



**YOUTH
JUSTICE
SERVICE**

Tower Hamlets and the
City of London

Tower Hamlets and City of London Youth Justice Service

Strategic Plan Update 2024-2025

**Head of Youth Justice and Partnerships:
Kelly Duggan**

**Chair of Youth Justice Executive board:
Steve Reddy, Corporate Director of Childrens Services**



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1. Introduction, vision and strategy

Foreword by the Chair of Youth Justice Executive Board:

Steve Reddy, Corporate Director of Childrens Services



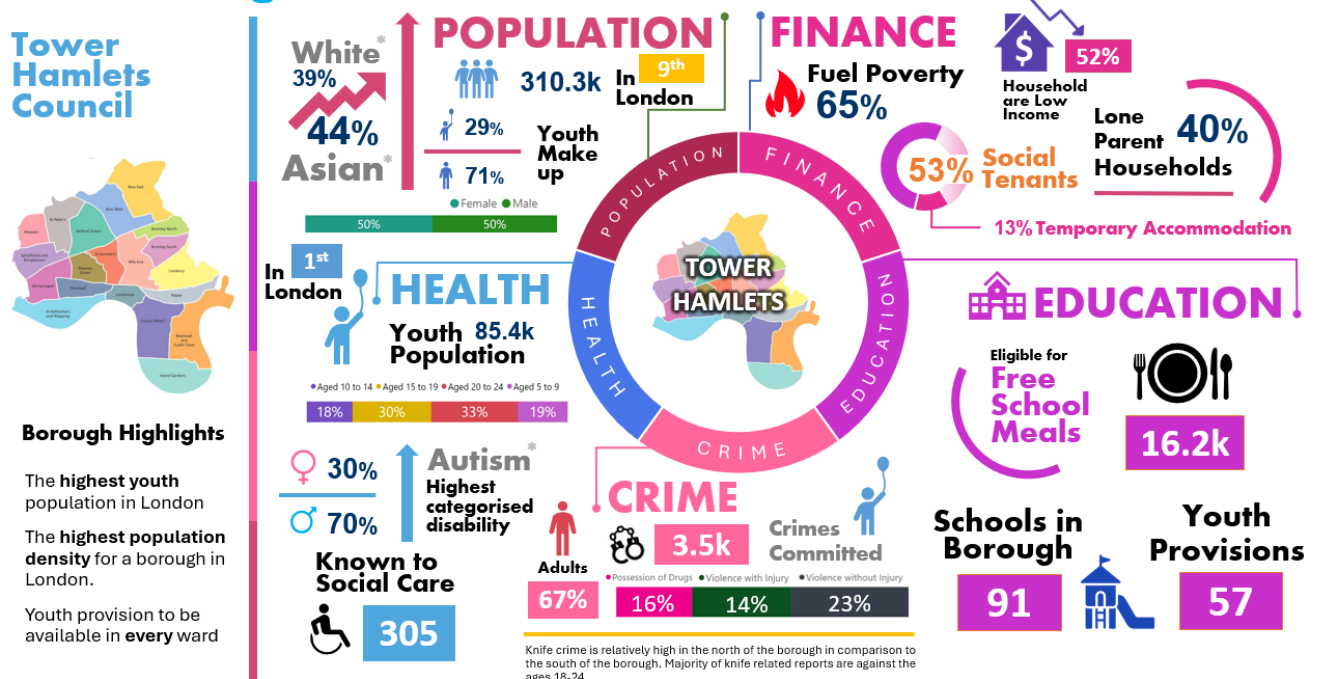
Unlocking Potential, Transforming Lives

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

- 1.1. Welcome to our updated Youth Justice Strategic Plan 2024-2025 which has provided the partnership with an opportunity to reflect our progress on our 2023-2025 plan and identify our next steps.
- 1.2. Our vision and goal remains the same, to ensure that our Youth Justice Partnership continually focuses on **'unlocking potential, transforming lives'** of the children that we work with and empowering our staff to be able to truly commit to this vision.
- 1.3. As always, we have sought the views of children, frontline practitioners and partners to ensure that it considers the breadth and depth of the issues that our children and families face in these challenging times.
- 1.4. 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.
- 1.5. This vision reaffirms our commitment to Child First principles and practice as well as providing the Partnership with an overarching vision.
- 1.6. The London Borough of Tower Hamlets and the City of London has agreed to continue it's relationship for a further two years in relation to commissioned Youth Justice Services with a new contract signed in May 2024.

- 1.7. 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.
- 1.8. 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.
- 1.9. 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.
- 1.10. 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.
- 1.11. 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. As part of this service delivery, we have commissioned a needs assessment in order for us to identify the needs of communities individually on a ward by ward basis, the highlight of the findings is below which demonstrates our borough on a page.

Addressing Need



- 1.12. 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.

- 1.13. 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.
- 1.14. 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.
- 1.15. 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.
- 1.16. 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.

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

- 1.17. 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) and 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.
- 1.18. As part of the update for this year's Strategic Plan, two events were held for the YJS Team and the Youth Justice Executive Board members. We would like to take this opportunity for all of the partners and team members for their thoughtful participation to support the ongoing development of the YJS. For both events, we utilised anonymised surveys and then held discussions about 'next steps' and reflections upon where we are.
- 1.19. We continue our commitment to our 4 priorities when they will be reviewed fully in consultation with staff, partners, children and families in 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.

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.

1.20. 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
- Serious Violence Duty

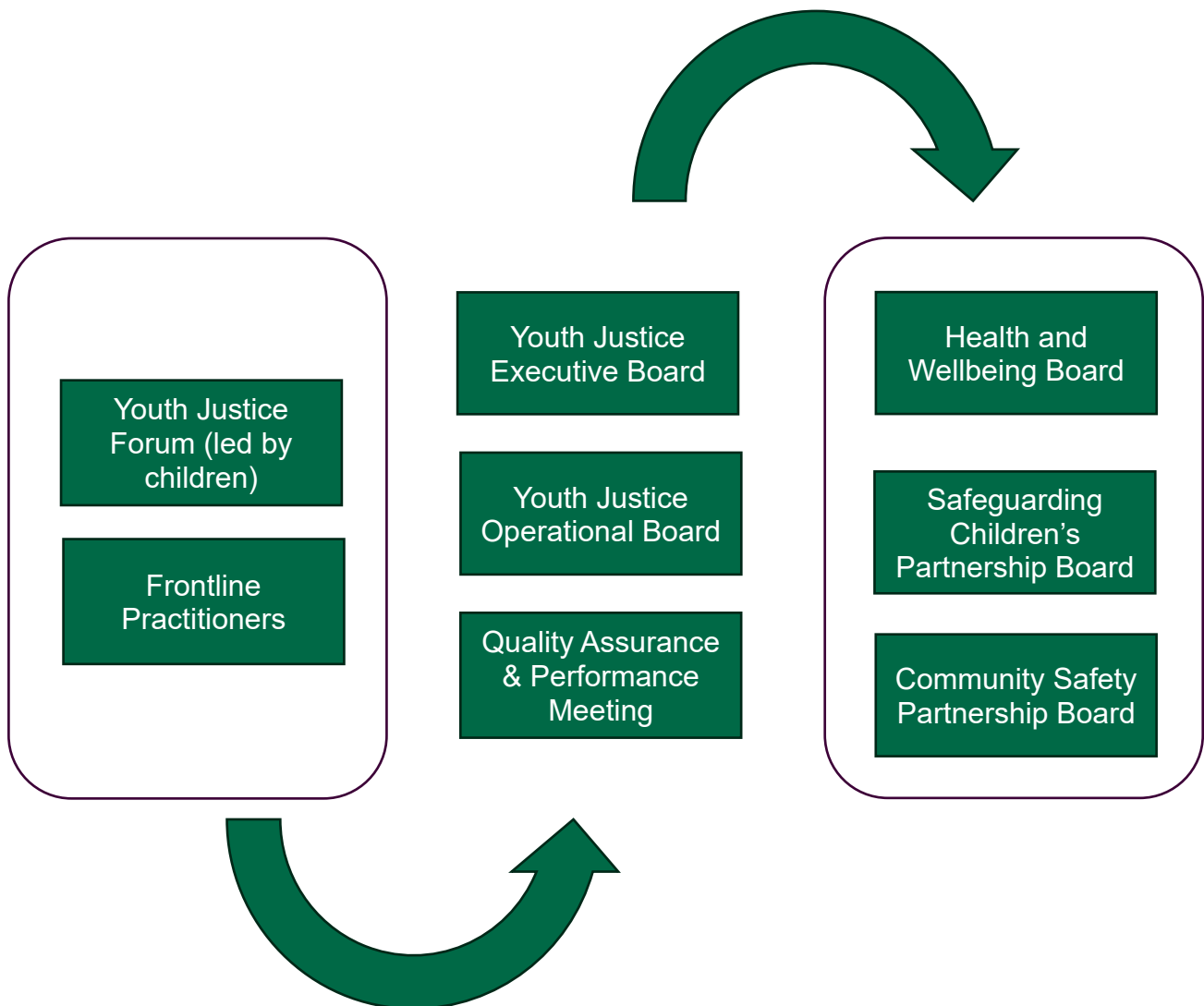
2. Governance, leadership and partnership arrangements

'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'

Child feedback on their Audit

2.1. The Youth Justice Service is located in the Childrens Directorate, within the Supporting Families division. As part of the divisional management team, the YJS works in partnership with services including Young Tower Hamlets, 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.

- 2.2. 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 24 months. In addition to this, our monthly Quality Assurance and Performance meeting is now chaired by the Director of Supporting Families. This meeting feeds directly into both the Operational and Executive Boards, providing our key partners with the details of performance.
- 2.3. The below diagram sets out the governance arrangements to ensure there is clear accountability, line of sight and information flow.



- 2.4. Over the last 12 months, the Supporting Families Directorate has undertaken a restructure, the impact of this upon the Youth Justice Service is that the Head of Service's role has been redefined from Youth Justice and Young People's Service to Youth Justice and Partnerships.

This redefinition of the role demonstrates our commitment to the importance of the Youth Justice Services and the partnerships that it incorporates. Our Youth Service, now referred to as Young Tower Hamlets will continue to be a key partner moving forward as this will provide support for our prevention offer.

- 2.5. The Head of Youth Justice and Partnerships continues to report to the Director of Supporting Families, alongside Heads of Service for Children Social Care, Early Help and Exploitation, allowing the Directorate to have greater oversight of all children and families at risk within the borough. By sitting within Supporting Families, the Youth Justice Service benefits from the wider of structure of the directorate and clearly prioritises that we view these children as vulnerable as all that sit within the division.

3. Update on the previous year:

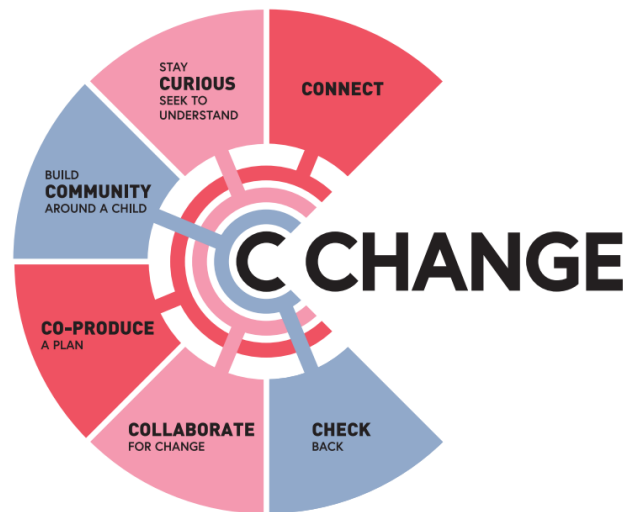
'I like my YJS worker he's good at his job and always tries to help me and cares'

Child feedback on their Audit

Progress on priorities in previous plan

- 3.1. **Priority 1: Child First: Embedding a Child First approach in every aspect of the Youth Justice Partnership:**
- 3.2. We continue to embed a child first approach across the partnership. 89% of the YJS staff have completed the Child First UNITAS Award and we have extended this training to a 'bitesize' offer which we have delivered to our Facilities Management and Security Services within the New Town Hall as they engage on a daily basis with our children. Following this, our Community Safety Partners requested that we provide training with the Tower Hamlets Enforcement Officers (THEOs) which has been completed and all that took part responded positively to the training delivered and how it will impact their engagement with children in the future.
- 3.3. We continue to start all of our Youth Justice Executive Board meetings with the Voice of the Child and we are beginning to move towards a space where children are able to come to the Board to speak in person to their experiences rather than their caseworker speaking on their behalf. This follows on from our new system of children attending the Joint Decision Making Panel where possible to speak to the Partnership and have ownership in relation to their outcome, thus enabling them to become active participations from the start in their intervention with the YJS.
- 3.4. For our management team, we have embedded our child first focus during our away days with inviting experts in the field of Youth Justice and Child First to come and speak to their expertise and share their knowledge. We are incredibly grateful to Hammersmith and Fulham YJS and Swindon YJS for providing us with their time and expertise. Their experiences has inspired us to drive our Child First agenda even further forward and we are looking into the Swindon model of 'fresh AIR' in relation to developing our Child First approach even further.
- 3.5. In March 2024, Supporting Families Directorate launched our 'Practice guidance around Language'. The Practice Guidance supports our Better Together Practice Framework as one

of its key behaviours that it sets out is to 'be curious – listen to understand and not be judgemental'.



3.6. As well as demonstrating the changes in language that we have committed to, including avoiding generic terms (such as domestic violence) and jargon, our next steps are to begin writing to the child in our case notes to ensure that we capture their voice, wishes, feelings and experiences, recognising the power of language and the impact that poorly written records can have on children when they are adults if they wish to read them. We recognised that this is a significant change in practice for the staff so have asked for volunteers to trial this out in their practice and then feedback to the wider staff team. Our Practice pointers include:

- Writing Directly to the child;
- Asking 'what helps' when communicating;
- Avoiding language that blames;
- Recording with cultural humility;

3.7. We look forward to reviewing our progress with this new guidance in the next 12 months to see how we can progress even further.

3.8. We have continued to commission Wipers in order to deliver not just the Ether Programme for our Black and Global Majority boys but also to their new Social Enterprise offer and the intensive mentoring programme. We believe that this will allow children the space and time to engage with developing their sense of identity and begin to shift towards a more pro-social outlook.

3.9. We have embedded our 'Enabling Fund' offer for practitioners and specialists to use with the children and families that we work with. This is especially important in the cost of living crisis where serving a borough with high poverty rates, such as Tower Hamlets, money is difficult to make ends meet. In the last 12 months, we have been able to provide not only things to meet a child's basic needs (beds, school equipment, hair cuts etc) but also opportunities to widen a child's understanding of the world and experience new things that their families are not able to provide. This has included go-karting, afternoon tea and a residential trip for our Youth Justice Forum to enjoy and develop their goals and aims for the Forum. We have also supported our CAMHS clinician and YJS School Nurse in purchasing 'self-care' packs to support children's physical and emotional health needs.

3.10. Over the last 12 months, we have collaborated with children and the team to redesign our Intervention Plan and Safety Plan to ensure that it meets their needs and so that they can engage with it. We are currently in the process of working with our Youth Justice Forum in creating an introduction video for children who have never experienced the YJS before. They have been vital in developing the script that will be used as well as the style of the short video. We aim to complete this piece of work by August 2024.

3.11. **Priority 2: Consistently Good Practice: Continuous raising of practice standards which achieves improved outcomes for children:**

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'.

Child feedback on their Audit

3.12. In the last 12 months, we have committed to a comprehensive training programme for our staff, reflecting learning identified from the HMIP as well as the requests from staff and feedback from our QA Framework. Training has included:

ASSET+ training	Constructive Resettlement
Introduction to Repair (Domestic Violence)	Emotional Based School Avoidance
Out of Court Disposals	Harm outside the Home
Pre-Sentence Reports	Adultification
Bail and Remand	Prevent
Systemic Case Supervision Training and monthly Group Supervision	Aspiring Future Leaders Programme
Motivational Interviewing	Neglect

3.13. 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. In our Staff Survey March 2024, staff reported to wanting the training offer to be further individualised. This has been reflected in team members annual reviews and we will continue to explore and reflect upon people's needs.

3.14. In the last 12 months, we have also embedded our 'Good Practice Celebrations', in our monthly team meetings and in the weekly KIT meeting run by the Director of Support Families for the whole of the directorate. We use these to celebrate and promote the work of our team and others, ensuring that we hear across the good practice that is going forward. When asked

for feedback in relation to this, the team responded that this was welcomed but they have challenged the management team to go further with it. We will be exploring possible ways of expanding this with the team over Summer 2024.

- 3.15. We have provided greater resources for the team in relation to our Childview database, having procured Metabase in order for the team to be able to see their workflow and the whole service data. As well as this, we have recently procured CACI's Prevention and Diversion Assessment tool as well as e-forms so that we can collate other data and systemically review it alongside our current performance measures. This will be developed and embedded over the next 12 months to support staff in understanding the data further and systematically using it to improve their practice.
- 3.16. In 2023, we introduced our quality assurance arrangements which we have bolstered further this year with an external moderator supporting the service. 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. Where emerging themes are identified, these needs are incorporated into the future training plan. We were very pleased to have this piece of work highlighted as good practice by the Youth Justice Board. As our Audit tool is now 18 months old, we will be reviewing it to ensure that it captures the needs of the service and to see if there are any further developments that can be made to it to ensure that it keeps at the forefront of developing our practice.
- 3.17. **Priority 3: YJS Health Offer: Coordinated access and intervention to universal and specialist health provision to meet children's holistic health and wellbeing needs.**

"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"

Child feedback on their Audit

- 3.18. Our progress on our Health priority has been very positive in the last year with two of our three aims fully completed.
- 3.19. We have worked with the insourcing leisure programme and have purchased a number of discounted gym memberships which we will be able to use with the children and practitioners and have recruited a YJS Nurse into the team who joined the service in February 2024. The Nurse's role is to provide a single holistic health and well-being assessment and to then coordinate the services around the child.
- 3.20. This process is still being embedded within the service and we hope to have made great strides with this when we review our YJS Plan fully in 2025-2027. We are still working to embed the multi-disciplinary meeting in order for all children to be discussed and for their health needs to be considered.
- 3.21. Having achieved all of the priorities in relation to Health, the focus for the next 12 months is to ensure the embedding of these systems and resources as well as expanding the health offer even further.

- 3.22. We are about to embark on a research project with Public Health in relation to the YJS children accessing dentistry and ensuring that we have better links with local General Practices in order to support children having better health outcomes.
- 3.23. During our away day with the YJS Team, they stated that the Speech and Language (SALT) offer was not sufficient enough. Currently, our SALT offer is 0.8 a week consisting of two 0.4 members of staff. We have been able to secure additional funding for this in order to re-commission the service and significantly increase the provision available, effectively doubling the SALT offer from 0.8 to 1.6 FTEs (1 x FT, 1 x 0.6). We envisage that this will mean that children will be able to receive assessments as well as intervention to support them to understand their speech and language needs.
- 3.24. We recognise the importance of children having emotional and mental health support at their point of need. We currently have a CAMHS Clinician for moderate to severe needs as well as a commissioned service via Barnardos for children with mild to moderate needs.
- 3.25. Due to the number of resources available, as well as the establishment of the YJS Nurse, we need to ensure that processes are clear and well understood by all of the service in order to provide children with the right support at the right time.

3.26. **Post 16 Education Offer**

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.

Child feedback on their Audit

- 3.27. Following consultation with our team, we have decided to amend this priority from 'Post 16 Education Offer' to 'Post 16 ETE Offer' recognising that for a number of our children, formal education is not the pathway that they will take and we do not want children to be feel that options other than formal education are not acceptable.
- 3.28. Within the service there is a full-time education officer, a post which is 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.
- 3.29. Our data demonstrates that whilst we have strong attendance for children of statutory school age, our cohort in ETE post 16 reduces and we currently have 10 children aged 16-18 who are NEET. Whilst our current provision is strong, we feel that there is work to do specifically for this older cohort, for those children who are over 16 years old and in need for additional practical support in order to access education, training or employment offers. Therefore, in the next 12 months, we will be identifying potential funding sources in order to pilot an Education Support Officer within the team for intensive support for these children. As stated previously, we have also commissioned Wipers CIC to provide Social Enterprise training. We will be reviewing the effectiveness of this offer to see if it has made an impact upon our cohort.

3.30. **Attendance and Engagement**

3.31. 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. This offer has been provided for children that are currently subject to Child in Need plans and the analytics for this have been impactful in that service. This is something that we will look to duplicating.

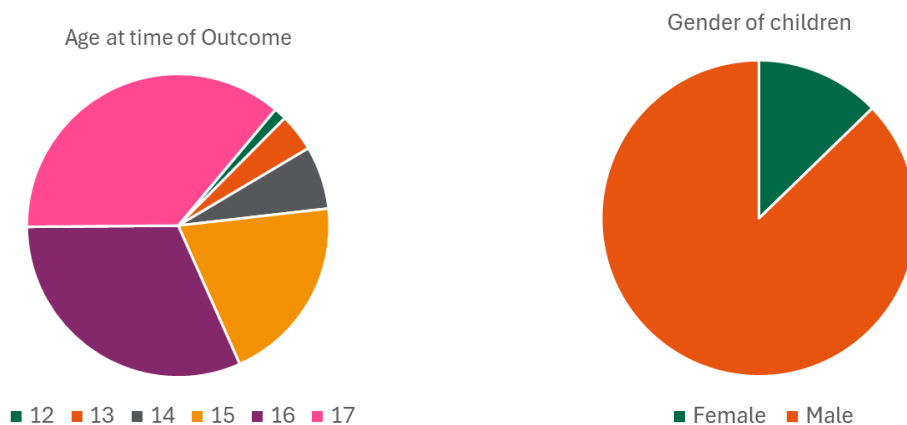
4. Performance over the previous year

4.1. Our Children:

4.2. Over the last 12 months, we have completed not only monthly audits but monthly thematic dip samples into areas of concern or development. These results are shared with the Supporting Families Senior Leadership Team and other relevant strategic meetings such as Director Leadership Team (DLT), MACE and Community Safety Partnership meetings to ensure that the wider partnership understands our findings and can contribute effectively to achieving our shared goals within their own organisations.

4.3. 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.

4.4. We recognised that in the last 12 months, we had a higher than national average number of girls within the service, at it's peak, being around 16%.



4.5. 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	Outcomes 2022/23	Total Outcomes 2022/23
Asian	67%	46%	68
Black	11%	13%	19
Other	4%	3%	4

Mixed	6%	14%	21
White	13%	25%	37

4.6. We will continue to use our data to understand the statistical lived experiences of our children and will explore areas that we can improve within the Youth Justice Services as well as working closely with our partner agencies to highlight where we need them to be more effective in tackling their disproportionate outcomes.

4.7. In the next 12 months, we will be reflecting upon the practice that we have completed with girls to understand if any learning from this can be shared and replicated with our cohort of boys and understand the experiences of our Black boys who were statistically underrepresented within our re-offending cohort at 1.8%. Conversely, we will be committing to understanding the experience of our mixed heritage children who appear to be overrepresented in the majority of negative areas.

4.8. **Characteristics of our children:**

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.

Child feedback

4.9. 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 (with a significant portion of these offences being weapons) 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)	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

4.10. 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).

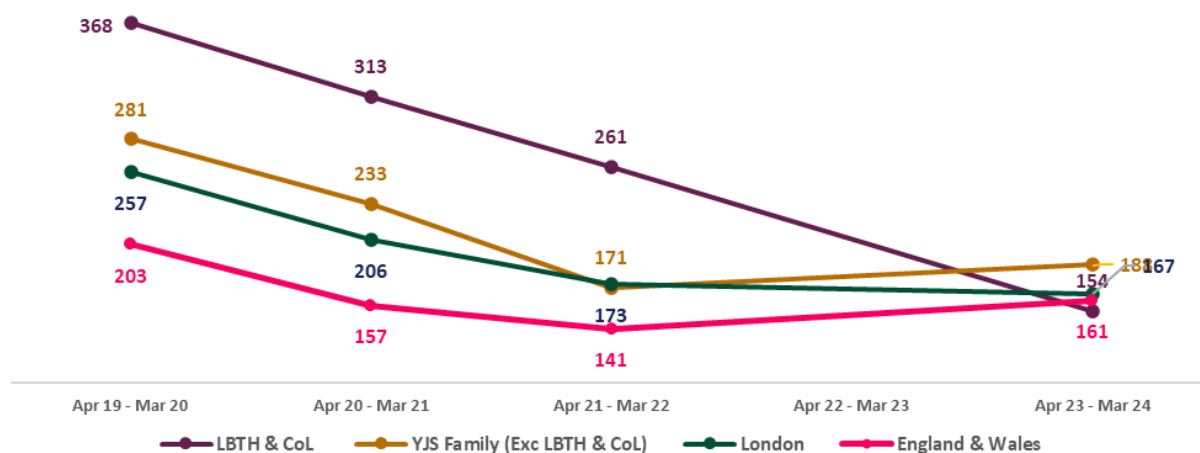
4.11. National Key Performance Indicator: First Time Entrants

4.12. 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.

4.13. 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.

4.14. We will continue to closely monitor our work with FTEs and have a planned dip sample in Summer 2024 to look closer at the common themes relating to our FTE children, specifically those that have received a Referral Order.

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

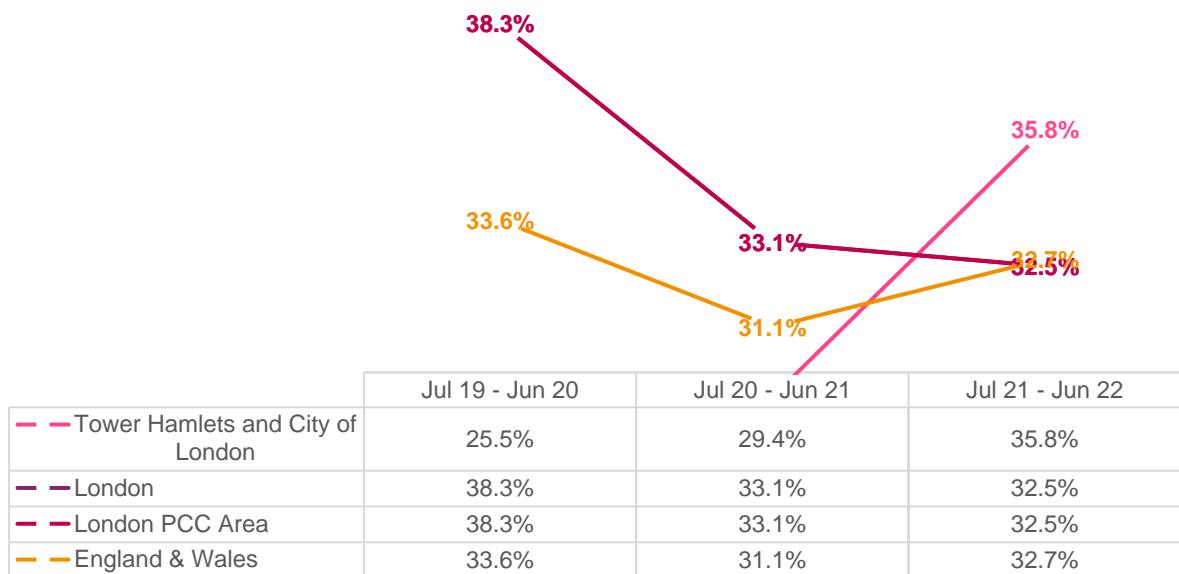


National Key Performance Indicator: Re-offending

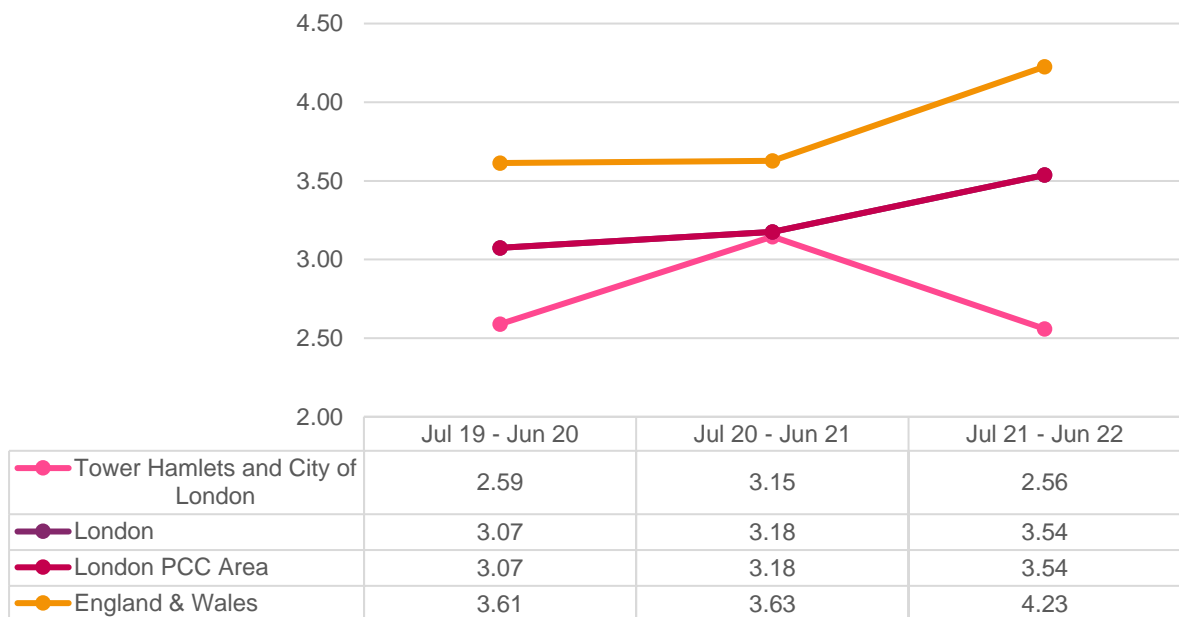
- 4.15. Reoffending is measured in two areas: the percentage of children who go on to reoffend within 12 months of receiving a disposal (the binary reoffending rate), and the average number of proven offences associated with children who reoffend (reoffending frequency/reoffences per reoffender).
- 4.16. 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.

	No in cohort	No of reoffenders	No of offences	% Reoffending
July 2019- June 2020	153	39	101	25.5%
July 2021 – June 2022	95	34	87	35.8%

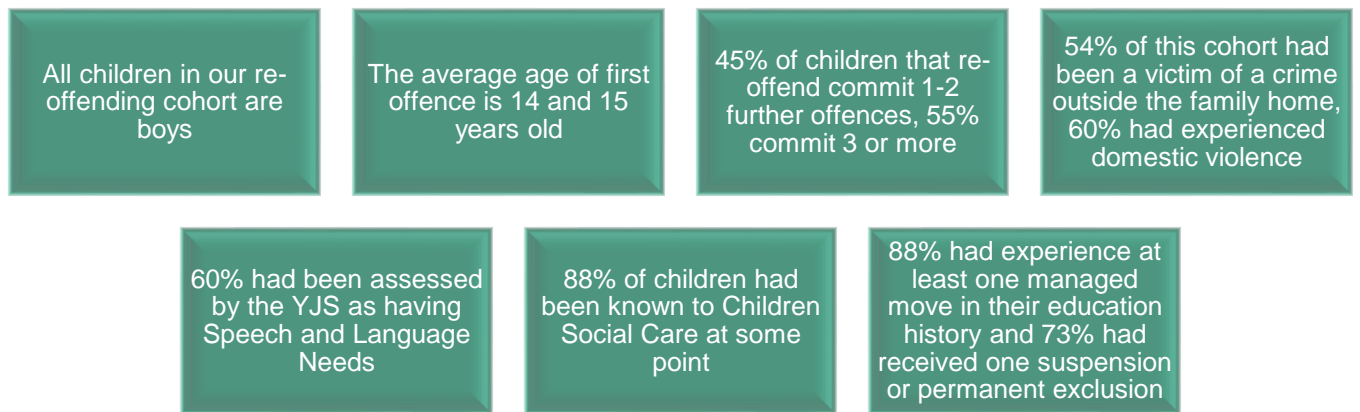
- 4.17. Comparative rate of re-offending



4.18. Number of re-offences committed per child



4.19. In July 2019 – June 2020, the number of children within our cohort consisted of 153 children, where 39 children within this cohort re-offended. In the period of July 2021 – June 2022, the cohort consisted of 95 children (a reduction of over 30%) and the number of children that re-offended was 34 individuals (5 less than the previous year). The significant reduction of children within the cohort is due in part to our decreased number of First Time Entrants but it is clear that we need to undertake more work to reduce our re-offending cohort further. Our Youth Justice Executive Board is focused on this area of work and following an in depth deep dive into the behaviour of our children that re-offended, we highlighted some key areas of common experiences:

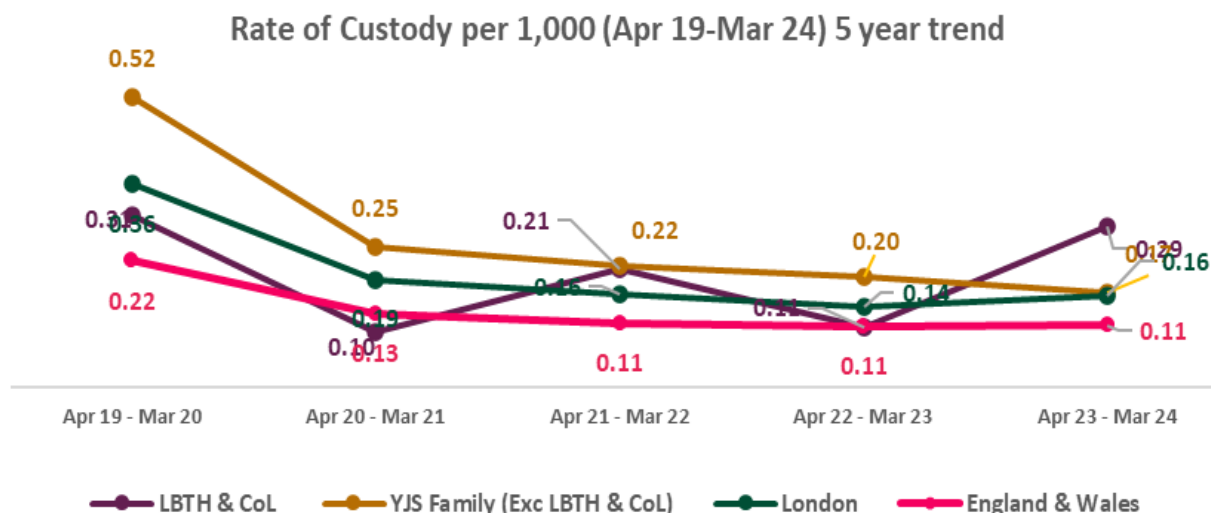


- 4.20. In the next 12 months, we will be working specifically with our partners in Education to see if the impact of managed moves, suspensions and exclusions can be tackled in order to reduce the negative impact of this upon our children. With the recent investment received in relation to 'Safe Corridors', we will be working with our Police partners to see how this can make children safer in the community.
- 4.21. We will also be embedding the live re-offending tracker to see the needs of children following their second conviction to see if any additional resources via the Enabling Fund can be utilised in order to prevent further re-offending.

National Key Performance Indicator: Use of custody

- 4.22. 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.
- 4.23. 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.
- 4.24. However, we are positive that moving forward, we will be able to reduce this number. We currently have 3 children remanded, one within the secure estate and 2 remanded to the Local Authority Accommodation (RiLAA). Our use of RiLLA, the London Accommodation Programme (LAP) and our embedding of the Remand Rescue process has supported the service to exploit all resources available to us to ensure that children are only placed in the custodial estate when we have exhausted all other options.
- 4.25. 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.
- 4.26. 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.



Youth Custody Rate per 1,000 - Rolling 12 Months	Apr 19 - Mar 20	Apr 20 - Mar 21	Apr 21 - Mar 22	Apr 22 - Mar 23	Apr 23 - Mar 24
Tower Hamlets & City of London	0.31	0.10	0.21	0.11	0.29
YJS Family Average (excluding LBTH & CoL)	0.52	0.25	0.22	0.20	0.17
London Average	0.36	0.19	0.16	0.14	0.16
England and Wales Average	0.22	0.13	0.11	0.11	0.11

Our Local Performance

- 4.27. The data below demonstrates that the largest group of children that we are working with are those on Referral Orders, closely followed by children engaged with Triage.
- 4.28. 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. We are currently undertaking a deep dive audit into those children who have received a Referral Order in the last 2 years to see if there were more opportunities to divert from the formal Court process.

Total number of disposals/substantive outcomes received by children in 2023/24

119

Informal Action (Triage)	35
Youth Conditional Caution	8
Youth Caution	5
Total out of court disposals received by children	48
Referral Order	36
Youth Rehabilitation Order	21
Conditional Discharge	4
Fine	2
Youth Rehabilitation Order ISS Requirement Band 1	7
Detention + Training Order (Custody)	5
Section 250 (was Section 91 Order	3
Criminal Behaviour Order	1
Total court disposals received by children	79

Triage

- 4.29. 85% of children that receive a Triage intervention from our service do not reoffend compared to 50% of children that receive a Youth Caution or Youth Conditional Caution within our 2022/23 cohort. 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
2023/24	35	5	30	3	3

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

- 4.30. 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	2020	2021	2022	2023

	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences
Tower Hamlets and City of London	32	10.6	24	8.6	24	8.6	40	14.3
Family average	54	15.7	43	12.6	42	12.4	42	12.4
London	1,143	13.8	1,030	12.4	868	10.4	859	10.5
England and Wales	3,464	6.3	2,942	3.9	2,906	5.2	3,069	5.5

4.31. The data outlined above indicates that the rate of serious youth violence incidents has increased for the first time in 3 years by 5.7% placing it above the family and London average for the first time in 3 years. We are working closely with our partners in Community Safety in order to develop a strong response via our Serious Violence duty alongside our Probation partners to tackle this.

4.32. Our approach to addressing serious violence and exploitation will demonstrate a continued commitment to collaboration and partnership working: addressing not only the offending behaviour, but also the contributing risk factors and underlying issues that affect violence and exploitation.

4.33. A number of principles and cross-cutting themes will be embedded in the approach to addressing serious violence and exploitation. These include:

- Continuing to adopt a Public Health Approach to violence and exploitation;
- Contextual safeguarding;
- Effective data and intelligence sharing;
- Whole system approach - working with a shared sense of responsibility those at risk of violence and exploitation they get the right support at the right time and;
- Ensuring a focus on victims and strengthen local systems to support victims.

4.34. The strategy identifies a need to focus on 6 key areas:

- Prevention and Early Intervention;
- Safer Spaces;
- Disrupting, Pursuing and Managing Offenders who Pose a risk to children and young adults;
- Supporting Victims of Violence;
- Safeguarding those at Risk of Criminal and Sexual Exploitation and;
- Tackling Violence Against Women and Girls.

4.35. Each of the Serious Violence Strategic Priorities will have several integrated partnership objectives and activities, contained within our Serious Violence Action Plan aimed at reducing harm.

Education

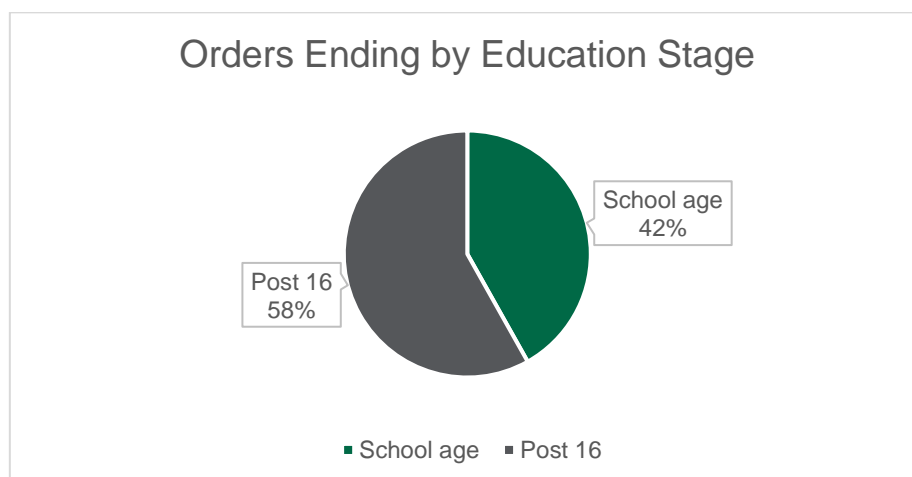
4.36. The Youth Justice Service and the Tower Hamlets Virtual Schools team have an established area of support for all children who are supervised by the YJS. The Education Officer (EO) role has been in place since June 2019 and line management for this role is undertaken by Assistant Headteacher VS, who is the previous Education Officer post holder. This has allowed for continued synergy between the Virtual School and YJS. The Education Officer joined with a wealth of senior leadership experience from school.

2023/2024 Data

- 4.37. The data refers to children's education status at the end of their order, in line with YJB practice. However, differing from YJB practice, this data includes all children supervised by the YJS at any level. This consists of Bail Support packages, Triage, Youth Cautions, Youth Conditional Cautions, Referral Orders, Youth Rehabilitation Orders, remands (both to LAA and custody), all custodial sentences and license programmes. Full time ETE is counted as 25 hours per week for school aged children, and 16 hours per week for post-16.

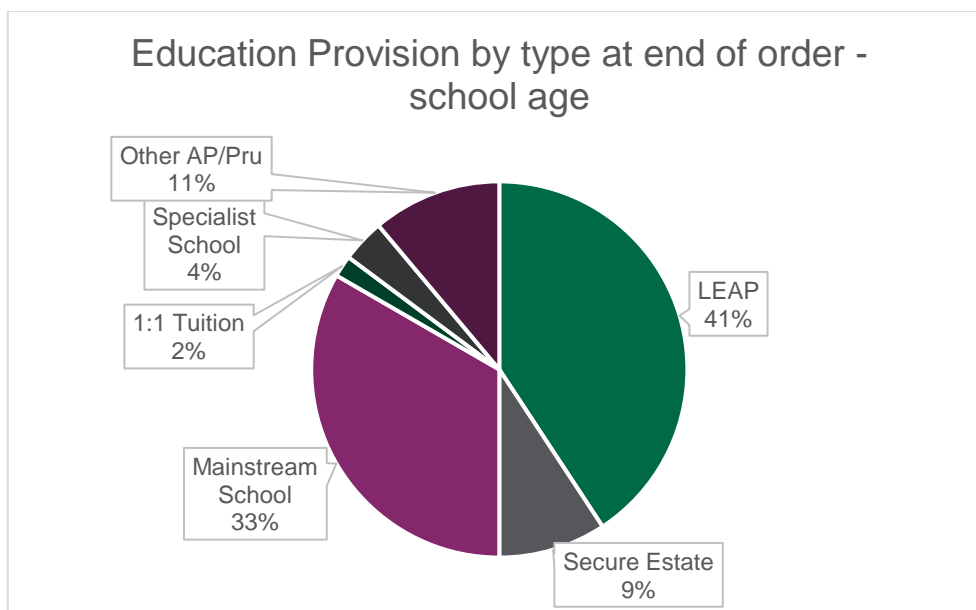
Total orders ending	129
Individual Children	106

No ETE	Some ETE	Full time ETE
19% (24)	31% (40)	50% (65)



School age children

Total Orders Ending	54
Individual Children	43



No ETE	Some ETE	Full time ETE
0% (0)	59% (32)	41% (22)

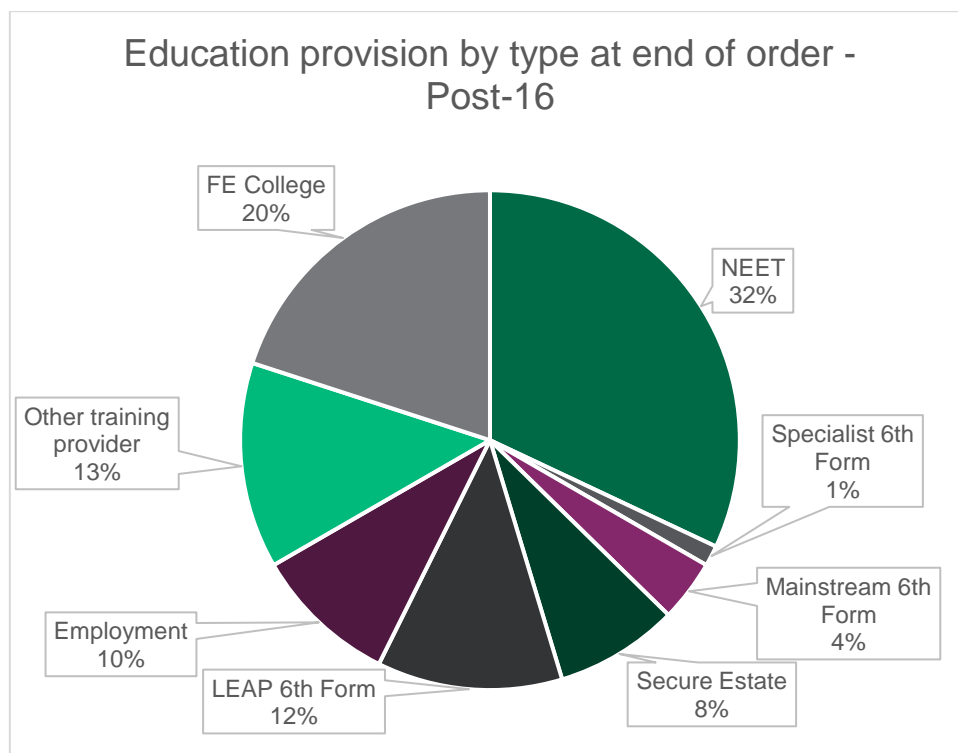
- 4.38. LEAP (London East Alternative Provision) and alternative provision account for 52% of provision for school aged children in 23/24. This is a consistent trend observed with the cohort, and emphasises the need for strong links with alternative provisions, particularly LEAP. In this data, the other AP was previously South Quay College. With this school now closed, and the site now being run by LEAP, it is anticipated that LEAP will account for a greater percentage in 24/25.
- 4.39. There is a continued strong relationship between the YJS and LEAP. The Education Officer attends their weekly safeguarding meeting where students open to YJS are discussed. This regular communication ensures prompt and proactive information sharing between the service and the school. In addition, there is a case prevention officer that attends LEAP two days per week as part of the AP Task Force, a DfE pilot programme that LEAP is part of.
- 4.40. For the mainstream schools, there is a range of different schools both in and out of borough. The Education officer has built key links with mainstream schools, and holds the authority to gain information promptly when required. Work with mainstream schools has involved managing potential managed moves, supporting with failed direct transfers, as well as ensuring correct processes are followed and advocating for children.
- 4.41. Attendance monitoring for all school aged children is now well established, and an attendance officer from the Virtual School collects live attendance for the YJS cohort on a weekly basis. This allows quick response to any changes in attendance by the education officer and professional network. Key themes of the attendance monitoring is the polarisation of attendance. Some children have exceptional attendance, with regular attendance at 100% per week. However, there are some who have very low or non-attendance weekly. This is often those students with the most complex needs who attend LEAP. Moving forward, the continued work as part of the AP task force and education officer work with LEAP must focus on improving attendance for LEAP students. This will be done alongside the existing support mechanisms of LEAP, who have two on site dedicated EWOs from the BASS.

4.42. A key strength of this data is that no child ended without a school place or electively home educated. For those children that were known to the service as not on roll, work was undertaken to gain a suitable school place in a swift manner. This includes close working with Fair Access Panel (FAP) in Tower Hamlets, or the relevant education partners if living in different local authorities.

4.43. The low number of specialist school settings is in line with the low number of children that have an EHCP in the YJS. An EHCP is usually required for these specialist settings. In addition, the most common area of need if a child has an EHCP is SEMH. Often, this will be supported in a mainstream school instead of requiring a specialist school. This area is one which will continue to be monitored, and in collaboration with the YJS Educational Psychologist, who was commissioned in summer 2023.

4.44. Post-16 Children

Total orders ending	75
Individual Children	64



No ETE	Some ETE	Full time ETE
31% (24)	11% (8)	57% (43)

4.45. There is a range of different ETE options that our post-16 cohort take up. Further Education (FE) college courses account for 20%. With just one FE college in Tower Hamlets, children also attend a range of FE colleges from out of borough, including Waltham Forest, City and Islington, Hackney, and Newham. This does support in providing children with options of different provisions, but does also mean that it can be harder as a YJS to build strong relationships with professionals within each college. One of our aims for the next 12 months is to build stronger relationships with our local colleges in order to increase their acceptable and support for children known to our service.

- 4.46. LEAP 6th form accounted for 12% of post-16 education for this cohort. This is a provision which supports year 12 students and is aimed to bridge the gap for students who have attended alternative provision up until year 11, and who would benefit from a more supportive environment in year 12 before progressing to an FE College or other training or employment. Considering the number of children in our school aged cohort who attend alternative provision, this will continue to be a key provision.
- 4.47. The data shows that 32% of post-16 interventions ended with the child NEET. This represents an ongoing challenge in supporting children with the highest levels of needs, who have often had long term negatives views and experiences of education. Strategic priority 4 of the YJS is “increasing children’s participation in post 16 education, training and employment which support children’s aspirations, desistance and safety”. There warrants a deeper understanding of the reasons behind this, in order to allocate resources effectively to reduce this figure.

Children not in Education, Training or Employment (NEET) cohort analysis:

- 4.48. Number of interventions ending NEET: 24

Intervention Type	Number
Triage	4 (17%)
BSP (Bail support package)	2 (8%)
Referral order	8 (33%)
Youth Rehabilitation Order	9 (38%)
Remand to LAA status	1 (4%)

- 4.49. The majority of NEET children who end interventions NEET are subject to Referral Orders or Youth Rehabilitation Orders. Understanding this on a child level, but also exploring themes at a strategic level, will allow for effective planning to reduce these figures in 2024.
- 4.50. Areas of development and recommendations:
- Increase in options for post-16 children and a reduction of NEET children in the YJS, in line with strategic priority 4 of the YJS strategic plan. It is recommended that NEET oversight meeting re-commence with YJS senior management, to allow a regular process of understanding the needs of the NEET cohort. To include an analysis of barriers to ETE, an evaluation of attempts to ETE to date, and overview of number of days NEET for each child. This will allow a greater understanding to support the direction of funding from YJS and wider education partnerships.
 - Continue to work with YCS and secure estate education partners to support the education of children in custody and on remand.
 - New suitability KPI – produce a local policy around the decision making and recording of this, in line with the new YJB KPIs.
 - Increased support for school aged children’s attendance. YJS staff to receive EBSA (emotionally based school avoidance) training from Educational Psychologist.

5. Plan for the forthcoming year:

My YJS Worker has done a lot for me, and I feel supported by him and now know right from wrong. The YRO has kept me out of trouble and off the street. I know I made a mistake, and I won't make one again.

Child feedback

5.1. Consistently Good Practice:

- Complete a review of the findings of our audits by Autumn 2024 to ensure that learning has been embedded and effective changes have made an impact on the service delivery for children;
 - Ensure that the use of self-assessments for children and parents are embedded within the intervention plan and that the child's voice is heard and acted upon;
 - Ensure that children, at their most vulnerable moments within the Criminal Justice System, are supported and treated as children – this includes when they are in custody – whether that be Police, Court or the Secure Estate and that appropriate information is shared with relevant partners during these moments to keep children safe from harm;
- 5.2. Our Quality Assurance framework has been highlighted by the Youth Justice Board as an area of good practice and we are strengthening our commitment to this by recruiting a Practice Develop Lead (PDL) position that will support the quality assurance of the Youth Justice Service as well as Young Tower Hamlet's Targeted Prevention offer. The PDL will be positioned with the wider Supporting Families Learning Academy to ensure the continual journey of the child and family no matter where they are on their journey with Supporting Families and ensure that good practice is received throughout.
- 5.3. Our audit processes see the service look in depth into four children's experiences of the YJS as well as a wider thematic dip sample into an area of practice. Most recently, we have explored the experiences of our children that re-offend and have taken these findings to partner services to enhance their understanding of the needs of our cohort.
- 5.4. From our in depth audits, we have changed processes such as the child and parent/carer self-assessments and provided training in order to ensure that practice is of a high standard and continually developing.
- 5.5. As a Youth Justice Service, we are concerned by the Government's plans for the Criminal Justice Bill 2023-2024, specifically in relation to lowering the minimum age of a community protection notice (CPN) from 16 to 10. Although the Government state that this will bring it in line with the age of criminal responsibility, this will place more children at risk of being criminalised without the funding being in place to provide services with resources to support these families. We have already begun conversations with our Community Safety Partnerships in relation to this and began training our Enforcement Officers in 'Child First' to support their understanding of children's behaviours and the impact of criminalisation upon them.
- 5.6. We believe that we need to develop our Victims offer, not just for those victims who have been hurt by the actions of the children that we work with, but for those children who have been victims of serious youth violence or domestic violence. Our research into our re-offending cohort has demonstrated that children who have offending more than once are more likely to have been a victim of violence and therefore, we are beginning to work with partners to explore how the YJS and the wider partnership can offer support to these children who are not known to other services.

5.7. We will also be using the new HMIP framework to ensure that our victim offer is effective and impactful, supporting victims to resolve the impact of the crime upon them to move on from it.

5.8. **Our Commitment to Child First**

I like different things, like law, science etc and they are getting me to think about one thing at a time so it doesn't become too much. So, I know I need to have one option for now then I plan to have a backup.

Child feedback

5.9. We aim to continue to develop our Child First approach via supporting our Youth Justice Forum and developing that further as well as challenging ourselves to adopt a formal framework in which to hold our 'Child First' approach to account.

5.10. **Prevention**

5.11. Prevention is a key priority for the partnership with one of the Supporting Families key priorities being 'Harm Outside the Home' and the impact that this can have upon the most vulnerable of children in our community. The additional investment into Young Tower Hamlets has provided a significant increase in the number of staff available to work with children at risk in a preventative framework. This will be a key focus on supporting the wider partnership in reducing the numbers of children coming into the formal Criminal Justice System as well as ensuring that children have the opportunities for positive outcomes. Our Family Hubs will provide even earlier intervention and support for families from birth, providing a safe space for all to access support and guidance at the point of need.

5.12. **Diversions**

5.13. As stated throughout, we are proud of the significant reductions in FTEs over the last 3 years and are conscious that in order to safely bring this down even further, additional resources and opportunities for support need to be provided to our children.

5.14. We are working closely with our Police partners to introduce Outcome 22 and are seeking additional funding to continue our Turnaround intervention for those children in order to support diverting them away from the formal criminal justice system. Both of these projects are at the early stages of development and we are currently reviewing the impact of our Turnaround offer, especially in relation to the additional support that we have been able to provide within our Alternative Education Provision.

5.15. **Children from groups which are over-represented**

5.16. We are aware of the over-representation within our borough and take action towards tackling disproportionality within specific areas. Supporting Families is working towards a wider Disproportionality Action Plan which the Youth Justice Service's specific plan will also feed into. This will not only look into the overrepresentation of children at certain 'touch points' but also allow us to target resources into these areas in order to try and reduce overrepresentation within certain groups.

5.17. We know that for our Youth Justice Service, children from black and mixed heritage ethnicity groups are overrepresented, followed by a growing number of white children that are also disproportionately high.

5.18. We have already commissioned Wipers to provide specific intervention to children from black and global majorities in relation to identity and understanding their heritage and we are interrogating our data further to understand very specific areas of disproportionate representation to try and tackle specific issues. For example, from our deep dive into our re-offending cohort, we know that boys are significantly more likely to re-offend and those boys are more likely to identify as mixed heritage or white. We have identified areas of work in relation to their needs and aim to have this incorporated within our action plan for the next 12 months. What our research also demonstrated is that black boys are significantly underrepresented within our cohort and we wish to explore this area further, and our work with our larger than national average girls cohort, to see if this good work can be replicated.

5.19. **Health**

5.20. We have achieved a number of goals in relation to our priority of Health but aim within the next 12 months to understand our children's dental needs, increase their access to healthier living via the in-sourced Leisure and to provide easier access to GP's utilising local partnerships.

5.21. **Post 16 Education, Training and Employment**

At first, I felt restricted because I was on Tag and couldn't go anywhere and you know what, my YJS Worker called me and told me to make sure I don't go out, so I don't get arrested. I'm glad she did because I was thinking about it, she saved my life".

Child feedback

5.22. We recognise that for all children, post-16 education is not something that is appropriate to their needs. We are committed to expanding this offer and supporting children to achieve their potential in their ambitions for their working life. We will achieve this by an increased number of staff supporting this and working more effectively with partners in the Council and community to ensure that children are aware of the opportunities in the community that are available to them.

6. Resources and services

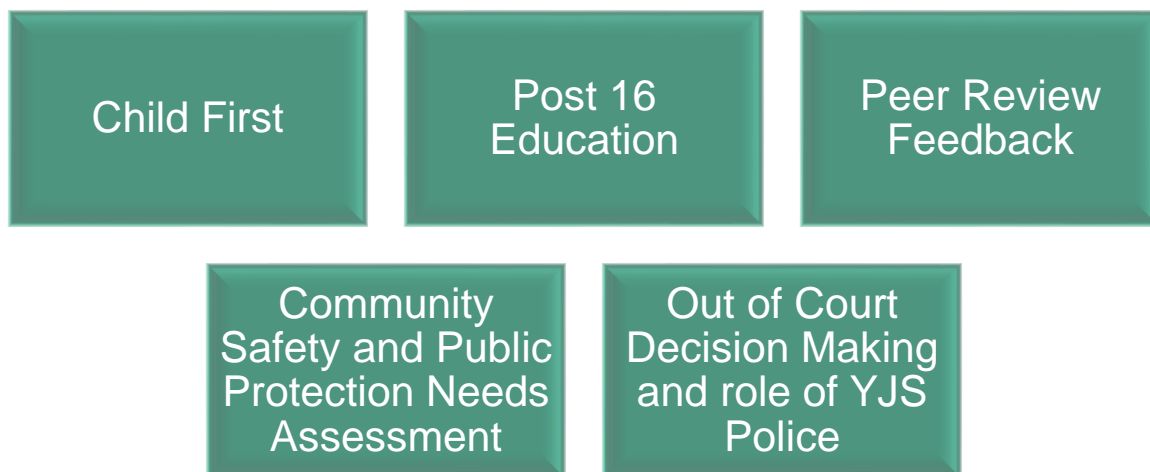
6.1. At present, we have not been informed by the Youth Justice Board as to the value of our Youth Justice Core Grant. This delay has been recorded on our Youth Justice Executive Board Risk Log as an area of concern. Our Youth Justice Core Grant continues to be used for the cost of the Youth Justice Officers. Further details of the Youth Justice Budget can be found in Appendix 4.

6.2. We remain supported by our Partnership in relation to resources and services, having both our seconded Probation Officer and two seconded Police Officers and 0.5 Police Sergeant being integral components of the service and service delivery. This has made a significant impact on the service, specifically the seconded Probation Officer who has supported the service in smooth transitions from YJS to the adult estate, especially considering the importance of the transitions for our children serving Section 250s and ensuring that they are supported during this vulnerable time.

6.3. Our priority for our grant, partner contributions and available resources has been to ensure that children have quick access to services that they need, hence our commitment to our Enabling Fund and the increase of SALT provision from 0.8 to 1.6 SALT practitioners.

7. Board development

- 7.1. Over the last 12 months, the Youth Justice Executive Board (YJEB) has gone through a number of changes and developments, significantly having had 3 chairs in 12 months.
- 7.2. Following the departure of the previous LBTH Director of Children's Services, we ensured that the Board was supported and led by the Director of Childrens Services from the City of London, utilising our close working relationship to ensure that the interim chair was of the correct seniority and understood the journey of the Board and where we needed to continue to develop. This arrangement was a successful period whilst the new LBTH Director of Childrens Services was appointed. Fortunately, the new LBTH Director of Childrens Services had been in the position in an interim position and prioritised their attendance at the Board to ensure that they had the oversight needed. This therefore reduced any negative impacts.
- 7.3. Over the last 12 months, we have continued with our additional 'Spotlight' sessions to focus on the Partnership. These have included:



- 7.4. We continue to work with the Youth Justice Executive Board to ensure that their needs are being met in relation to information provided to equip them to hold the Youth Justice Services to account. This has included Board surveys, pre-Board meetings with partners and the Head of Service and a Board away session.
- 7.5. The Board is knowledgeable in the needs of the children within YJS and the working relationship between Board members and the YJS Management team is strong, thus allowing for strong challenge, support and co-working.
- 7.6. Our plans for the next 12 months is to ensure that the Board and the YJ Practitioners have stronger links, starting with a Youth Justice Board Practice week where Board members will oversee the practice of different aspects of the team and is arranged for October 2024.

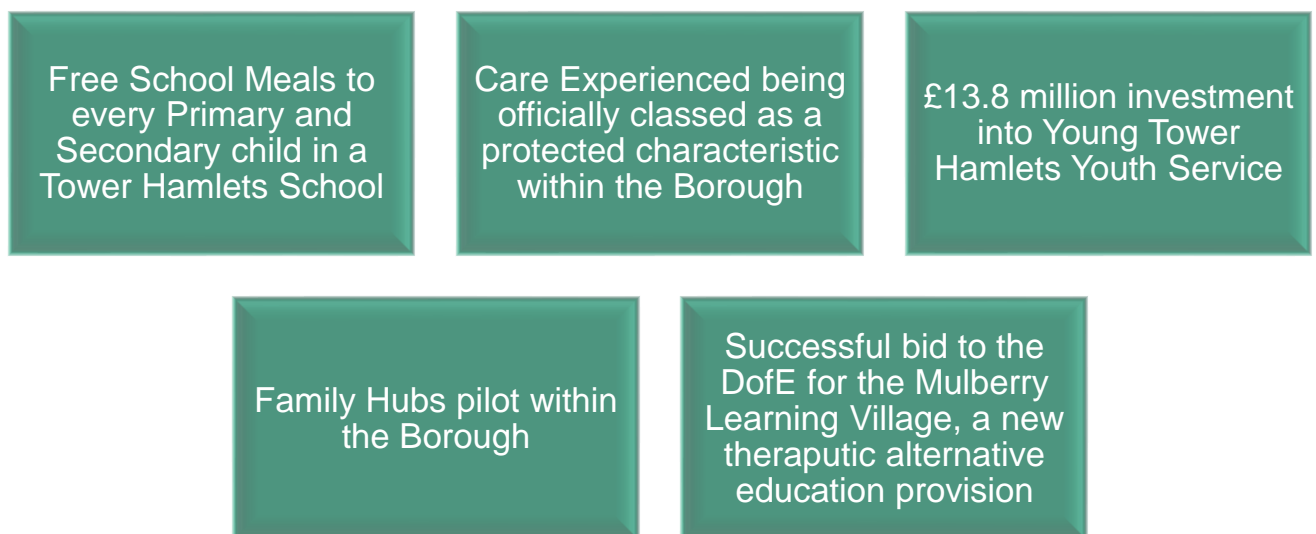
8. Workforce Development

- 8.1. Following the creation of the Supporting Families overarching Workforce Development Strategy, we are now developing the specific Workforce Development strategy for the YJS. This has been developed following consultation with the team, findings from audits and deep dives as well as the support offered via the Youth Justice Board's Workforce Development. We hope to have this finalised by Autumn 2024.
- 8.2. In the last 12 months, we have had a consistently strong training offer for the YJS service as well as utilising the training provided by our Learning Academy, thus allowing us to focus specifically on the needs of the YJS as well as learning provided in relation to the Directorate's priorities (Neglect, Domestic Violence and Harm Outside the Home). In addition to this, 89% of our YJS have completed the UNITAS Child First Award which we are incredibly proud of.

9. Evidence-based practice and innovation

Wider Innovation across the Council and our Partners

- 9.1. Across the wider Council, we are proud to have been included in some innovative and exciting developments that will benefit the children and families that we work with.



Innovation and Evidence Based Practice within the YJS

- 9.2. Within the YJS, we have had our good practice recognised nationally via the Youth Justice Board as well as being a finalist at the Children and Young People Now Awards in November 2023, for our reparation project with our voluntary sector.



9.3. As well as this recognition, we continue to try and innovate with projects, interventions and resources. We have supported our Youth Justice Forum to find their identity and understand how they want to develop by providing them with a residential in September 2023 supported by our staff. We have developed and amended our Weapons Awareness intervention following feedback from children that using resources from certain national programmes did not engage them as the children didn't look like them, and we have engaged our girls with intervention supporting their identity and addressing the risks that as females, they might face. All of this is in addition to our Enabling Fund which allows practitioners to access funds quickly in order to source projects, items and experiences for children on an individual level.



9.4. We continue to focus on improving the health outcomes for the children and families that we work with. We welcomed our YJS Nurse in January 2024 and are currently evaluating the impact of that offer upon our children. In addition to the findings of the JSNA completed on the YJS by our Public Health partners, we have worked closely with the Council's insourcing of the Leisure Services and have recently agreed an Service Level Agreement whereby the YJS and our children have access to the gyms and swimming pools across the borough and are undertaking research in relation to dental access for our children.

10. Evaluation

10.1. We pride ourselves on promoting a learning culture within the service and over the last 12 months, we have undertaken external moderation and audits as well as hosting the Youth Justice Sector Improvement Programme (YJSIP) to hold a Peer Review. We firmly believe in the benefits of this additional scrutiny in order to hold us to account and ensure that our community receives the service that it deserves.

10.2. Key findings from the Peer Review across the four KLOE's included:

Are governance arrangements effective in leading and setting vision and direction for the youth justice agenda?

- The YJS is appropriately placed and prioritised within the Directorate. It is recognised as a key service and resourced appropriately
- Clear motivation from the Board to lead the service and provide effective governance arrangements.
- "Spotlights" are effective, for example the focus on health resulted in an increase in provision and resource within the YJS

Are the partnership arrangements making a difference, having impact and appropriately challenging when required?

- Most partners are invested and committed to the Youth Justice Service; we noted the social care arrangements are especially strong;
- The voluntary sector is strong with partners working together to provide opportunities and outcomes for children;
- Partnerships with education are strong with good outcomes for those under 16. Rich data is produced and analysed, you know your performance and areas for development;
- The quality assurance arrangements are strong with evidence of key stakeholder engagement, we saw evidence that the 6 Cs are known, can be applied throughout the directorate, and are applied within the Youth Justice Service.

Is the FTE decision making panel making the right decisions for children?

- The Joint Decision-Making Panel is well organised and relevant partners attend; they understand their roles and responsibilities which ensures the panel is compassionate and makes appropriate decisions for children.
- Holistic assessments of the child are completed prior to panel and there is a robust quality assurance process in place.
- The Voice of the Child is now included in the Out of Court Disposal panel. There is an understanding that this needs to be managed to ensure that it is safe for children by offering face to face or other methods of having their voice heard without attending;
- There has been considerable effort made to train internal staff and external partners to understand "Child First" and childhood trauma. This is an ongoing commitment to training; staff have had training from the Youth Justice Legal Center in Out of Court Disposals and the gravity score matrix and training for solicitors. The service has been proactive in delivering training to police to promote an understanding of Out of Court Disposals. There is continual training offer to case managers and case prevention officers;
- There is a clear escalation procedure which is used when decisions cannot be agreed by the panel.

Are arrangements in place to manage risk appropriately and effectively?

- There is good joined up working with the Exploitation service and Children Social Care
- Channel panel processes are positive
- There is clear value in the plethora of specialist staff within the team.

10.3. As well as highlights, the Peer Review provided the service with clear areas of improvement and development for the next 12 months including:

Development of the Board Induction	Fully embedding the QA frame work and ensuring the improvement of practice	Housing representative at the Risk and Resource Panel	Ensuring no duplication of risk management	Introduction of Outcome 22
Impact of 'No Comment' interviews on children within the OOCd offer	Further development of Turnaround	Development of 'One Child, One Plan'	Further embedding the principles of 'Child First'	Further development of the Youth Justice Forum

10.4. We will be working with the service and our partners to ensure that we develop these areas further.

- 10.5. In March 2024, we welcomed Bravespace back to complete an external Audit on our work with children on Out of Court disposals. This followed their external diagnostic assessment of the service in March 2023 as we wanted to see the progress made. Bravespace identified a number of areas that we had made significant improvements on including that our *'practice and improvement has benefitted the lives of children in Tower Hamlets. The engagement of the parents and partners with the practitioners has enhanced the delivery of the intervention and also educated the parents and partners to understand and support the delivery'*.
- 10.6. Bravespace also highlighted areas for further development specifically in ensuring that the child's and victim's voices are heard consistently throughout the assessment and intervention plans to achieve a consistently good practice and further areas of development in our work with victims. Areas of development suggested by both the YJSIP and Bravespace have been incorporated within our YJS Delivery Plan 2024-2025.
- 10.7. In October 2023, the Youth Justice Board requested for all YJS to complete an audit exercise into National Standard 2 – At Court. The timeframe for this period that we looked into pre-dated the changes that we had already made and allowed us to ensure that other areas for development were able to be developed further. We are confident that our changes have made an improvement and plan to re-assess the service using the National Standard 2 to ensure that we can be confident that changes have been made and the impact is visible.

11. Sign off, submission and approval

Chair of Youth Justice Executive Board	Steve Reddy
Signature	
Date	15 July 2024

Appendix 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 Partnerships, LBTH	Kelly.Duggan@towerhamlets.gov.uk
Annick Keble-Cross	Children's Services	Team Manager, Youth Justice, LBTH	Annick.keble-cross@towerhamlets.gov.uk
Nancy Stewart	Children's Services	Team Manager, Youth Justice, LBTH	Nancy.Stewart@towerhamlets.gov.uk
Cherie Oktem	Children's Services	Team Manager, Youth Justice, LBTH	Cherie.Oktem@towerhamlets.gov.uk
Tyrelle Ritchie	Children's Services	Team Manager, Youth Justice, LBTH	Tyrelle.ritchie@towerhamlets.gov.uk
Danielle Lexton	Children's Services	Interim Improvement Consultant, LBTH	Danielle.Lexton@towerhamlets.gov.uk
Will Firminger	Children's Services	Senior Data Analyst, LBTH	Will.firminger@towerhamlets.gov.uk
Sam Nair	Children's Services	Principle Social Worker and Head of Learning Academy	Sam.nair@towerhamlets.gov.uk

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

Name	Department	Job Title	Contact Details
Steve Reddy (Chair)	Children	Corporate Director of Children	Steve.reddy@towerhamlets.gov.uk
Vicky Tunstall	Met Police	Detective Superintendent	Vicky.I.tunstall@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	Director of Supporting Families	susannah.beasley-murray@towerhamlets.gov.uk
Kelly Duggan	Children	Head of Youth Justice and Partnerships	kelly.duggan@towerhamlets.gov.uk
Lucy Satchell-Day	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
Warwick Tomsett	Health, Adults and Community	Director of Integrated Commissioning	Warwick.tomsett@towerhamlets.gov.uk
Rachel Talmage	Children Social Care, City of London	Head of Children's Social Care and Early Help	Rachel.green@cityoflondon.gov.uk
David Chesterton	JP, Judiciary	Chair, London Youth Panel Forum	David.chesterton@ejudiciary.net

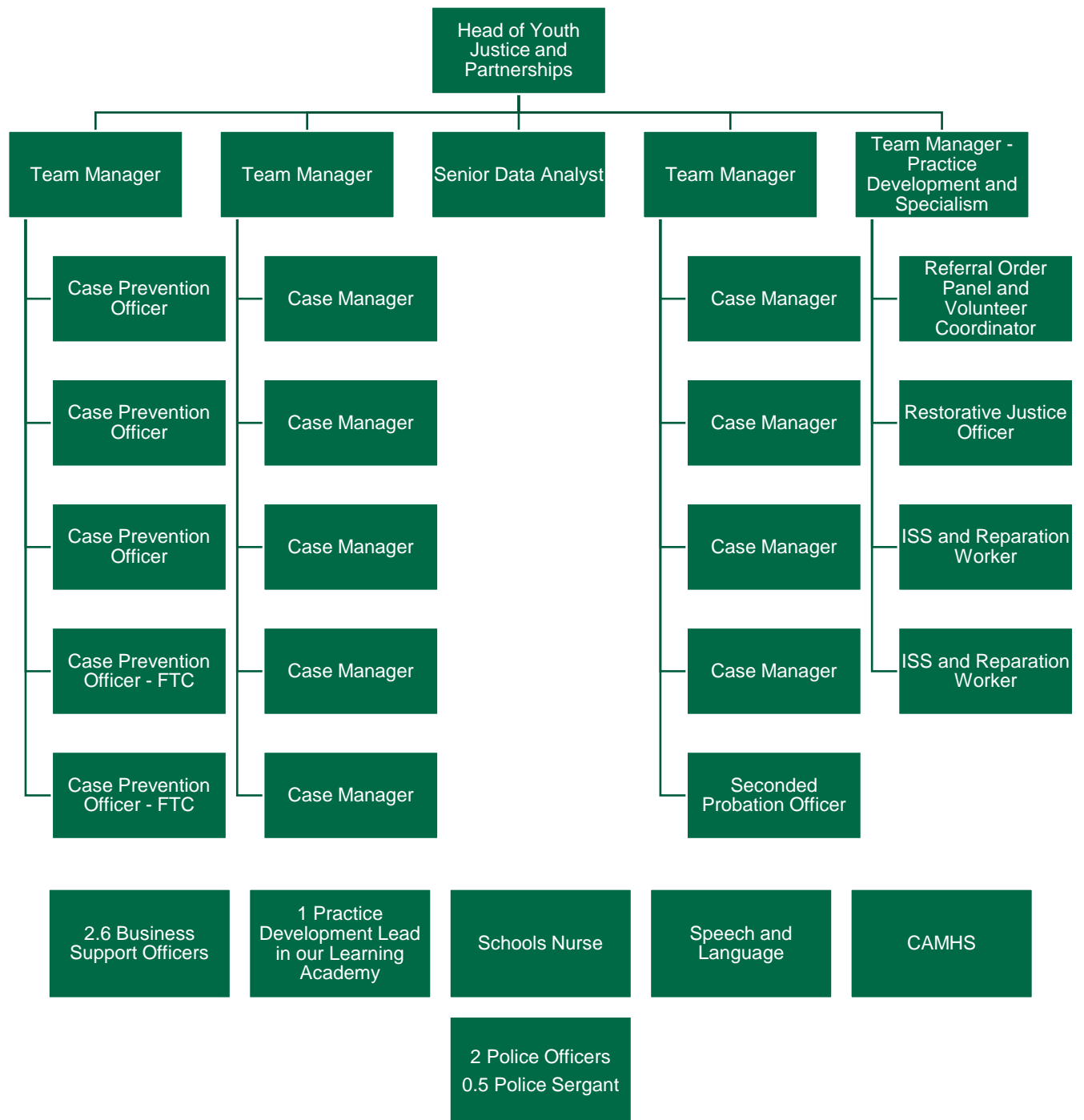
Appendix 2: Staffing Structure

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					4	1	2	1	2	6	8	8
Black				1	4	5	1		1	3	6	9
Mixed			1			1					1	1
White		1	2	1	3	2			1	5	6	9
Any other ethnic group				1						2		3
Not known												
TOTAL	0	1	3	3	11	9	3	1	4	16	21	30

Type of Contract	Strategic Manager		Operational Manager		Practitioner		Administration		Sessional	Students
	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT
Permanent		1		4		10	1	2		
Fixed Term						3				2
Outsourced										
Temporary						2				

Vacant										
Secondee Children's Services										
Secondee Probation					1					
Secondee Police			1			2				
Secondee Health (Substance Misuse)					1					
Secondee Health (Physical Health)						1				
Secondee Health (SAL)					1					
Other Secondee Health					1					
Secondee Education				1						
Secondee Connexions										
Secondee Other										
Total										
Disabled (Self-Classified)						1				

Appendix 3: Youth Justice Service Structure



Appendix 4: Budget Costs and Contributions

Budget Costs and Contributions should be supplied as an appendix if available (please refer to the [YJB Data Recording Requirements for Youth Justice Services in England and Wales](#))

Funding Description	£ Income	Comments
Local Authority Funding	1,049,931	General Fund
Grant	610,443	YJB Grant projection
Turnaround Grant	147,292	
Police Contributions	0	Staff in kind
Probation Contributions	0	Staff in kind