

<p><b>Cabinet</b> 15 December 2021</p> <p><b>Council</b> 19 January 2022</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Richard Baldwin- Director of Supporting Families</p> <p>Billy Finnegan- Acting Head of Youth Justice &amp; Young People's service</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Annual Youth Justice Plan 2021-2022</b></p>	

<b>Lead Member</b>	<b>Councillor Asma Begum, (Deputy Mayor and Cabinet Member for Children, Youth Services, Education and Equalities (Statutory Deputy Mayor))</b>
<b>Originating Officer(s)</b>	Richard Baldwin, Director Supporting Families, Billy Finnegan, Acting Head of Youth Justice and Young Peoples Service
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	No – this is a Policy Framework decision
<b>Forward Plan Notice Published</b>	29 September 2021
<b>Reason for Key Decision</b>	This is a Policy Framework plan and will be determined by Full Council after consideration by Cabinet
<b>Strategic Plan Priority / Outcome</b>	People are aspirational, independent and have equal access to opportunities

### **Executive Summary**

Within this report, a general outline of the Youth Justice Service (YJS) strategy and vision for the upcoming 12 months is provided, with further explanations regarding the role of the YJS management board and how our strategy and vision has been developed for 2021-2022.

Additionally this report will give an overview of the YJS's achievements, challenges and priorities going forward for the next year. This will include our response to COVID19 and our plan to strengthen the service delivery in preparation for our upcoming HMIP inspection

## **Recommendations:**

The Cabinet is recommended to:

1. Note the contents of the Annual Youth Justice Plan 2021/-22 for Tower Hamlets and the City of London which will be progressed to Full Council for approval in accordance with the Council's Budget and Policy Framework procedure rules.

### **1 REASONS FOR THE DECISIONS**

- 1.1 Arising from the Crime and Disorder Act (1998) all local authorities in England and Wales are required to produce an Annual Youth Justice Plan and for the Youth Justice Management Board to be satisfied with the said plan.

### **2 ALTERNATIVE OPTIONS**

- 2.1 Not complete a plan:

- **Annual Youth Justice Plan:** This is not deemed to be a viable option given the statutory requirement for the local authority to produce an Annual Youth Justice plan. Failure to produce an annual Youth Justice plan can impact the release in the grant funding supplied by the Youth Justice Board.

- 2.2 The option of not completing a plan is not recommended

### **3 DETAILS OF THE REPORT**

- 3.1 The Annual Youth Justice Plan 2021-2022

#### **1.Introduction, vision and strategy**

This is the Tower Hamlets and City of London Youth Justice Plan 2021-22. This Plan has been adopted by Board members on July 1st, 2021 and submitted to YJB on behalf of the board by the Independent Chair of Tower Hamlets and City of London Youth Justice Management Board and interim Head of Youth Justice services

#### **Vision and Strategy**

In February 2021 the Board undertook a self-assessment process to judge the effectiveness of its work. As a result, the Board committed to developing a two year strategy for youth justice services in Tower Hamlets and the City of London.

The strategy development articulates with each of the relevant strategies of Tower Hamlets and of the City of London and takes account of a range of local, regional and national priorities. These are-

## **Youth Justice Board (2021)**

Child First, Offender second  
Disproportionality/over-representation  
Construction resettlement

## **HMI Probation (Inspectors of Youth Justice services)**

The focus on Resettlement and overrepresentation in the revised Framework (May 21)  
Learning from the Annual HMIP report (2020) and including thematic and research reports.

## **London**

Mayors Action Plan on Ethnic Disproportionality in the Youth Justice system  
The Police and Crime plan

## **LA Partnerships**

TH+CoL youth justice services works in a number of collaborative YOT groups

1. London Resettlement Partnership
2. Stratford Youth Court User group
3. Youth Justice Strategic Leaders Group (London)
4. Chairs and Managers of four YOTs served by Stratford Court
5. The Youth Justice Board will also contribute to taking forward the recommendations of the Tower Hamlets Inequality Commission. This commission was set up in 2020 following the death of George Floyd and will work actively on one of the key strands of the recommendations which is in relation to improving employment opportunities for Black and Asian young people in the borough

## **The strategy development process**

Three facilitated workshops took place in April 2021 involving Board, partners, staff and VCS groups from City and Tower Hamlets. These sessions were specifically designed to elicit a range of views and ideas that would assist in the shaping of this plan. Young people were directly engaged by VCS groups to gather their views to inform this strategy. The Strategy was approved by Board in July 2021

## **Contents of the Workshops-**

1. The children we work with.
2. The work we do with the children
3. working in partnership
4. making it happen – Governance and leadership
5. Communications.

*The strategy which we themed Safe, Hope, and Opportunity) provides a vision for the partnership services providing youth Justice services in Tower Hamlets and City and has a title which reflects our ambition for the young people who come into contact with the youth justice services.*

### **The Partnership Vision for each child:**

### **The best possible future, the best possible support and challenge.**

The strategy will be reviewed by the partnership in 2022 to assess progress and again in 2023 to inform the next strategic plan.

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

Tower Hamlets and City of London Youth Justice Service Management Board is responsible to the Tower Hamlets Chief Executive for providing the statutory Youth Justice Service (YJS). This is a statutory partnership, established under the Crime and Disorder Act 1998, with the principal aim of preventing and reducing offending by children and young people. The local authority is responsible for establishing a Youth Offending Team within its area and other responsible authorities, Police, Probation and Health (Clinical Commissioning Groups) are statutorily required to assist in their funding and operation. Tower Hamlets YJS is staffed by Case Managers, Social Workers, Probation Officers, Police Officers, Intervention Staff and specialists from health and education backgrounds. The YJS safeguards young people and the community through a variety of interventions, with the overarching aim of preventing and reducing offending by children and young people.

The Youth Justice Service Management Board (YJSMB) is set up under the statutory authority of the Chief Executive and reports to the Corporate Director of Children's and Culture. The YJSMB is accountable for performance to Youth Justice Board for England and Wales for the three Key Performance Indicators.

Under a Service Level Agreement Tower Hamlets is commissioned by the City of London to provide Youth Justice Services to the City of London.

Through strategic overview and scrutiny of service delivery, the YJSMB governs the YJS to ensure positive outcomes for children and young people in Tower Hamlets and the City of London.

### **Role of the Youth Justice Service Management Board**

The Youth Justice Service Management Board (YJSMB) provides governance for Youth Justice Services in Tower Hamlets and the City of London.

The Tower Hamlets Youth Justice Service Management Board (YJSMB) is required to manage the performance of the Youth Justice Services in Tower Hamlets and City of London and ensure the delivery of the statutory principal aims. This includes:

- reducing the number of children and young people who enter the Youth Justice System (First Time Entrants)
- reducing the likelihood of reoffending by children and young people and the risk of harm that they can cause to other people and themselves
- reducing the number of children and young people receiving custodial sentences

<b>Youth Justice Service Management Board Membership</b>	
<b>Organisation</b>	<b>Representative</b>
Chair	Independent Chair
Tower Hamlets	Supporting Families Division (Children's services)
	Education
	Community Safety
	Public Health
City of London	Children's services
Police	Metropolitan Police
	City of London
Health	CCG
	CAMHS
Probation	National Probation service
Community and Voluntary	Tower Hamlets VCS
Ex Officio	Cabinet Member, TH Chief Exec, YJB London Manager

### **Governance and leadership effectiveness**

The Youth Justice Service Management Board reviewed its' effectiveness in February 2021 against YJB 'Modern Partnership' and HMIP criteria for effective Boards and tracked progress against the same self-assessment format in February 2020. This was also informed by the HMIP annual report (2020) on "Outstanding" and "Good" Governance.

### **Overall conclusions**

Board was felt to have made steady progress in effectiveness over the last year as measured by the self-assessment scoring (reported to Board in March 2021) and by the comments in the reports and in the discussion.

The culture and mechanics of the Board are positive, and the Board has acted on the previous challenges and areas for development. However, the analysis did identify two priority areas for 21/22 which we have highlighted below. We are also very conscious of the ever changing and developing nature of the context with which this work takes place and the need to regularly review how the structure and culture of the Board relates to legislation guidance and research.

- 1) Develop a partnership two-year strategy – linking to other relevant strategies - between staff partners and Board.
- 2) Create a Board workplan for 21-22 to include (as part of the strategy)

- outcomes and accountability framework including reporting to councillors
- meeting data and analysis needs of Board
- focus on work with victims (maybe seeking best practice input from elsewhere)
- Resettlement and Transitions and Out of Court Disposals

When reviewing the HMIP examples of Good and Outstanding, YJSMB agreed these further three strands

1. Ensure evidence of impact is being gathered from the decisions and actions of the
2. Board
3. Board should capture and set in place mitigation actions against key risks (for the
4. Board)
5. Ensure Board is “horizon scanning” for, then acting on, key national and regional drivers
  - a. Disproportionality and Cultural Competence (YJB London Councils and Mayor)
  - b. Child First Offender Second
  - c. Focus on Out of Court Disposals and Resettlement
    - i. London Resettlement Partnership
    - ii. HMIP framework changes
  - d. COVID resilience and recovery

For individual Board members the priorities arising from the self-assessment were;

1. Focus on Board member roles in advocating for YJS in their organisations
2. Get the best from links with partner Boards and strategies
3. Build partner links with VCS organisations including to engage with
  - a. improving victim services

### **3.Service Leadership**

Over the past three years, the board has worked hard to ensure the right representation of leaders from across all agencies in the Borough. We feel that we have made progress in this, and that the board has been strengthened by the broader range of input and perspectives. We now have stronger engagement with Probation colleagues, and in particular we have strengthened the education voice at the Board. This is seen in the some of the spotlight sessions on education, the conversations we are having about tracking attendance both at school and at FE college as well as commitment to developing the specialist post of Education Officer who works jointly between our Youth Justice team and the Virtual School team. The post has been influential in strengthening these links and improving outcomes.

We are currently (spring/summer 2021) in the final stages of completing an internal re-structure that will see the Youth Justice Service joining with our Youth Service. The new structure will provide enhanced opportunities to focus some of our detached youth work capabilities into reducing first time entrants and in working with first time offenders. The links with our 10 youth centres will allow more comprehensive early identification of risks and diversion.

The creation to the new “Supporting Families” Division which see’s both Youth Justice and the Youth Service coming into the same management structure as Early Help and Children’s Social Care will also ensure a greater level of shared working and shared strategic vision.

**Resources and services how YJB grant will be used**

In the same vein as previous years the Youth Justice Grant will be used to fund a number of posts within the service as well as successful evidenced based groupwork interventions, including our projects to address disproportionality and preventions, but expanding on this further to improve our offer in this area. Additionally, funding will potentially be used to expand our reparation offer as well as provisions in place for those subject to 7-day intensive surveillance and supervision.

As always, the aim of the Youth Justice Grant will be to work towards continually improving our efforts regarding both national and local Key Performance indicators.

**Total Youth Justice Grant 21-22:**

<b>Agency</b>	<b>Staffing Costs</b>	<b>Payments in kind</b>	<b>Other Delegated Funds</b>	<b>Total £</b>
Youth Justice Board	497,086	30,000		462,132
Local Authority	828,000	47,614		875,614
Police	36,476			36,476
Police and Crime Commissioner				
Probation				
Health	22,274			22,274
*Welsh Government				
Other	22,238			22,238
<b>Total</b>	<b>1,406,074</b>	<b>77,614</b>	<b>0</b>	<b>1,418,734</b>

**4.Performance and priorities**

The priority areas for the coming year are set out in more detail below but are informed by our analysis of local data and emerging issues both locally and nationally. These will be-

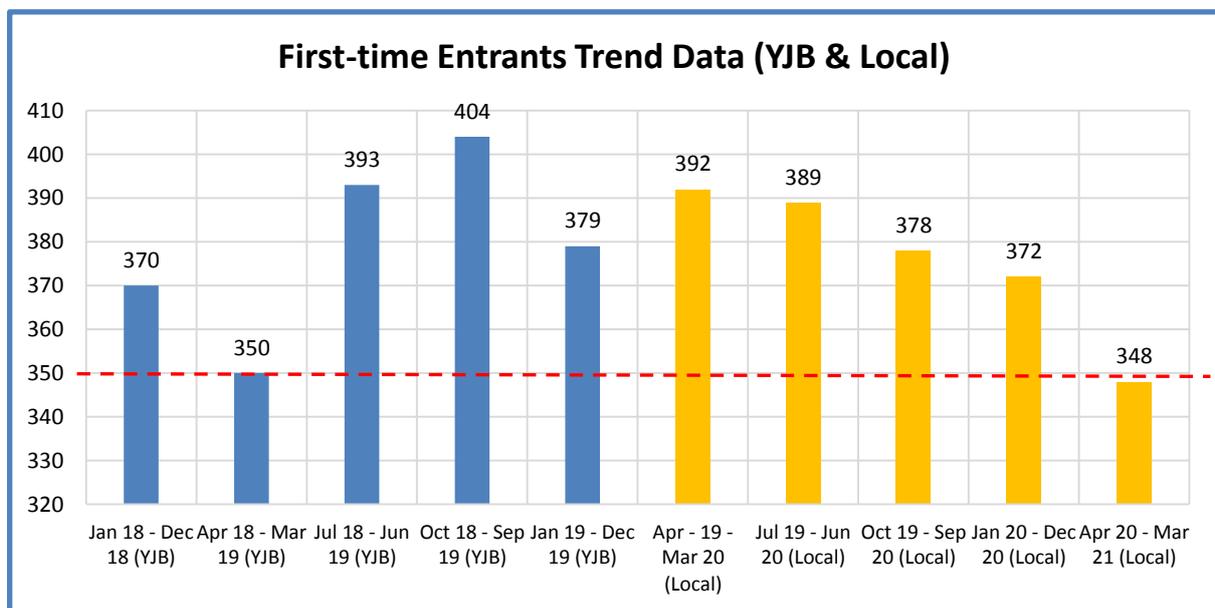
- First time entrants
- Disproportionality
- Education
- Custody

A Data snapshot on **17<sup>th</sup> of May 2021** shows 121 children working with the YJS were as follows:

- 68** Children on community sentences
- 1** Child in custody
- 2** Children on licence after custody
- 0** Children on Youth caution, **13** with Youth Conditional caution
- 12** Children with Triage interventions
- 25** children with out of court orders (**that's 26% of case load**)

**Performance Indicators**

**1) First-time Entrants**



There are some considerations that can take place in terms of looking at some 'quick wins' in reducing FTE rates. This is highlighted in this report regarding trying to offer Triage to young people committing possession of cannabis and other low gravity offences. This could be offered to young people who have also already been previously triaged, considering the offence gravity. However is imperative to remember that at the scrutiny panels that have taken place in March 2020 and March 2021 that the panel agreed with all but 1 decisions that were made, suggesting that we are generally making the right decisions as a service in terms of

appropriate disposal. Continued attention needs to be considered to the disproportionate representation of black young people as FTE's who are not previously triaged.

### Reoffending Rates

YOT	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending	RANK
Hackney	126	40	116	2.90	0.92	31.7%	1
Birmingham	718	251	1058	4.22	1.47	35.0%	2
Camden	106	38	194	5.11	1.83	35.8%	3
Islington	91	33	99	3.00	1.09	36.3%	4
Waltham Forest	191	70	186	2.66	0.97	36.6%	5
Manchester	382	141	774	5.49	2.03	36.9%	6
NATIONAL	23452	8858	34471	3.89	1.47	37.8%	7
Family Average	202.1	78.1	320.5	4.10	1.59	38.6%	8
Luton	80	31	70	2.26	0.88	38.8%	9
LONDON	4139	1684	6079	3.61	1.47	40.7%	10
<b><i>Tower Hamlets &amp; City of London</i></b>	<b>183</b>	<b>75</b>	<b>236</b>	<b>3.15</b>	<b>1.29</b>	<b>41.0%</b>	<b>11</b>
Newham	183	85	336	3.95	1.84	46.4%	12
Haringey	166	78	263	3.37	1.58	47.0%	13
Hammersmith and Fulham	94	46	163	3.54	1.73	48.9%	14
Westminster	75	38	132	3.47	1.76	50.7%	15

For the latest YJB figure for 2018-19, we already know why this figure was high and the trend of young people on youth conditional cautions reoffending has not continued at the same rate. As has been outlined to the board previously the 2018-2019 period was where the borough saw a spike in youth violence, which led to increased custody numbers around this period, the re-offending data with the time lag, now reflects the picture of the time. Therefore, although the current data is somewhat disappointing, it is not unexpected and would expect a continued downward trajectory over the next reporting periods.

### Custody

YOT Family Comparison		Apr 19 - Mar 20 (Base-line Data)		Apr 20 - Mar 21 (Latest Data)			RA NK	% Chan ge
YOT	Num ber	2019 Popul ation	Rate per 1,00 0	No.	2019 Populat ion	Rate 1,00 0		
Camden	1	22397	0.04	0	22397	0.00	1	- 100 %
Westminster	3	20004	0.15	0	20004	0.00	2	- 100 %
Islington	6	16938	0.35	1	16938	0.06	3	-83%
Hammersmith and Fulham	11	14558	0.76	1	14558	0.07	4	-91%
<i>Tower Hamlets and City of London</i>	9	29330	0.31	3	29330	0.10	5	-67%
Newham	5	33356	0.15	4	33356	0.12	6	-20%
Waltham Forest	8	25674	0.31	3	25674	0.12	7	-63%
NATIONAL	1215	54663 38	0.22	719	546633 8	0.13	8	-41%
Luton	7	23089	0.30	4	23089	0.17	9	-43%
Hackney	10	25155	0.40	5	25155	0.20	10	-50%
LONDON	285	82343 1	0.35	165	823431	0.20	11	-42%
Haringey	19	24779	0.77	6	24779	0.24	12	-68%
Family Average	17	35233. 7	0.48	9.8 888 89	35233.7	0.28	13	-42%
Manchester	31	49109	0.63	19	49109	0.39	14	-39%
Birmingham	77	12295 2	0.63	49	122952	0.40	15	-36%

It is positive to see that the custody rate for the Tower Hamlets & the City continues to be low. As a service we have been able to offer and implement robust bail support packages for young people that has had significant impact on the very limited numbers of young people we have remanded into custody. In addition to this, cases that would be on the cusp of custody threshold, case managers, managers and the wider team are working collaboratively with other services to be in a position where appropriate community proposals to manage the risks are in place, resulting in cases that may ordinarily receive a custodial sentence, receive a robust community penalty.

### Service Analysis

Our data and internal auditing along with case analysis tells us very clearly that each of the above issues are inter-connected. Regular auditing of the quality of practice and planning will be a vital way strengthening practice and improving the writing of plans. Case auditing also allows the service to review emerging themes and practice issues.

Poor employment opportunities are linked to broader concerns linked to the development of a better range of business opportunities in the Borough. We also know that poor housing and high levels of mental ill-health can also impact on education opportunities, particularly within the post 16 years range. The Board is also very aware of the links between trying to maintain young people within the education system beyond 16 yrs. Young people that remain in further education are less likely to be negatively impacted by involvement in criminality, and serious youth violence. The work that the Board is currently undertaking to develop closer links with local FE Colleges and to monitor attendance on a weekly basis are a positive illustration of how we are actively working to improve outcomes in this area.

The inter-connectedness of each of these is one of the key reasons why we have pushed hard to broaden the representation of our Board, to ensure that the challenges are tackled together and in a “joined-up” manner.

Our focus on disproportionality also highlights the relevance this issue has for a number of our young black men. The engagement for this group in education is also very challenging and we feel it important that one of the ways to tackle this issue will also have a positive impact on re-offending rates and first-time entrants. The introduction of the Education officer role, and the highlighting of the issue and exploration of options in our spotlight sessions has directly assisted in developing practical initiatives such as the work with New City College to improve the tracking of attendance.

## **5.Covid Response and Recovery**

The Tower Hamlets & the City signed off the COVID19 recovery plan in July 2020 which followed the perspective of the child’s journey through the youth justice system framework:

- At the Police Station
- Out of Court Disposals
- At Court
- In the Community
- Secure Settings
- On Transition and Resettlement

Within each section of the framework the Recovery Plan divided into three sub-sections as set out below:

- Needs of children
- Needs of staff
- Needs of the strategic partnership

This report updates the July 2020 plan with actions to May 2021

### **At the Police station:**

**City of London-** At the time of writing this report there have not been any City of London children that have come to the attention of YJS since the start of the pandemic in March 2020. The City of London Corporation's aged 0-19 population is less than 1600. The numbers coming to the attention of the YJS has been historically low and continues to be so

**Tower Hamlets-** Children arrested in Tower Hamlets continue to be taken primarily to Bethnal Green police station whereby they will only be interviewed when an Appropriate Adult is present. Whereby a child's parent/carer is not available to be an AA, which may be for a number of reasons including self-isolation, The Appropriate Adult Service (TAAS) has been able to provide a 24/7 service for these children. A new provider will shortly be taking over the contract but offering a similar service.

In general, the police station has maintained and continues to do so a 'Business As Usual' (BAU) approach in a similar way to what was operation prior to March 2020. Some process that were trialled during the initial lockdown, such as virtual hearings, are no longer being used

### **Out of Court Disposals:**

**Sign-ups:** There has been some changes in the sign-up arrangements during the period of January- March 2021, when full lockdown restrictions were in place. During this period triage sign ups were delivered virtually, requiring the child and parent to email or post their sign up to the YJS police officer. Youth Conditional Cautions (YCC's) have continued to have sign ups completed in person by a YJS police officer and where possible the case worker.

In line with schools reopening in March 2021, the YJS returned to seeing all young people face to face, therefore triage sign ups have reverted to face to face sign up's at Mulberry Place, with the child and their parent carer.

**Interventions:** The YJS has remained committed to delivering tailored and innovative interventions to children subject to OoC disposals, including the deliverance of the 'Evolve' programme to young people subject to a triage as part of strengthening out diversion approach. This group work programme is delivered with partners from the voluntary sector and our 'Early Help' service looking at several areas including, healthy relationships, substance misuses and social media. In period of increased restrictions, we have delivered this programme remotely, however this programme has returned to running in person and alternates venues across the borough facilitated by our voluntary sector partners.

### **At Court:**

**Youth and Crown Court:** Since reopening on 06/07/2020, the Youth Court has remained open and has operated BAU. During the initial re-opening period there was a backlog of cases that had been delayed due to the Court closures, which resulted in an increase in new allocations around this period. Positively the backlog appeared to be worked through quite quickly and the Court has returned to regular operation. This is of course positive for children and their families in that their cases are being heard in a prompt manner.

**Healthy and safety:** There has been an increased use of PPE at courts, with staff required to wear masks in the court itself and the communal areas. There remains in place limitations on the number of staff allowed in the court room in line with social distancing measures.

### **In the Community:**

**Contact with children:** As previously stated, all children are being seen face to face and this is inclusive of visits to Mulberry place, other council buildings, education settings and home visits (predominately doorstep of full home visit if safe to do so).

**Partnership agencies:** We continue to work with a number of agencies to deliver interventions to our children including, Safe East for substance misuse, Homerton Trust for Speech and Language Therapy (SaLT), and CAHMS. All of which have also returned to face to face contact with young people, providing a consistency in the service that young people receive.

**Groupwork and increased interventions:** In line with our disproportionality action plan, we are now delivering the 'Ether' programme, which is aimed at children from a Black Asian Minority Ethnic (BAME) background, which is co delivered by the agency 'Wipers'. Additionally, the YJS now provides a counselling service, which is delivered by 'Step forward'.

### **In secure settings:**

**Youth Custody:** Custody numbers for Tower Hamlets and City have continued to fall over the last year to extremely low levels, which itself is a success. However, for the children that have been in custody either sentenced, on remand or recall have continued to receive regular contact from YJS staff, which has largely been delivered remotely. In recent months the custodial estate has opened the option of face to face visits, which the YJS has utilised, visiting children in custody for remand meetings, PSR and regular review meetings.

### **Transition and Resettlement:**

**Transition to probation:** The YJS has had difficulty in securing a seconded probation officer to the service, however a 0.7 post of a seconded PO was secured in December 2020, to strengthen our transition process and approach for children transferring to the probation services. Contingency arrangements are in place for children transitioning into adulthood are in place, therefore if the service is without a seconded PO, the Senior Probation Officer (SPO) will ensure the case is transferred to another PO in their team.

**Resettlement:** This continues to be an area of ongoing development for the service, but as outlined the case numbers around this area are low. Despite this we have developed an updated resettlement policy and moving forward will be facilitating joint resettlement panel meetings, to ensure that young people are supported fully into resettlement in line with HMIP guidance.

### **Needs of children:**

The above sections highlight some of the detail in how the service has moved to meet the needs of the children but to summarise:

- All children are seen face to face in the community, including their OoC sign up, supervision and for any interventions they are receiving.
- Increased offer of emotional wellbeing offers for children including the service of a YJS counsellor.
- Children are no longer experiencing lengthy delays in their cases being heard at Court and backlogs have been cleared.
- Children in custody are now receiving face to face visits from family, their YJS worker and other professionals working with them and their family
- Appropriate transitional support to adult services is in place, to ensure that transitioning cases are transferred at the required time and receive the necessary support for the transition

### **Needs of staff:**

In addition to what has been listed above, the service has moved to meet the needs of the staff below:

- Risk assessments have been completed, amended and updated in line with government guidance for staff to have face to face contact with children and their families. This includes adequate supplies of PPE, completing doorstep visits and use of rooms in council offices that are able to facilitate social distancing.
- All staff have been offered COVID vaccines and all staff that have taken this offer up have now received two doses.
- We are limiting the amount of time staff need to be office based. Appropriate ICT equipment such as keyboards and monitors are also available for staff to ensure they are equipped to complete their roles when working remotely.
- Staff continue to receive group reflective supervision on a monthly basis and individual sessions are available for those who request this.
- 'My annual Reviews' are complete in line with council policy.

### **Needs of the strategic partnership:**

There strategic partnership continues to work collectively as part of our ongoing COVID19 recovery, which includes:

- There has continued to be Youth Justice Service Management Board (YJSMB) quarterly meetings throughout the whole COVID period. These have largely taken place remotely but enables the YJSMB to have oversight of the YJS data, performance and strategic directions of the service.
- Spotlight sessions on areas including, education, disproportionality and health have taken place and led by strategic leaders from specified area, aimed at improving the boards knowledge and understanding of these subjects. These continue to take place on a six-monthly basis.
- Monthly inspection preparation meetings continue monthly.
- The YJS has completed an 'in house' national standards audit in early 2021, to give a further snapshot of where the service is it, highlighting improvements from the 2020 audit.

## **6.Challenges risks and issues to local YJ services**

The partnership Board undertook a review of risks and challenges as part of the Effectiveness workshop in February 2021.

This resulted in an outline Board Risk register summarised below (a) . Then there are specific risks and challenges for service delivery which are set out in section 'b'

### a) Board Risk register

<b>Risk Number</b>	<b>Describe the risk</b>	<b>YJSMB Mitigation actions in 2021-2022</b>
1 The Children	That YJSMB does not respond to these in ways which improve outcomes a) changing patterns of exploitation, youth violence b) Pathways for desistance or resettlement c) Disproportionality	a) Ensure youth justice services engage with wider contextual safeguarding work to identify trends and actions to be taken. b) Enhanced partnership data analysis then to define development of pathways into partner services for education, health c) Build on data analysis, National Standards work, Spotlight session, community engagement to define and act on points of overrepresentation
2 Performance	That YJSMB does not take action a) to improve and sustain	a) Enhance monitoring of actual, real time and comparative performance indicators to identify improvement actions to take

	<p>improvement in KPIs</p> <p>b) That YJSMB does not monitor core workforce and practice metrics to ensure effective practice and workforce well being</p>	<p>b) Develop and report a routine score card of practice and workforce indicators for Board scrutiny and action</p>
<p>3 Service delivery</p>	<p>That YJSMB does not identify and respond to post lockdown changes in risks, services and opportunities</p>	<p>The COVID section of this plan identifies detail. National Standards sample scrutiny in spring 2021 identified aspects of practice and trends which inform service delivery and partner actions. These cover both negatives</p> <p>a) effects on education engagement</p> <p>b) some changes in risks to young people</p> <p>and positives</p> <p>c) sustained face to face engagement even in Lockdown</p> <p>d) some better communications including with secure estate</p>

## **7.Ethnic disproportionality in remand and sentencing in the youth justice System**

The YJB report Ethnic disproportionality in remand and sentencing in the youth justice system identified some key conclusions

There are *more restrictive remand outcomes* for Black and Mixed ethnicity children;  
There are *fewer out-of-court disposals* for Black, Asian, and Mixed ethnicity children;  
There are harsher court sentences for Black children.  
Remand decisions are disproportional  
Practitioner assessments are key in remand decisions and legal outcomes  
Black children are still more likely to receive harsher sentences.

YJSMB has undertaken a number of actions on disproportionality

In 2020 through

- Board Spotlight session then shared on YJB Resources hub
- Court user group of YOTs work (Stratford East)
- Service actions e.g. quality of assessment taking account of diversity
- Taken part in pan London work on disproportionality
- Reviewed National standards in 2020 and again in 2021 including disproportionality analysis

Tower Hamlets and City of London Ethnicity data

- During 2018/19 black and mixed ethnicity young people were respectively
- overrepresented by 5%
- Other ethnic groups were overrepresented by 3%
- White young people were overrepresented by 1%
- Asian young people were underrepresented by 15%

In 21-22 Disproportionality work will be continued

- as part of the new Youth Justice strategy which identifies disproportionality as a focus for a new data and analysis framework
- implementing a new group session for black boys

The Service plan (section 8) shows actions proposed in 21-22

## **8.The HMIP Annual Report (2020)**

The Board development session in February 2021 included a focus on HMIP analysis of 'good' and 'outstanding' Governance drawing on the HMIP Annual Report

*"... where governance and leadership were 'Good' or 'Outstanding', Boards had active oversight of the formulation and implementation of the Youth Justice Plan. They used a wealth of local data and information from the YOS and partners intelligently to:*

- *help measure the success of strategic initiatives.*
- *identify and address risks to the delivery of these initiatives.*
- *and identify further areas for consideration and learning.*

*The key weaknesses 2020 identified related to:*

- *a lack of scrutiny applied to partnerships by Management Boards.*
- *limited understanding of the needs of children at a strategic level.*
- *staff not being aware of the strategic priorities and their role in achieving them.*
- *partnerships, including education, not sufficiently prioritising or meeting the needs of YOS children.*

The Board reviewed this, and the outcomes informed the development work for 21-23 as follows

- a. Board committed to development of a two-year strategy with staff, partners and community groups (including input by young people)
- b. The HMIP conclusions have been incorporated into the Handbook for Board members and inform the Board workplan
- c. Board members undertook a self-assessment analysis based on the HMIP criteria to reach conclusions on individual and board development work. The conclusions from that exercise (March 2021) informed the Board Risk register and Board priorities for 2021-22

## **9.Service business plan**

With regard to the business plan priorities for the year ahead, they are as follows:

**Out of court-** We are designing and confirming a new terms of reference for the out of court decision making panel incorporating the membership, the decision making process, enforcement and up to date research linked to this area including; HMIP policy, police code of practice and YJB child first approach. Additionally, an escalation process will be in place for any cases where a decision cannot be made to Police Inspector and Head of Service for final decision. We will also ensure that the offer to victims in terms of informing them of both the disposal given and the progress of the intervention, whether it be a triage, Youth Caution, Youth Conditional Caution or charge, is in place. Finally, in order to improve the offer even further, we will work with our colleagues in the police, including those in the youth engagement

team, to facilitate awareness sessions and programmes for young people subject to out of court disposals.

**Court and reports-** In line with a council wide approach to be 'trauma informed' and as part of our ongoing disproportionality action plan, as a YJS we will continue to enhance the work that has been undertaken in the East London quadrant court lead peer review group. As part of this we will look to change the format of our reports, beginning with the young person assessment first, in line with the 'child first' approach, but also what is already taking place with our London counterparts in the south and North. This along with appropriate wording, research and data around disproportionality will also be included in pre-sentence, breach and referral order reports with the aims of improving our reports around disproportionality and that young people, particularly from a BAME background are treated as fairly as possible in the Court area.

**Resettlement** – A newly designed resettlement policy has been created for young people in the YJS in line with the principles of 'constructive resettlement'. As part of this we aim to strengthen the offer to young people leaving custody with a multi-agency approach. The details are defined fully in the policy, but some of the key elements we wish to establish are a multi-agency resettlement panel including participation from CSC, education, health and housing, at least four weeks prior to release that confirms where the young person will be residing, meetings to involve the family and visits to the address prior to release. The offer also extends beyond those being released on licence from DTO's/S91's and resettlement panels will also be in place for young people remanded into youth detention accommodation.

**Restorative Justice** – As an underpinning theme for all of the work we are doing with young people and their families, we will continue to improve and develop our offer of restorative justice. This includes the offers of 1-2-1 victim awareness work with young people subject to both out of court and statutory interventions, but also group work sessions and increasing the number of restorative justice conferences we deliver as a service. In addition to this as we are able to achieve AQA accreditation for our reparation projects, as we come out of Covid 19 restrictions we will strive to increase our reparation offer ensuring it is innovative working closely with community groups and voluntary sector partners within Tower Hamlets and the *city*.

## **Summary,**

Despite the very obvious challenges of the past 12 months, the City and Tower Hamlets Youth Justice Board and Service have continued to develop and strengthen. Staff and all partners have remained engaged in ensuring that positive outcomes for young people in the Youth Justice system are prioritised and receive the best possible support despite the continuation of the global pandemic. Over the past year the Board has maintained its strategic focus on key issues that affect our communities such as Disproportionality and Education. Engagement from all partners is good and contributions to the Board remain strong and challenging in terms of wanting the best for our young people. The service has recently completed the coming together of the Youth Justice team and the Youth Service to form a new service. The expertise and knowledge of youth

workers will strengthen our desire to develop early intervention programmes and make a positive impact on reducing further first-time entrants and promoting learning and training opportunities as an attractive and positive alternative to crime. We also face a number of challenges, and over the next 12 months, we will need to focus managing likely rising demand due to the impact of Covid 19, as well as continuing to “bed-in” the new structure. However, we are in a good place to be able to meet these challenges as well as preparing for our anticipated HMIP inspection

#### **4 EQUALITIES IMPLICATIONS**

4.1 There are no specific equalities implications that arise from this report.

#### **5 OTHER STATUTORY IMPLICATIONS**

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

5.2 There are no further statutory implications

#### **6 COMMENTS OF THE CHIEF FINANCE OFFICER**

6.1 The work of the Youth Justice board is financed through different funding streams, primarily through the Youth justice grant but also support from the general fund and the supporting Families grant. For 2020/21 the work was managed within the budget available. There are no further financial implications.

#### **7 COMMENTS OF LEGAL SERVICES**

7.1 Section 40 of the Crime and Disorder Act 1998 places a duty on local authorities to formulate and implement a youth justice plan each year. This plan must set out how the Youth Justice services in their area are to be provided and funded, and how the youth justice teams established by them are to be composed and funded, how they are to operate, and what functions they are to carry out.

7.2 Local authorities are required to submit the plan to the Youth Justice Board.

7.3 The matters referred to in this report comply with the above legislation.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE.

### **Appendices**

- NONE.

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE.

### **Officer contact details for documents:**

Or state N/A