers of children in custody, we need to ensure that our bail packages are robust with appropriate intervention for children to build on their strengths and support desistance. We have continued to have dedicated Intensive Supervision and Surveillance Officers who work intensively with children alongside their allocated Case worker and staff have access to youth clubs during the day to meet children in the community and use the facilities. Our priority this year for an improved Education and Health offer will further strengthen this.
- 16.4. In the next 12 months, we will provide further specialist training for staff that work with children remanded to custody and work with our Court Users Group once the London Accommodation Pathfinder to provide trauma informed, therapeutic support in a local accommodation for children. This would be to provide a direct alternative to a Youth Detention Accommodation. The project is due to go live in Summer 2023 and this should have a significant impact upon the numbers of children that spend time on remand and custody.

Constructive Resettlement

- 16.5. In Tower Hamlets, we have a lead officer for Constructive Resettlement who supports their peers in ensuring that good practice guidelines are followed in relation to constructive resettlement. Effective resettlement starts from the moment a child enters the custodial setting, whether on remand or once sentenced and it is our role to ensure that the transition back to the community is effective. Our staff are extremely skilled at recognising the importance of starting resettlement immediately and we will continue to support them with training and our Practice Standards, recognising that due to low numbers, staff may need support in the finer nuances of resettlement.



- 16.6. We are developing our Resettlement offer further by ensuring that all staff are trained in the new offer with the resources that we have and that we hold our partners in the Secure Estate to account, particularly regarding Education and Health. We want to ensure that children, whether on remand or sentenced, have a smooth transition back to the community that supports their growth. However, we hope that with the dedicated education offer within ISS, coupled with the London Accommodation Pathway, our numbers of children in need of being resettled will significantly reduce and the focus of resettlement will be as part of the Rescue Remand Meetings.



17. Standards for children in the justice system

- 17.1. Since February 2023, the YJS has undertaken a YJS Diagnostic Review undertaken by two experienced Heads of Service as well as completing a self-assessment as part of the preparation for this document. This feedback, in conjunction with our monthly Audit process, has been incorporated into our plan.
- 17.2. The results of the Diagnostic Review were extremely promising with the feedback being that the service has travelled a great distance since our HMIP Inspection. Although we recognise that there is still improvements to be made, we want to positively reflect upon our achievements and our focus on our standards is about consistently achieving good for our children and our continuous development as a service.
- 17.3. Our Audit process supports our vision of continuous development and our interactive Practice Standards for staff re-enforces the high standards that we have set for ourselves to ensure that staff are supported to deliver an excellent service.

17.4. The Youth Justice Board have directed all YJSs to complete a self-assessment in October 2023 which will be our next opportunity to forensically assess our delivery and we have applied for a Peer Review via the Youth Justice Service Improvement Partnership (YJSIP) in Spring 2024.

18. Restorative approaches and victims

18.1. Tower Hamlets and the City of London YJS are committed to delivering a high-quality service for our victims and the children that have caused them harm. This includes having an effective offer for our victims and valuable learning opportunities for children to engage with reparation that supports this learning.

Our support to Victims

18.2. We recruited a new Restorative Justice and Victims Officer in June 2022, who has been able to offer a fresh insight into our practice and develop the offer. The RJ and Victims Officer and the YJS Police have worked effectively in improving the service:

- 100% of victims have been contacted (an increase from 34%);
- Our average turnaround from referrals received to victims contacted is 6 days (a reduction of 20 days);
- Restorative Justice assessments are taking place with children and their victims to assess the suitability of direct restorative justice;
- Development of an RJ 'script' by the YJS and provided to Police to support informing victims of our offer;

18.3. Since the appointment of the Restorative Justice officer (RJ) in June 2022, there has been an improvement in the offer for the victims and recording. The YJS police and the RJ officer have worked closely to ensure that the victims views are captured and the offer of support whether through direct or indirect RJ work was delivered. The YJS is working closely with the police to reduce the number of days in contacting the victims whilst acknowledging that this may be out of our control due to delays in the court process.

Community Panel Members

18.4. The volunteers that we have are dedicated to supporting children in achieving positive outcomes and engaging the victim's views. The Restorative Justice officer now attends relevant panels to share the victim's views with the panel members so that we can hear their voices. To have more reflection of the community that we serve, we contacted local organisations, specifically the Bengali and Somali communities to share the opportunity of being a panel member to support this. As a result, we recently completed a new recruitment and training round of Panel Volunteers.

18.5. We now have 20 panel members, and although the gender breakdown is more female (80%) to male (20%), the self-identified ethnicity of these volunteers is becoming more reflective of the community: Asian (40%), Black (20%), White (30%) and Other (10%).



- 18.6. To support volunteers, we ensure that they receive continuous training to support them in delivering service to the children and families. Since 2022, the YJS have ensured that all panels have resumed to face to face contacts as we recognise how important it is for children and family to go through this process in this manner.

19. Serious Violence and Exploitation

- 19.1. The exploitation of children and serious youth violence is a priority for Tower Hamlets and we have developed our processes and support offer for children, families and staff throughout the last 12 months. We recognised that the relationship between the Exploitation Service and the YJS was not effective in delivering support and positive outcomes for children and this is something that has been a priority for the partnership.
- 19.2. The Exploitation Service provides a co-ordinated whole system response to prevent serious youth violence and exploitation and to support and disrupt the harm happening to children in LBTH through exploitation and or violence. The Service aims to ensure every intervention and change is made intentionally by professionals, communities, and organisations to contribute to reducing serious youth violence and exploitation. The offer is designed to support and ensure that the changes we make are most likely to reduce and prevent serious youth violence and exploitation and effectively support children being harmed outside the home. The Exploitation Service has developed a Harm Outside of the Home framework which was launched in January 2023. The Service consists of specialist practitioners who support change across Children's Social care and the wider partnership system.
- 19.3. In order to support the children that we work with and the wider partnership, the YJS and Exploitation have developed new ways of working closer together. Daily and weekly intelligence meetings support practitioners in understanding the information that has been received quickly and efficiently whilst the Multi-Agency Child Exploitation (MACE) Panel provides a reflective space to discuss individuals, groups and places in a wider partnership context. Both are attended by members of the YJS Management team as well as frontline practitioners thus ensuring closer opportunities of working together.

Next Steps:

- 19.4. Our data demonstrates that the numbers of serious youth violence incidents have been increasing over the last 12 months, something that is of obvious concern to the partnership. We are working on developing an even greater offer to meet these growing concerns, focusing on prevention with the delivery of the Family Hubs strategy and the redesign of the Youth Service. The mayor has been explicit in regard to at least one safe space in every ward in the Borough as being a priority, with a financial commitment to support this of £13 million. As well as new safe spaces for children and young people, 'Young Tower Hamlets' will have a greater detached youth work offer which will support incidents in the borough with long term youth work support and a greater targeted youth work offer to support children and young people at risk of being exploited.



19.5. The development of the Serious Youth Violence Duty is a priority for the partnership in the immediate 6 months. Work has already begun in order to develop the offer and ensure that the partnership, led by Community Safety, is knowledgeable in relation to expectations and able to commit to the duty.

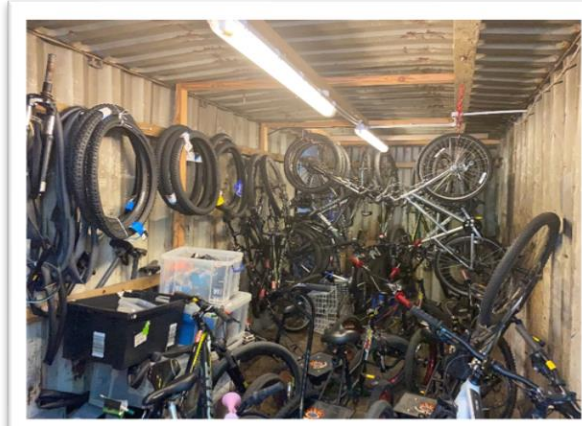
20. Evidence-based practice & innovation

Reparation

20.1. Over the past year the service has transformed the reparation offer throughout the borough for children who are required to undertake this as part of their intervention. This has been guided by Child First principles to ensure that children are provided with meaningful opportunities to repair harm as well as utilising reparation as opportunity to develop their pro-social identity, empower children to fulfil their potential and make a positive contribution to their communities. Our reparation projects were also nominated for an award at our Young People's Award 2022. Winners of the awards, which are designed completely by the Young Mayor's Team, are chosen by other young people. We were extremely proud that our children's impact was recognised by their peers and that the participants had an opportunity to be celebrated at a formal event for their contribution to the Stepney Green City Farm.



Our winners from the Young Peoples Awards 2022 with (L-R) Cllr Abdul Wahid, the Deputy Mayor (and Youth Justice Executive Board Member) Maium Tallakdar, Bilal Awan (Lead on Youth Participation Forum) and Tyrelle Ritchie (Team Manager)



Case Study 1

The Osmani Trust specialise in criminal justice work and provide a range of services for children in the borough. The YJS collaborated with the Osmani Trust and the Utilize Project to co-produce a reparation project on the Isle of Dogs which built upon the interests and skills of children enhancing employability as well as revitalising much needing community spaces. Whilst participating in the reparation project, children also received additional support from a Youth Worker at the Osmani Trust which also enabled children to access and benefit from the wider services available from the Osmani Trust beyond their involvement with the youth justice service.

Children who participated in the reparation project successfully completed their reparation hours but also with support from the Osmani Trust also worked towards and successfully completed CSCS Cards (Construction Skills Certificate Scheme), developed skills in painting and decorating as well as pathways to set themselves up as sole traders with Osmani Trust providing enterprise skills such as marketing and the knowledge to set up their own businesses.

Quote from Child

“Thanks to Sean and Bilal, I’ve had the chance to reflect through this journey and now recognise the impact my former choices have had not on me and my family but my community. I hope to be better now and no longer look back, I have something to look forward to and I am confident I will be a success in my career in construction”.

Quote from Stakeholder

“We at Utilize Project are proud to be involved in Osmani Trust’s Reparation Project, our site at Pepper Street has benefitted from the young people giving our “meanwhile” spaces a much needed spruce up, whilst they’ve gained employability skills and the chance for a fresh start, to flourish. Young people have painted and decorated our entrances and community spaces, used by other youth groups that benefit residents of our community here on the Isle of Dogs, saving us money and giving us the resource to do these jobs that otherwise we would not have been able to do. Many thanks to the young people for giving back, to a much needed and loved cause”.

Work with girls:

- 20.2. Although only a small part of the cohort that we work with, we understand that girls need intervention that is specific to their needs and these need to be considered. We have created an Arts Based programme that supports girls to talk about their identity and what is important to them. This project has had extremely positive feedback from the participants, with their work being something that they are very proud of. Children understanding their identity is extremely important, and a first step in supporting a pro-social identity and using art is a key engagement tool, ensuring that this is achievable. Therefore, over the next 24 months, we will be developing this further, using Haileybury Youth Club as a base and the funding that we have received from a private organisation who are committed to supporting non-traditional users of Youth Services to engage in the provision.
- 20.3. Over the next 12 months, we have exciting plans for projects that we can use as tools to engage our children and provide them with new experiences, or to support them in challenging situations. We are developing a communication passport for children to use when they have additional needs and need to explain to an adult how to engage with them. We are also working with our local Police and Fire teams to provide opportunities for children to work with the mounted Police and to experience the work of the Fire Service. These initiatives will be starting in Summer 2023 and it is hoped that they will feature regularly in our intervention offer.



Our key highlights of 2022-2023 are captured and demonstrated below:



21. Evaluation and ongoing commitment to continuous improvement

- 21.1. In 2022-2023, we focused on redesigning the supporting infrastructure for our staff and children, ensuring effective training, support structures such as risk management, resettlement and remand panels. This is governed by a Board that is committed to making effective change. Throughout this plan, we have reflected upon the developments and recognising the next steps that we need to take. Our data, coupled with the information that we are receiving from the audit process has allowed us to continue from the start of the journey that our HMIP report provided. By requesting an external review by two experienced Heads of Service, we were provided with an independent view of the progress that we have made and where we need to focus our efforts moving forward. As we continue our improvement journey, we are committed to ensuring that we engage with a Peer Review within the next 12 months.
- 21.2. There are clear challenges when improving at pace – staff can feel that they are ‘done too’ rather than engaged in the process, change can happen without an opportunity to ensure that it is embedded effectively, and we need to ensure a balanced approach. We will continue our improvement journey by collaborating with our children, team and partners to ensure that our progression brings everyone along and that all voices are heard, understood and reflected upon to achieve the aims that we have set out for ourselves.

22. Sign off, submission and approval

Chair of Youth Justice Executive Board	James Thomas
Signature	
Date	



23. Appendixes

1: Governance Board Membership

Tower Hamlets and the City of London Youth Justice Operational Partnership Board Membership

Name	Department	Job Title	Contact Details
Susannah Beasley-Murray	Children's Services	Divisional Director, Supporting Families, LBTH	Susannah.Beasley-Murray@towerhamlets.gov.uk
Kelly Duggan	Children's Services	Head of Youth Justice and Young People's Services, LBTH	Kelly.Duggan@towerhamlets.gov.uk
Rachel Talmage	City of London	Service Manager Children's Social Care and Early Help	Rachel.Green@cityoflondon.gov.uk
Katie Cole	Children's Services	Associate Director of Public Health for Children and Families, LBTH	Katie.Cole@towerhamlets.gov.uk
Alex Nelson	Voluntary and Community Sector VCS	Voluntary Sector Children and Youth Forum Coordinator	alex@vcth.org.uk
Mohammed Jolil	Children's Services	Head of Early Help, Children & Families LBTH	Mohammed.Jolil@towerhamlets.gov.uk
Abzal Ali	Children's Services	Deputy Head, Young People's Service, LBTH	Abzal.Ali@towerhamlets.gov.uk
Giulia Romita	Youth Justice Board	Youth Justice Practice and Innovation Manager Youth Justice Board	Giulia.Romita@yjb.gov.uk
Kien Luong	Children's Services	Data Analyst, Strategy, Policy and Improvement, LBTH	Kien.Luong@towerhamlets.gov.uk
Annick Keble-Cross	Children's Services	Deputy Head of Youth Justice, LBTH	Annick.keble-cross@towerhamlets.gov.uk
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Nancy Stewart	Children's Services	Team Leader, Youth Justice, LBTH	Nancy.Stewart@towerhamlets.gov.uk
Cherie Oktem	Children's Services	Team Leader, Youth Justice, LBTH	Cherie.Oktem@towerhamlets.gov.uk

Jai Singh	Police	Chief Inspector, Neighbourhoods and Partnerships, Met Police	Jai.Singh@met.police.uk
Danielle Lexton	Children's Services	Interim Improvement Consultant, LBTH	Danielle.Lexton@towerhamlets.gov.uk
Charles Griggs	Health, Adults, Communities	Head of Community Safety, LBTH	Charles.Griggs@towerhamlets.gov.uk
Joe Piper	Children's Services	Assistant Headteacher, LBTH	Joe.Piper@towerhamlets.gov.uk
Will Firminger	Children Services	Senior Data Analyst, LBTH	Will.firminger@towerhamlets.gov.uk

Tower Hamlets and the City of London Youth Justice Executive Partnership Board Membership

Name	Department	Job Title	Contact Details
James Thomas (Chair)	Children and Culture	Corporate Director of Children and Culture	james.thomas@towerhamlets.gov.uk
Jai Singh (Deputy Chair)	Met Police	Chief Inspector	jai.singh@met.police.uk
Councillor Maium Talukdar	Mayor's Office	Statutory Deputy Mayor and Cabinet Member for Education and Lifelong Learning	maium.talukdar@towerhamlets.gov.uk
Susannah Beasley-Murray	Children and Culture	Director of Supporting Families	susannah.beasley-murray@towerhamlets.gov.uk
Kelly Duggan	Children and Culture	Head of Youth Justice and Young People's Service	kelly.duggan@towerhamlets.gov.uk
Lucy Satchellday	Probation Services	Head of Probation Service	lucy.satchellday@justice.gov.uk
David Cregan	Children and Culture	Virtual Head Teacher for CLA	david.cregan@towerhamlets.gov.uk
Ann Corbett	Health, Adults and Community	Director of Community Safety	ann.corbett@towerhamlets.gov.uk

Appendix 2: Staffing Structure

The full staffing structure showing details of the staff roles in the YJS and the reporting arrangements for the Head of Service should be included as an appendix within the plan. A separate table should also be included as an appendix recording the ethnicity, sex and known disability of staff.

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Referral Order Panel Volunteers		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Asian					1		1	1	2	6	4	7
Black				1	2	6			1	3	3	10
Mixed			1			1		1			1	2
White	1	1		1	3	3	1		1	5	6	10
Any other ethnic group		1								2		3
Not known												0
TOTAL	1	2	1	2	5	10	2	2	4	16	14	32

Type of Contract	Strategic Manager		Operational Manager		Practitioner		Administration		Sessional	Students	
	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	
Permanent		1		2	1	9		1			
Fixed Term		1		1				3			
Outsourced											
Temporary		1				2					
Vacant						1					
Seconded Children's Services											
Seconded Probation						1					
Seconded Police			1			2					
Seconded Health (Substance Misuse)					1						
Seconded Health (Physical Health)											
Seconded Health (SAL)					2						
Other Seconded Health											
Seconded Education						1					
Seconded Connexions											
Seconded Other											
Total											
Disabled (Self-Classified)				1		2					

