



**YOUTH  
JUSTICE  
SERVICE**

Tower Hamlets and the  
City of London

# YJS Strategic Plan Update 2024 - 2025

October 2024

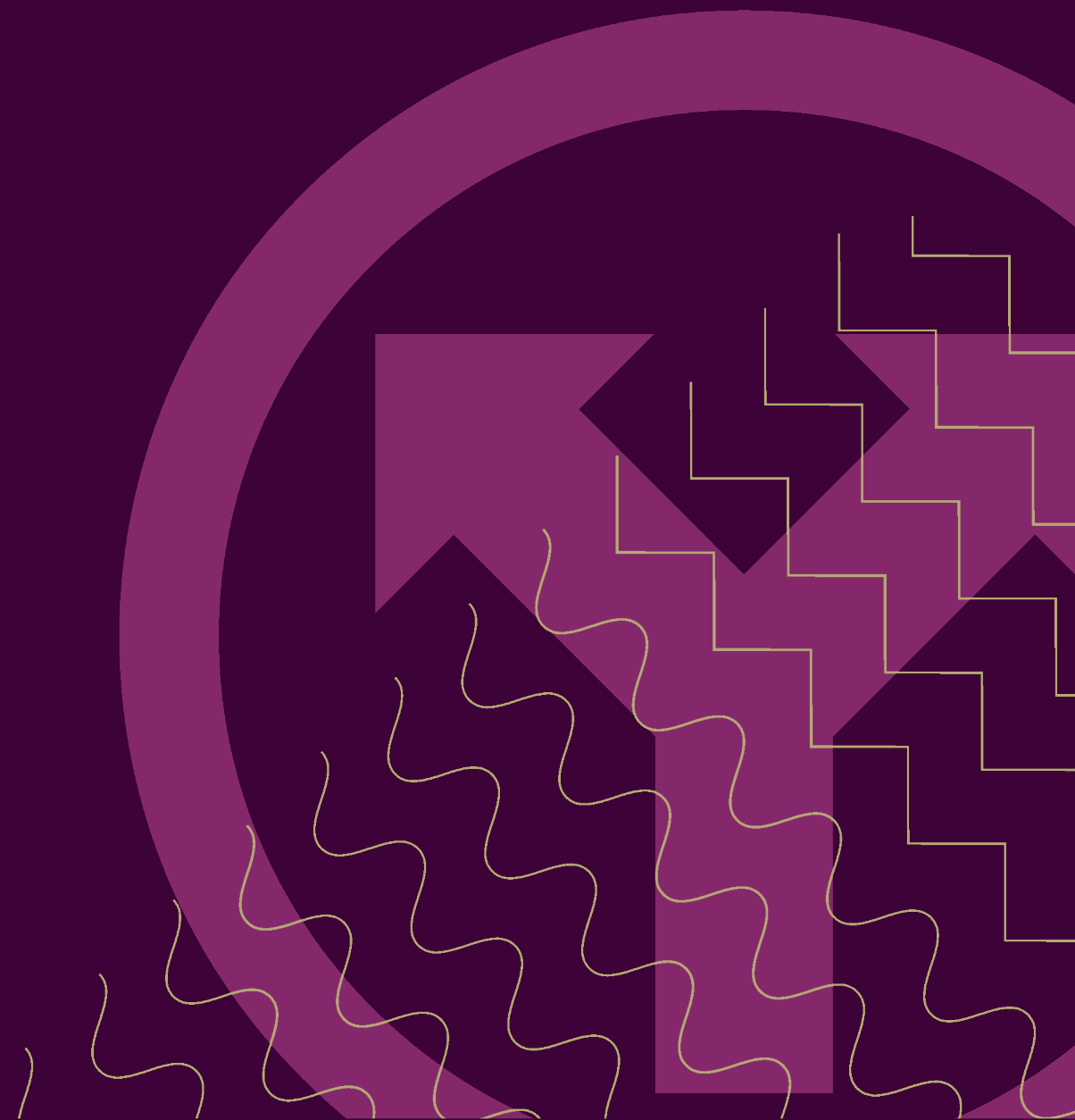


TOWER HAMLETS



CITY  
OF  
LONDON

Prioritising the Child, their education and health through consistently good practice





# Context



The Youth Justice Service has a legal duty to provide a Strategic Plan to the Youth Justice Board every summer, reflecting on the progress made, future plans and the direction of the service.

The Youth Justice Strategic Plan Update 2024-2025 builds on our journey of improvement and development since our HMIP Inspection in April 2022.

Since that time, we have:

- held an external diagnostic review;
- welcomed a Peer Review Team from the Youth Justice Sector Improvement Partnership (YJSIP);
- Had external auditors and moderators look at the quality of the service we are delivering to our children and families.

As well as this, our Communications Plan is well embedded within the team and the Board which has allowed for clear sharing of ideas and communications although there are still areas we are focusing on to improve in the next 12 months.

I like speaking to my YJS Worker, she texts and calls me regularly to check up on me which I like. I liked the fact that I could do my reparation at my youth club as I get to help out and I know the people here





# Snapshot of the YJS Cohort



## Is there anything you would change about the YJS?

'Not really, just that it makes a big difference having a good YOT worker'.

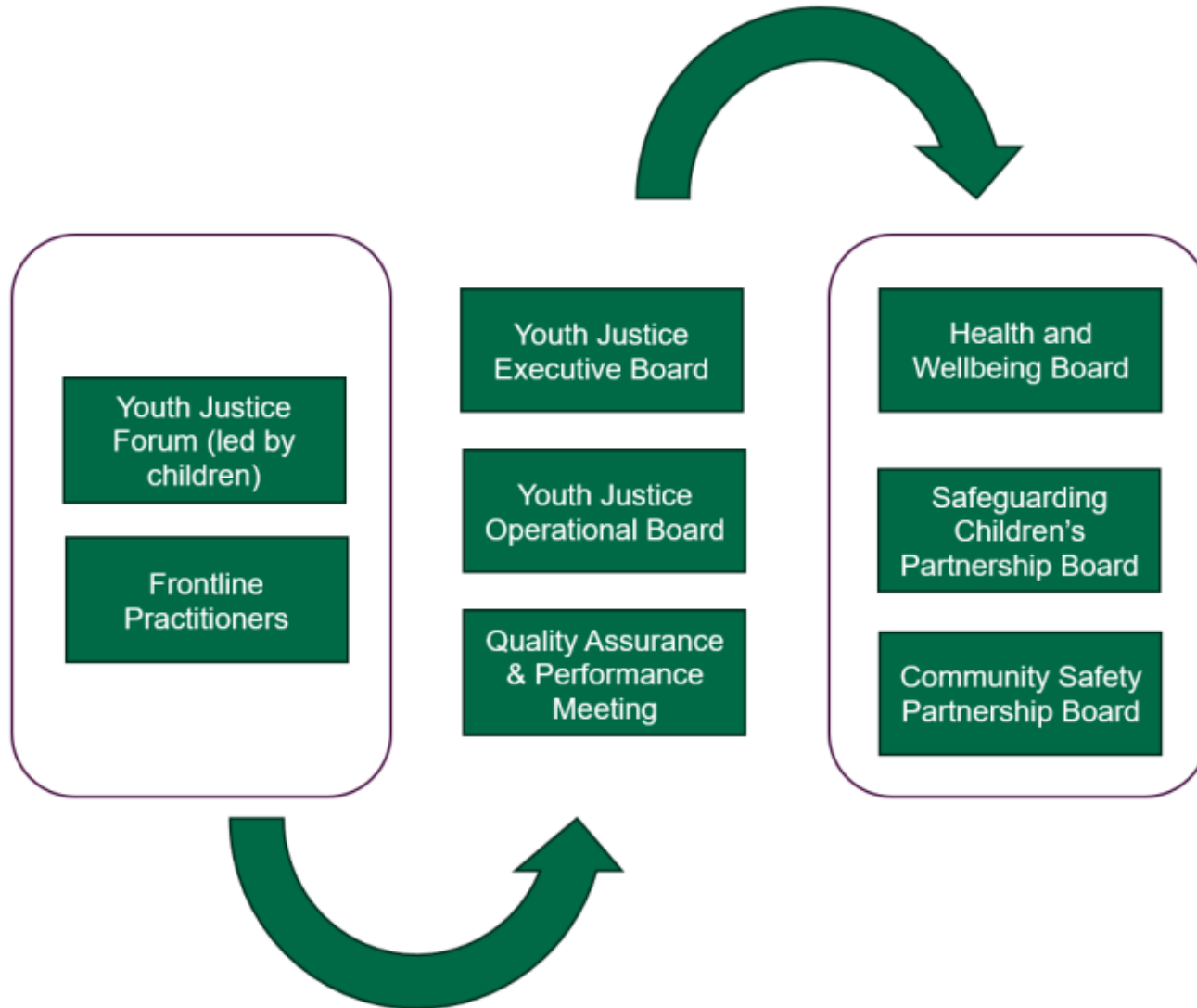
Child response from Audit interview

Children by assessed characteristics of concern	
At Risk of Child Sexual Exploitation/Child Criminal Exploitation (CSE/CCE)	39
Children in Need (current or previous)	21
Substance Misuse concerns	35
Mental Health concerns	18
Child Protection plans (current or previous)	20
Children looked after (CLA) (current or previous)	24
Speech and Language, Communication and Neuro-disability concerns	14
Children not in employment, education, or training (NEET)	10
Special Educational Needs or Disabilities Identified	11

Offences by type	
Violence Against The Person	214
Drugs	146
Motoring Offences	41
Theft And Handling Stolen Goods	22
Robbery	72
Public Order	26
Vehicle Theft / Unauthorised Taking	38
Criminal Damage	24
Sexual Offences	15
Breach Of Statutory Order	13
Non-Domestic Burglary	0
Racially Aggravated	1
Other	12
Domestic Burglary	16
Fraud And Forgery	10
Breach Of Bail	33
Breach Of Statutory Order	13
Total offences	727



# Governance Arrangements



YOT has kept me on track, if I didn't keep on track I could have gone back to court. At the start my YJS Worker explained the seriousness of the order which helped me stick to my appointments'.





# Youth Justice Executive Board



The Youth Justice Executive Board is chaired by Steve Reddy, with the Deputy Chair position held by the City of London, reflecting our co-working.

All Board partners are committed to improving outcomes for children and the partnership work has resulted in a number of positive outcomes

All Board Members are  
Child First Champions

YJS Practice Week  
providing strategic  
Leaders opportunities to  
closely observe the  
work for the YJS

Development of the  
Serious Violence Duty

Board members engage  
in Quarterly Spotlight  
sessions which allow  
them to focus on their  
lead areas and how it  
engages with YJS



# YJS Strategic Priorities 2023 - 2025



## 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

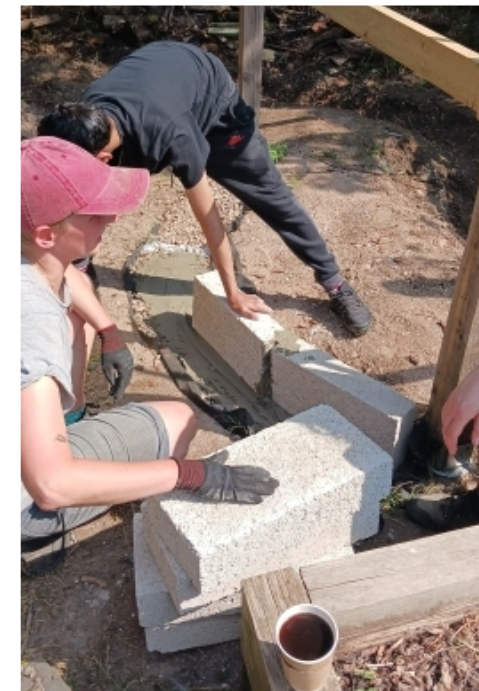
I like my YJS worker he's good at his job and always tries to help me and cares

## Priority 3: YJS Health Offer

Coordinated access and intervention to universal specialist health provision to meet children's holistic health and wellbeing needs

## Priority 4: Post 16 ETE Offer

Increasing children's participation in post 16 education, training and employment which support children's aspirations, desistance and safety





# Key Achievements 2023-2024

## Child First



95% of the YJS have completed the UNITAS Child First Award

Attained the Quality Lead with Child First Commendation from Youth Justice SEND Award

Development of the Youth Justice Participation Forum





# Key Achievements 2023-2024

## Consistently Good Practice



Comprehensive training package, following on from audit and staff feedback

Quality Assurance Framework that has been highlighted by the Youth Justice Board as 'best practice'

External Audits, including a Peer Review by the Youth Justice Service Improvement Partnership

Highlighting Best Practice achieved by our staff

Monthly focus sessions in team meetings on audit findings and best practices

Introduction of Metabase and E-Forms to support staff's understanding of their own practice

It was good because it helped me think about things differently and I have learned to react to things differently. I have also started exploring different ways to manage my emotions. It has also motivated me to future plans and training for me to get a job







# Key Achievements 2023-2024 Health



Recruitment of a YJS  
Nurse and  
introduction of our  
Health MDT

Commitment to  
further funding for  
Speech and  
Language Therapists  
in the service

Funding agreed for  
gym memberships  
for the children in the  
YJS

Children consulted in  
relation to research  
around accessing  
dentistry

Things have not been perfect. I done a bit of reparation and I asked to get onto the bike project. Before that I done Stepney farm and what I done was good but when I went back to school, I changed. Now I am doing gardening and it's good. The panel is good as they allow me to speak how I feel, what's going well and how I am doing in school.





# Key Achievements 2023-2024 Education



Over 95% of our school aged children have a placement

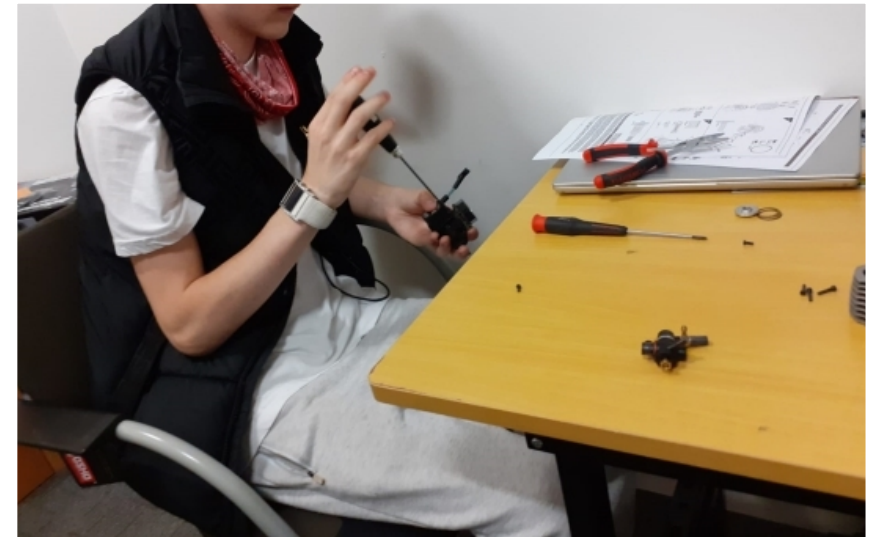
Commissioning of Wipers CIC for Social Enterprise programme

AQA Accreditation of our groupwork and reparation projects

Recruitment of Virtual Schools Officer

Introduction of monthly NEET meetings to support those children who do not have an education placement

My YJS Worker helped me a lot. I have done a couple of tests at first, seeing where I am at. Now we are working on other assessments, three papers for the next 3 months. He makes a timetable and tells me to give him a time and lets me pick. He asked me how I feel, how you think and he understands me and lets me have chances. I can have a conversation with him and he understands.

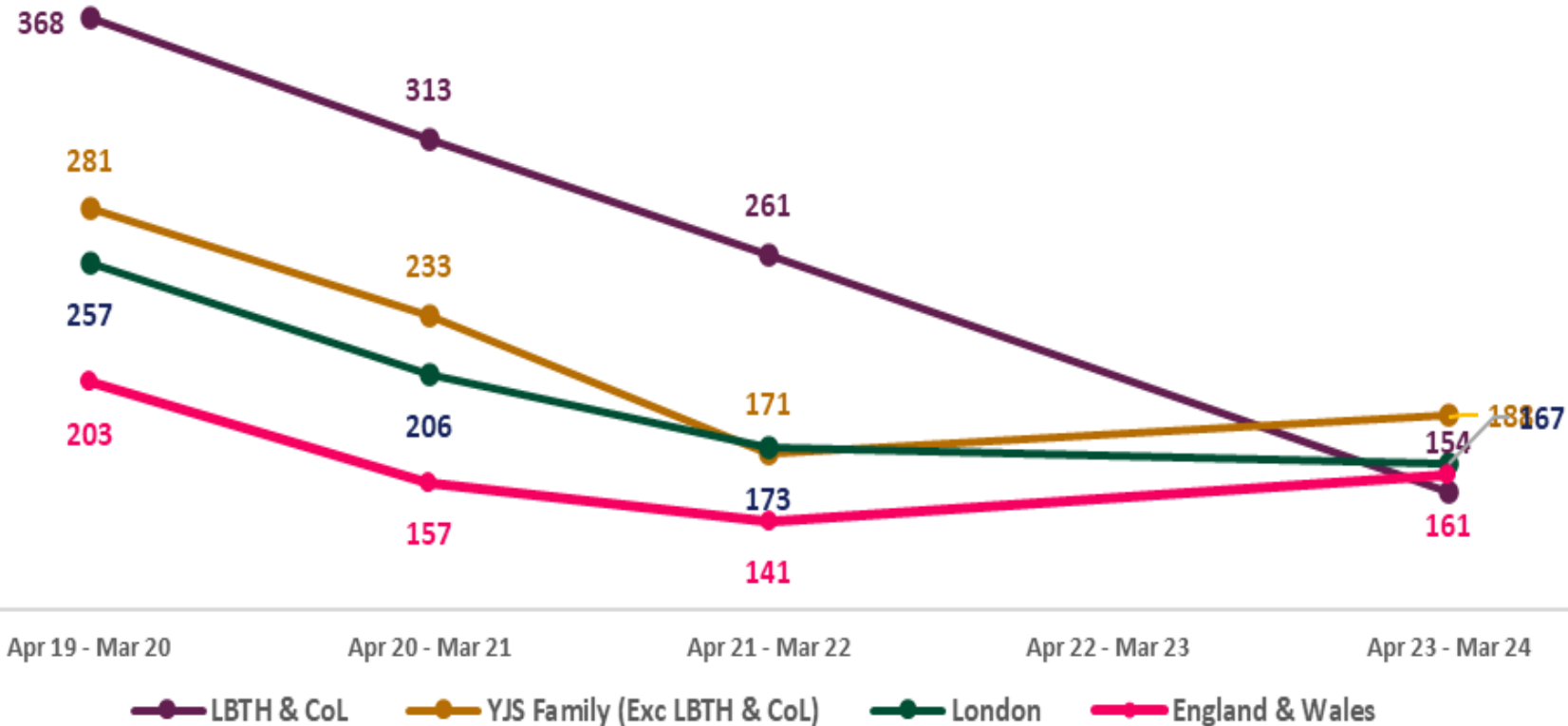




# Key Performance Indicators: First Time Entrants



Rate per 100,000 of FTE (5 Year Trend) Apr 19 to Mar 24



The number of children as First Time Entrants continues to be one of our successes with our current FTE rate being at 154 per 100,000 or 45 individual children. This is another significant reduction from 2022-2023 FTE rate which was 192 per 100,000 (59 individual children), and from 2021-2022 when our rate was 261 per 100,000 (75 individual children). This is an incredible achievement as we have reduced our FTEs by 41.2% since 2021-2022 when we began to tackle this significantly following our HMPI Inspection in April 2022.

With our rate of 154 per 100,000, we continue to be lower than the London rate, our YJS family and the England and Wales national rate. We continue to be extremely proud of this and have a local ambition to have no more than 40 children per year becoming FTEs.



# Key Performance Indicators: Re-Offending

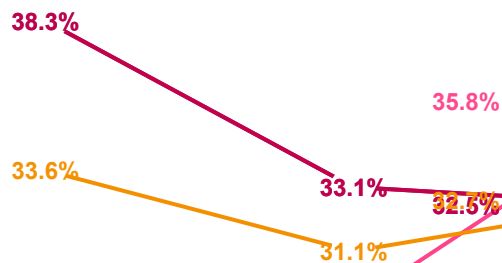


As part of our aim to reduce the re-offending behaviour of the children that we work with, we completed a deep dive into the children that re-offending over the last 5 years. It is clear to see that this is a cohort of children with significantly complex needs.

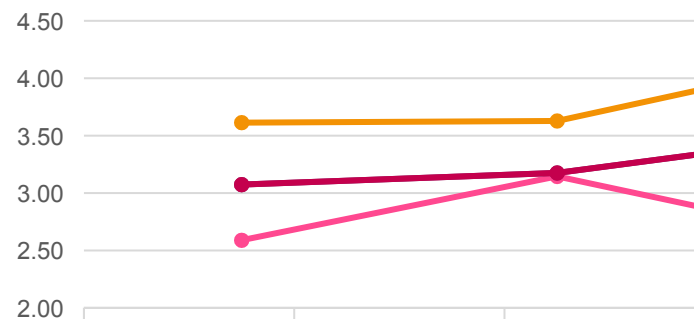




# Key Performance Indicators: Re-Offending



Area	Period 1	Period 2	Period 3
Tower Hamlets and City of London	25.5%	29.4%	35.8%
London	38.3%	33.1%	32.5%
London PCC Area	38.3%	33.1%	32.5%



Area	Period 1	Period 2	Period 3
Tower Hamlets and City of London	2.59	3.15	2.56
London	3.07	3.18	3.54
London PCC Area	3.07	3.18	3.54

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).

The latest return for the annual re-offending rate was 35.8% of children within the cohort re-offending. This is an increase from last year's rate of 29% of 6.8%. We have explored this increase, as well as the lived experiences of the children that have re-offended to try and understand this increase and how we can support these children even further.

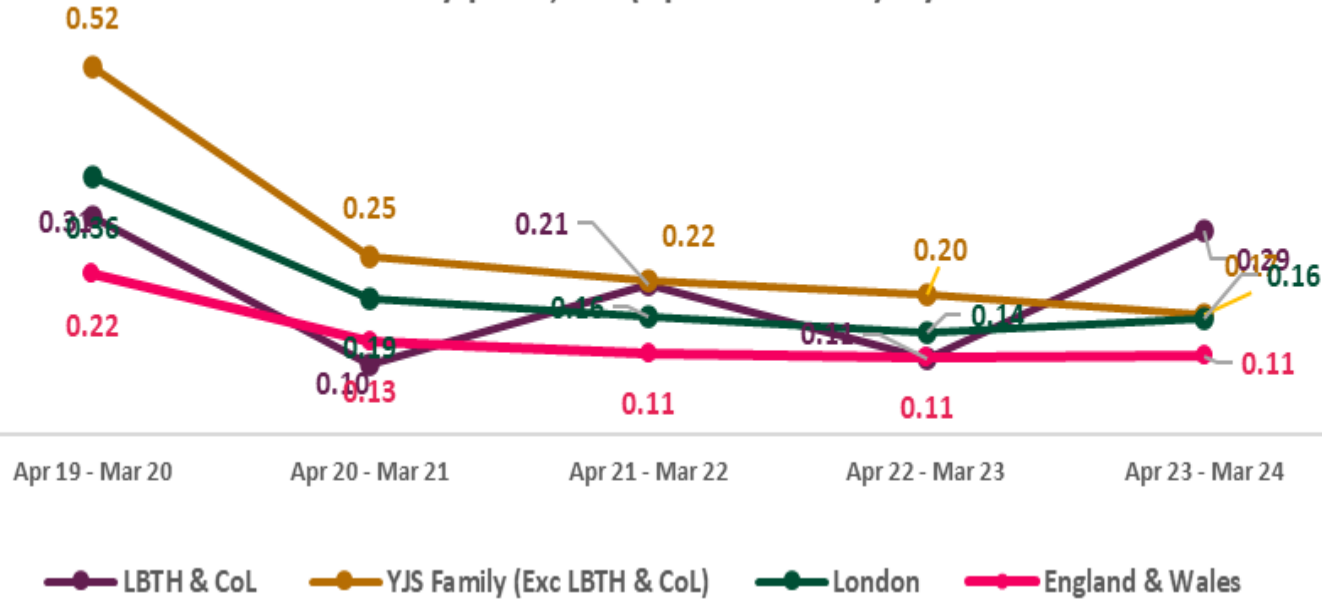
Period	No in cohort	No reoffenders of	No of offences	% Reoffending
July 19- June 20	153	39	101	25.5%
July 21 – June 22	95	34	87	35.8%



# Key Performance Indicators: Children in custody



Rate of Custody per 1,000 (Apr 19-Mar 24) 5 year trend



As of June 2024, we currently have 2 children in custody, both of whom are serving Section 250 sentences. From our YJB data, as of March 2024, this equated to a rate of 0.29 per 1000, however, we are aware that this number will reduce due to already having children who have transferred to the adult estate.

Whilst we are currently over the Family, London and National averages, we are aware that our children that have been in custody, have, in the main, been children sentenced to Section 250 custodial sentences who's behaviour has been so serious that custody is deemed as appropriate.

Our Director and Corporate Director of Children's Services are updated weekly about these children so that they are able to understand the need for resources for this small cohort and we update our Executive Board with anonymised information about each child to support their understanding of our children.

In last year's submission, we noted that we had 5 children remanded in the secure estate which was an increase of 20% from the same period the previous year. As stated before, we have reduced this number of children to one currently on remand in the secure estate due to the embedding of the processes stated above.



# Next Steps



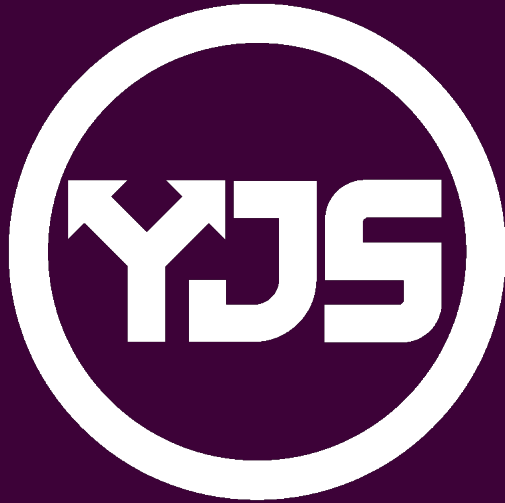
Developing a greater offer for Victims

Preparation for our next HMIP Inspection (most likely 2025)

Increasing children's participation with the service

Increasing parents voices within the service

Developing better links with SEND and ensuring that children in transition are supported



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