

# Youth Justice Plan

<b>Service</b>	Youth Justice Service
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### Foreword

In Hammersmith & Fulham, our first priority is to keep people safe and secure. We want our young people and communities to thrive. Our aim is to take a unified approach across education, health, the police, local authority and crucially with our voluntary and community sector and residents, to ensure the safety and well-being of our young people. Our Youth Justice Plan is based on the belief that if we are to reduce and prevent offending by all young people, we must work together to provide the right services at the right time to avoid young people experiencing harm, reduce youth crime and victimisation of children and young people, and ultimately improve outcomes for the individual and our whole community.

The Youth Crime Prevention Partnership (YCPP) was formed to ensure we provide protection for our young people. Strengthening the impact of the YCPP has been a key focus for the last year, including improving health outcomes.

Hammersmith and Fulham's Youth Justice Service was recently rated as 'Outstanding' and was described as having a clear child-first and systemic approach to working with children and families. We value the views of children and families, which includes routinely gathering feedback from children, parents or carers on their experiences with youth justice, as well as involving them in wider consultation events.



**Councillor Alex Sanderson**  
Cabinet Member for Children and  
Education



**Jacqui McShannon**  
Strategic Director of Children's  
Services

### Executive Summary

This Youth Justice Plan (YJP) sets out how we will work with our partnership agencies and local communities to keep our children and young people safe and support them to reach their full potential.

Our **key strategic objectives** as a local area partnership are to:

- Increase **resilience** & reduce **vulnerability** to prevent children from getting involved in crime and to empower them to escape the life crime cycle
- Improve pathways out of criminality through effective **rehabilitation and resettlement** to enable young people to stay away from crime and avoid re-offending
- We have a strong Youth Voice and we listen to and respond to what our children and young people tell us they want and need to ensure they are not only safe but thriving. This approach is at the core of everything we do and is reflected in our new Youth Crime Prevention Strategy
- The Youth Justice Service (YJS) has developed excellent partnerships and working relationships across the Council and a range of community organisations which has yielded excellent and innovative practice
- We continue to tackle Serious Youth Violence as a partnership – developing creative strategies and solutions and securing additional investment in services.

### 1. Introduction, vision and strategy

Our vision is set out in our Youth Crime Prevention Strategy 2022-27, which brings key partners together in Hammersmith & Fulham to deliver our ambition that, working together and at the earliest opportunity, we will enable young people to escape the cycle of criminal activity and prevent young people from becoming involved in criminality at all.

Key Priorities:

1. Intervening early to reduce first time entrants
2. Keeping young people safe and secure in the community, enabling them to thrive and reducing re-offending
3. Supporting young people to remain within the community to minimise use of custody
4. Reducing Disproportionality

**Early Intervention is key** – we believe it takes a whole borough to raise a child. Therefore, to support children and young people to achieve, we must take a holistic

approach by working together as a whole system to tackle barriers to their success, particularly where there are multiple and complex needs, to stop problems escalating and to improve life chances.

**Tackling disproportionality** - we commit to being ruthlessly inclusive we will lean into our communities to ensure all children, regardless of their background, have the same pathway of opportunities available to them.

**Inclusive participation** - we continue to actively listen and respond to what our children tell us they want and need to ensure they are not only safe but thriving

Keys for success:

- **Personalised healthcare and support** – access to the right health care at the right time to ensure physical, social and emotional well-being.
- **Education, Employment and Training** - all our young people to be equipped through high quality education and training to be economically successful in adult life and can participate in provision which will lead to that success.
- **Empowering communities:** capacity building with community organisations and residents to give them the confidence to be able to help young people through increased resilience and a sense of belonging in a caring community and to create pathways away from and out of crime.
- **Protecting our community:** residents are trained to spot the signs of exploitation and help young people to get the help they need. More high visibility police patrols where help is most needed to keep residents safe.

We will know our strategy is having the right impact when we begin to see a:

- **Reduction in the number of first-time entrants** to the youth justice system
- **Reduction in the use of custody**
- **Reduction in reoffending rates**
- **Reduced overrepresentation** in the YJS

## 2. Local Context

The rise of serious youth violence in the borough has been seen across London as crime rates have continued to rise over the last five years. The number of young people involved in county lines activity and falling victim to knife crime has become a particular concern across the city and has made safeguarding our children and young people increasingly challenging and a central priority at all levels of the organisation. Recognition that actions are needed on a wide range of issues including tackling deprivation and exploitation has seen a noticeable shift to increase our joint working,

within our organisation as well as with our external partners, to keep our young people safe and divert our young people as early as possible.

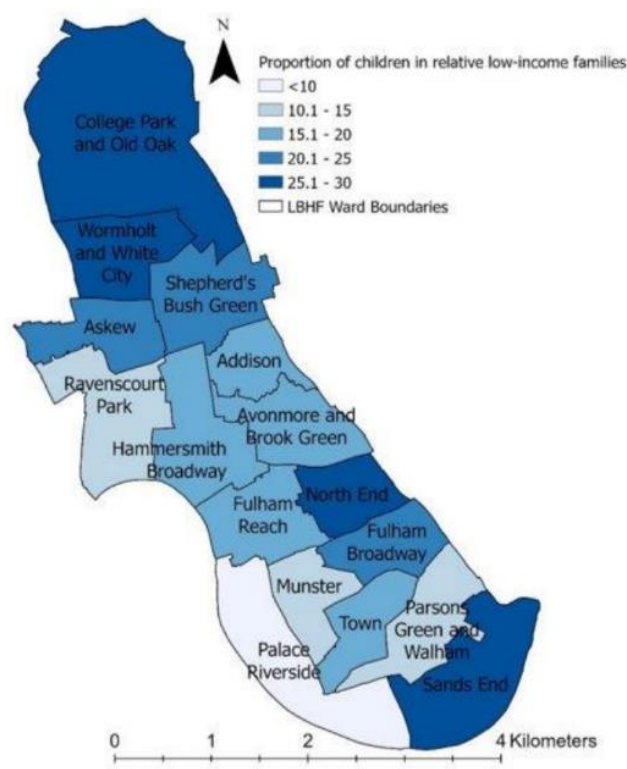
Our YJS have been central to the leadership drive for the early intervention strategy with a long-term vision of a safer borough where our young people will be safe and thrive.

### Profile of Hammersmith and Fulham

H&F is more diverse than 10 years ago with 46% of the population born outside of the UK (London 41%), an increase from 43% in 2011. The main ethnic minorities identified are Black African (7.2%), Mixed (6.7%), Black Caribbean (3.6%) and Arab (3%). White British is now 38.3% (44.9% in 2011).

It is estimated that at least 14% of children living in the borough are in relative low-income families, an increase from 11% in 2015.

We had **1458** children and young people identified as needing specialist support from the Local Authority (LA) at 31/03/23, this is a marginal increase compared to previous year from 1452. Of this **136** (37 per 10000 children) children were subject to a child protection plan; a similar number to previous year of 135 and **211** (57 per 10000 children) children and young people were cared for by local authority; a decrease from 216 (58 per 10000) on 31/03/2022. 100% of state funded schools in the borough are rated good or outstanding.



### Youth Justice Cohort Profile

- Total number of young people involved with YJS has increased from 28 at the end of March 2022 to 32 at the end of March 2023. The profile predominantly constitutes 15,6- and 17-year-olds.
- Young people with Black, Asian, Mixed and Other ethnicities are overrepresented, with 67% of the 2022/23 cohort from Black, Asian, Mixed and Other ethnicity, compared to 52% in the wider youth population.
- 21% percent of the cohort in the last year were females. 17-year-old females constitute most of the cohort in each of the last two years.
- 25% of the cohort in 2022/23 were Children Looked After.
- The most common offences in 2022/23 were violence against the person (31%), robbery (13%) and drugs (12%) and motoring offences (12%).

### 3. Child First

In Hammersmith & Fulham we understand that a Child First approach goes beyond the youth justice system. We understand the guiding principle is one that should steer intervention with all children, to recognise the potential they each bring. The Youth Crime Prevention Partnership (YCPP) and the Community Safety Partnership (CSP) oversee the implementation and delivery of The Youth Crime Prevention Strategy following 5 principles:

- 1. Empowering communities: working with community organisations and residents to give them the confidence to be able to help young people.**
- 2. Inclusive participation: young people feel listened to and have a say in how services work for them.**
- 3. Increasing resilience & reducing vulnerability: services give the right help to young people early so their problems don't get worse.**
- 4. Protecting our community: residents are trained to spot the signs of exploitation and help young people to get the help they need. More high visibility police patrols where help is most needed to keep residents safe.**
- 5. Rehabilitation & resettlement: all young people are given the best opportunities to thrive, and young people in need get all the help they need to escape crime.**

These five principles align with the four tenets of the Child First principles and the YCPP has continued to support the implementation of the four tenets beyond the Youth Justice Service (YJS) to the wider partnership.

The YCPP is committed to continuing to resource the YJS Wellbeing Team, consisting of health and education colleagues who work closely as a Multi-Disciplinary Team to identify needs and offer advice and support. The Wellbeing Team provide individualised support to young people and their families based on their needs, views, and preferences. This includes direct assessment and intervention where appropriate, as well as indirect support by providing strategies, advice, and case consultations for YJS professionals. With increased capacity, the Wellbeing Team has been able to



work in partnership with children and young people's wider networks, families, and carers wherever possible and involve them in the care plan process. This includes attending meetings with the professional network to feedback about work completed with children and young people and provide advice and support as needed to assist planning, ensuring interventions are adapted, constructive and future focussed, promote the child's and young person's individual strengths and support engagement and accessibility.

### 4. Voice of the child

We work in collaboration with the children and young people know to the YJS, we listen and respond to what our children and young people tell us they want and need to ensure they are not only safe but thriving. This is evidenced through our annual consultation event hosted in March every year, this year the event was held at QPR on the 23rd March 2023. Of the parents/carers who attended the consultation, the responses were very positive.

***Everything is made clear, and I feel included in the process. I know I can contact my YJS worker at any time, which is a very positive affirmation of the case-workers role, abilities, and engagement with the families.***

This approach to youth voice is at the core of everything we do and is reflected in our reflected in our Youth Crime Prevention Strategy. We work together to respond to emerging needs and reshape the way in which we plan, implement, and deliver services in Hammersmith & Fulham so that families receive support they need when they need it.

We are committed as a local area to create a system of early intervention and targeted prevention which puts all children, young people, and their families first. We run a range of community engagement sessions with our partners and young people to ensure that the YJS alongside other services are being run with our residents and not too them. Events such as our young person's and parents' consultation day, bi-annual practice week and youth takeover event are just some of the ways in which we reach out to our cohort and their families and enable them to influence the development of our practice. The feedback we get from these sessions is used to inform, improve and bring innovation into our service so that we can continue to meet the needs of our young people in the best way we can.

The YCPP has nominated one of the board members to take on a Youth Voice Champion role, representing Community based services for children and young people in H&F. The Youth Voice Champion's (YVC) overall purpose is to champion youth voice and engagement, ensuring that the voice of young people is heard in relation to decisions being made that affect them. The main responsibility being to represent youth voice and engagement when attending meetings where young people

are not present. The YVC works with the YJS restorative justice team and the children's services Youth Voice Coordinator to ensure that the voice of young people is captured across a range of council areas and to encourage active participation by young people in consultation, participation and engagement events, including:

- Annual Young Persons Consultation Event
- Regular feedback sessions with Young People
- Stop and Think Survey
- YJB National Survey on impact of Disproportionality on reoffending

### 5. Governance, leadership, and partnership arrangements

#### **Governance and leadership**

The Youth Crime Prevention Partnership (YCPP) is our key partnership board for ensuring accountability and responsibility for children and young people at risk of or involved in the criminal justice system and provides governance for the YJS. The YCPP includes all the statutory partners and is an active and effective board with high levels of engagement and participation from board members including our Youth Voice Champion and Parent Carer Champion Network.

The YCPP is chaired by the Strategic Director of Children Services (DCS) and vice chaired by the Director of Public Protection and the Operational Director of the Children and Young People's Service (CYPS). They are also members of the Local Safeguarding Children's Partnership and Community Safety Partnership. In addition, the DCS is a member of the Health & Wellbeing Board, Strategic Leadership Team and is the YCPP's link to these strategic boards. The Operational Director of the CYPS is the chair of the VAWG Strategic Board.

The Head of YJS attends the Local Safeguarding Partnership and the Community Safety Partnership and Health & Wellbeing Board.

The Local Authority has an Equalities plan 2021-2025, it is committed to making Hammersmith & Fulham the most inclusive borough in the country; a place where everyone feels valued, and residents have equitable access to the opportunities the borough offers. The plan has five key objectives:

1. **Everyone in our borough feels valued and they belong**
2. **Removing barriers to inclusion**
3. **Ensuring that our services tackle the disproportionate impact on young people (including those at risk of street crime and exploitation by gangs)**
4. **Improving opportunities for all**
5. **Becoming an employer of choice and fostering greater inclusion**

The chair of YCPP is also the senior responsible officer in the council for equalities and race equalities and vice chair of the newly established Equity, Diversity and Inclusion Board. In CYPS there are facilitated, Black Lives Matters conversations aimed at front line social workers on a monthly basis where different themes and topics are discussed to promote a wider understanding of the children and families they are



working with in Hammersmith & Fulham. Cultural humility training was mandatory for all managers within CYPs.

### **Youth Justice Service Structure**

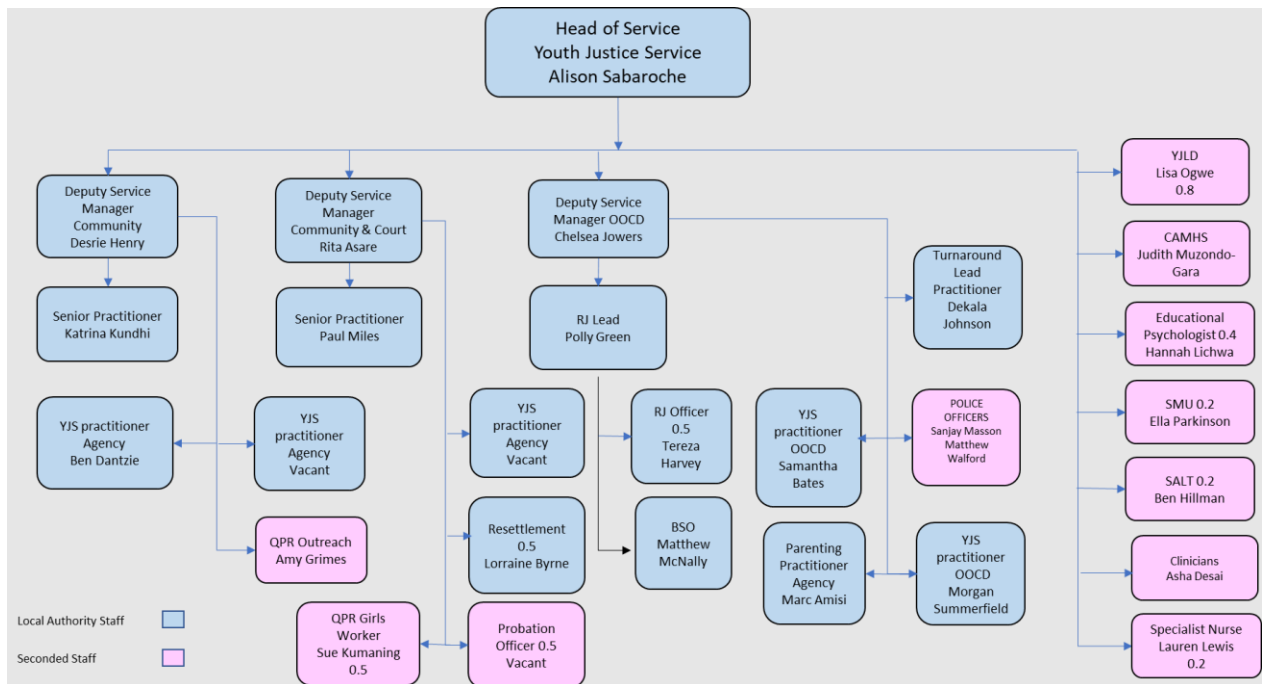
The YJS is located within Children and Young People's Service with the head of YJS managed by the Operational Director, in recognition that this cohort are children and young people first and that their needs are responded to accordingly, and benefit from the broader internal partnerships and opportunities that this structure creates. Located alongside Early Help and Social Care ensures an integrated approach to working with young people across Children's Services.

Monthly Children's and Young People's Services Departmental Leadership Team meetings encourage open conversations, information sharing and has embedded joint working relationships. Our bi-annual practice week brings Children's Services together to review and improve as one service and one authority.

YJS management consists of a head of service; three deputy service managers; two senior practitioners, a restorative justice and inclusion lead and a turnaround lead project worker. The service has three distinct teams including Court and Community, Community, and an Out of Court Disposal team, which also delivers the turnaround project and restorative justice service. Additionally, there is a Wellbeing team which works across the service made up of the speech and language therapist, education and child psychologist, youth justice liaison and diversion worker, CAMHs worker, clinical/systemic practitioner, specialist public health nurse and substance misuse worker. Two seconded police officers sit within the OOC team and Two QPR outreach workers are based within the community and court and community teams.

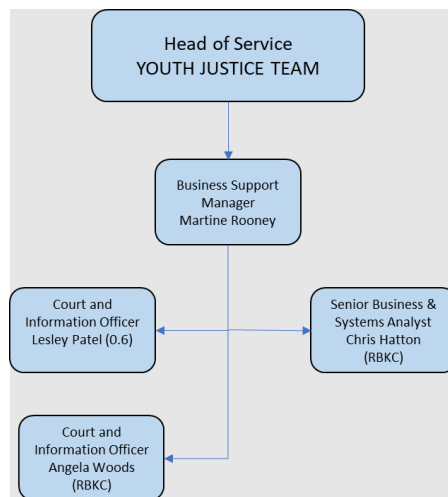
The service is diverse with regards to ethnicity, age, and skillset; the practitioners and senior practitioners are either social work or probation qualified. However, only 25 percent of staff are males. There are three practitioner vacancies, one has arisen from an internal secondment of a practitioner to the turnaround project lead worker role, another a practitioner recruited permanently to the senior practitioner role within the community team.

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**Shared Service – Court Administration and Data Management**



**YJS Staffing by Gender Ethnicity**

Ethnicity	Manager Strategic		Managers Operational		Practitioners		Administrative		Referral Order Panel Volunteers	
	M	F	M	F	M	F	M	F	M	F
Asian					1	3				1
Black		1		2	1	2				3
Mixed						1	1			
White				1	2	3	1	3	3	7
Any other ethnic Group										
Not known					2	6				
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>15</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>11</b>

### Partnerships

The YJS has developed excellent partnerships and working relationships across the Council and with a range of community organisations – this is reflected both at a practice and board level.

The YJS works closely with the council's commissioned early intervention provision (youth clubs, mentoring programmes and specialist support), as well as the in-house Family Support Early Help Service. Family Support practitioners have adopted a trauma-informed approach and their experience of working with families, particularly in the areas of school attendance and building resilience, is beneficial to the YJS' work on reducing rates of reoffending and First Time Entrants (FTEs). A representative of Family Support sits on the Out of Court Disposal panel (OOCOD) and the Turnaround panel further enhancing practice collaboration and ensuring consistency of support to the young person and their family.

The YJS also works closely with Family Assist, our award-winning rapid response team that works with young people who are at risk of being taken into care or entering the criminal justice system. This team can provide immediate, intensive interventions such as mediation to prevent further escalation. We have established an effective step up and down process with our Family Assist and Family Support colleagues to ensure we provide excellent and seamless integrated support to our young people and families.

The YJS have a strong working relationship with colleagues in the Education service who are working closely with school network to implement a whole school trauma informed approach, which takes a protective lens to support young people to prevent managed moves and exclusions as well as reviewing alternative provision in the borough. We have introduced a policy on managed moves which all schools have signed up to, formalising the process of school-to-school managed moves, setting clear expectations on all parties involved and ensuring managed moves are agreed and supported. The policy also clarifies the limited circumstances in which the local authority will support a managed move to alternative provision, reflecting our approach to ensuring that every effort is taken to keep our young people within mainstream education.

We have also continually promoted our Early Help Traded Offer, working with schools to support direct work with children where there are concerns about their behaviours, parenting and possible attendance concerns. In addition, our Educational Psychology team have delivered trauma and attachment training in schools, including working with our special schools to look at how trauma related, and attachment issues may present in young people with significant Special Educational Need. Through this improved understanding of the impact of trauma, we are working to strengthen the role of our school network in safeguarding vulnerable children and young people. Every secondary school has a named Safer Schools Officer, working closely with schools to identify children and young people at risk of violence.

We pride ourselves on our strong working relationships with Community Safety which includes our Gangs Violence and Exploitation Unit (GVEU) and the Anti-Social



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Behaviour Unit. The effective joint working relationship between the YJS and the Community Safety directorate ensures the meaningful sharing of intelligence and resources. The Community Safety team (via the London Crime Prevention Fund) funds a resettlement post and a restorative justice post within the YJS. The Chief Officer - Safer Neighbourhoods is one of the vice joint chairs the YCPP, supporting Children's Services to drive our collaborative response to children and young people who have offended with the partnership's members.

Our approach to tackling Gangs Violence and Exploitation is influential in our plan, focusing on:

- Engagement - engaging young people with services such as education and health with a focus on early intervention and diversion as forms of prevention
- Enforcement - diverting young people away from harm and safeguarding individuals and communities
- Empowerment - delivering solutions, options and tools for young people and communities affected by GVE

We work with several partnership organisations to help us achieve our priorities. This includes Metropolitan police, MOPAC and National Probation Service. This focused work should mitigate the risk of young people having delayed transitions as well as ensure that young people are fully supported, and the YJS is informed, in their move to the adult system. The YJS also works closely with MOPAC. Every year, the MOPAC Violence Reduction Action Plan framework is regularly reviewed and the YJS contributes and supports the delivery of actions outlined in the plan in relation to safeguarding and educating young people, supporting victims of violence, and working with communities to reduce violence. We also have strong working relationships with the local community and faith partners who help us support young people's reparation in meaningful ways. This gives our young people a range of opportunities to learn new skills and meet people that they might not otherwise interact with. Many of our community partners offer our young people opportunities to continue to volunteer with them, as well as providing them with employment references.

Our community partnerships reflect restorative justice principles by reintegrating young people into the communities that they have harmed. A good example of this is our work with Queens Park Rangers Football Club. The YJS have two dedicated project workers from Queens Park Rangers (QPR) football club embedded as part of the team. One project worker sits within the Community Team and supports the YJS's Education, Employment and Training work in addition to sitting on the Out of Court Disposal Panel to provide additional support to young people subject to pre court disposals. The second worker is a Female Gangs and Exploitation worker who sits within the Court and Community Team and whose role is to provide support, guidance and mentorship to vulnerable young women who are at risk of getting involved in organised crime, violence or sexual exploitation. We have built relationships with 21 partners covering a range of projects and activities across the borough – referenced below:

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- **Volunteering** (Youth and Sports Clubs): St Albans church Youth club, West London Boxing Club, Apple Yard East Acton Safe camp – Rugby, QPR
- **Charity Shops:** Shelter North End Road, Trinity Hospice Hammersmith
- **Faith and Community Centres:** The Anti-tribalism Movement Shepherds Bush, The Minaret Community North End Road
- **Soup Kitchens:** St Andrews Church Fulham, West London Church Outreach Fulham Housing/Community: Bishop Creighton House, Barons Court Project
- **Animal Care:** Dog Trust, Wormwood Scrubs Stables,
- **Gardening:** St Katherine’s Church White City, Fulham Palace, Normand Park community project
- **Hospitality & Culture:** Lyric Theatre, Making Tracks, Otto’s

These partnerships have also allowed us to raise awareness about Restorative Justice, the work of YJS in the borough, and the issues that young people face today, as well as harnessing the support that communities can offer.

## 6. Board Development

The YCPP is committed to delivering effective Youth Justice in H&F. The YCPP hold annual development workshops in addition to regular board meetings to review board effectiveness, partnership arrangements to ensure all children are receiving a high-quality service. The YCPP development workshop for 2023 took place in January where actions for Partnership improvements were identified to ensure the YCPP continues to deliver a high-quality and responsive service to all children.

The 2023 YCPP workshop identified Priority Themes and recommendations:

- Refresh the Induction process and ensure partners understand their Roles and responsibilities as board members
- Board members to have knowledge of YJB National Standards and MoJ Key Performance Indicators.
- Review the commissioning of data from partners and produce the data more visually and digestible for the Board.
- Understanding disparities and disproportionality needs of the cohort - Commission Anti-racist training for the Board.
- Embedding the voice and experiences of the children at the Board

Initial scoping for training for the YCPP board members has been completed and further action to implement will be undertaken. A plan will be made to deliver against all identified priority areas and will be overseen by the YCPP.



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Hammersmith and Fulham Council's designated Member for Youth Advancement is invited to observe the partnership meetings and provide additional insight and perspective. This is in keeping with the constant evolution of the board which was expanded to include two community parent champion representatives.

### 7. Progress on previous plan

In our 2022-23 YJ Plan, our service priorities and plans were aligned to the three National Key Performance Indicators and with a further priority of reducing disproportionality. In addition, our overarching priority was, and remains, to maintain caring and compassionate language and a Child First approach. The tables below set out our progress against our plans and activities to in response to these indicators:

Early Intervention (reduce 1 <sup>st</sup> time entrants)		
Last Year's Action	Current Progress	RAG
Develop and embed Early Prevention joint working framework between YJS and Family Support (Early Help) to work with children, young people and families subject to RUI/Court-Police bail	This has been achieved assisted by the implementation of the Turnaround Project. The NFA panel has been repurposed as the Turnaround Panel with an expanded membership. Early help and ICAT managers now sit on the panel alongside GVEU, systemic therapist et al. The eligibility criteria is wider than RUI/Court-Police bail and has meant for e.g that YP assessed by ICAT who previously would have either been closed and referred to Early help or universal services can now be referred to Turnaround.	Green
Support Home Office/Met roll-out of ENGAGE	London's Violence Reduction Unit currently fund ENGAGE in 7 BCU's, in the next roll out they are to fund ENGAGE in Central West BCU which Hammersmith police station comes under. YJS HoS is to be lead for Hammersmith & Fulham.	Yellow
Referrals to specialist mentors	Referrals continue to be made for mentoring as is appropriate. With mentoring available from several VCS.	Green

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<b>Keeping young people safe and secure, enabling them to thrive (Reduce re-offending)</b>		
Last Year's Action	Current Progress	RAG
Support YJS 16+ into suitable EET pathways	<p>Whilst there has been a decrease in the number of black and mixed heritage in suitable EET at the end of their orders, overall, the H&amp;F YJS has a higher percentage of children and young people in EET than the London and National average.</p> <p>We made good progress against our NEET reduction plan and strengthened our partnership with internal education and SEND services alongside our partnerships with charities, external ETE brokers and local employers. Examples of this is our service EET workshops and presentations; increase in referrals and NEET conversions for post-16s. Joint PEP and EHCP planning to support sustainable EET pathways. Increase in accreditation and successful re-integration for YPs missing from education.</p>	
Support YJS under 16's to remain/reintegrate to mainstream school	Monthly Inclusion panels providing advocacy for YJS cohort who were previously overrepresented in our local AP.	
Identify, assess, signpost/intervene health & special education/additional needs	<p>Between January-December 2022, 60 children/young people (CYP) were referred to the YJS. 54 of these CYP people had contact with the Wellbeing Team for mental health, SLT and/or EP support.</p> <p>This contact included a range of the following activities:</p> <ul style="list-style-type: none"> <li>• Screening of notes and contacting other services to see if already known, or if the CYP had a history of needs</li> <li>• An initial meeting/assessment with the CYP</li> </ul>	

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	<ul style="list-style-type: none"> <li>• Further standardised assessment as needed</li> <li>• Referrals to other services</li> <li>• Case consultation with YJS workers</li> <li>• Intervention – either direct, or with family, professionals, schools, team around the CYP.</li> </ul>	
Refer for specialist mentoring support	<p>Referrals continue to be made for mentoring as is appropriate. With mentoring available from several VCS.</p> <p>In addition referrals can be made for a Gangs worker or for mentoring support from QPR.</p>	
Contextual safeguarding training	YJB Inset training oversubscribed	
Trauma informed practice training	Senior YJS Practitioner and Turnaround Practitioner to attend YJB TRM Trauma Aware Aware Training May 2023	
Effective risk practice to support the safety of young people and others training	Fortnightly YWRP offers management oversight and leverage for additional resources to manage YPs risks and promote victim safety. Robust quality assurance framework to support and execute risk assessments and safety planning which is informed by safeguarding and public protection training and coaching.	
Autism awareness training	Mandatory training rolled out across Children and Young People Services.	

<b>Supporting young people to remain within the community (Minimise use of custody)</b>		
Last Year's Action	Current Progress	RAG
Strengthen Youth Justice Service joint working with wider Children's and Young People's Services to develop	This area remains an ongoing piece of work and is carried forward into 2023-24. There have been some good outcomes in relation to young people who have been made subject to YDA,	

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clear targets, processes and practices that support desistance and use whole family approaches to support young people to stay with their families	subsequently being released on R'iLAA to extended family networks.	
Explore foster carers as an alternative to custodial remands	Placement sufficiency remains challenging and is a priority for the fostering service recruitment strategy to ensure we have carers to offer safe alternative homes specifically for YJS cohort.	
Effective practice support children and young people's desistance training	YJB Inset training oversubscribed	
Recruit probation officer	The local probation service is understaffed as noted within their HMIP report and unable to fulfil the requirement for a seconded PO. There are robust transition arrangements in place, where the Court and Community DSM and the Probation Deputy Head of Service meet quarterly to identify and discuss those young people who are eligible for transition. In addition, the transition arrangements are reviewed by the YCPP.	

<b>Reduce Disproportionality</b>		
Last Year's Action	Current Progress	RAG
Deliver culturally specific group work programmes	Ether programme was successfully delivered with a group of young black and mixed heritage males. Many gained several AQA for their engagement with the programme.	

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	Guest speakers with lived experience co-facilitated aspects of the Weapons Awareness Group.	
Disproportionality in Youth Justice Training	All YJS practitioners, managers and specialists attended the Wiper series of courageous conversations; Anti-racism and allyship training, Cultural humility training, Unconscious bias training.	
Focus on tracking and monitoring care experienced and young people leaving care	There have been some good outcomes in diverting care experienced young people either away from the criminal justice system or in receiving out of court disposals. This will carry forward to 2023-24 to be included in the tracking of wider services.	
Stop and Search focus groups with new police recruits	The lack of continuity of senior police officers attending YCPP has meant this piece of work has been delayed. This will carry forward to 2023-24	
Promotion and implementation of reducing criminalisation protocol	The protocol has been widely promoted and there have been examples of good joint work between Care experienced and leaving care colleagues and YJS practitioners in working to either divert young people entirely away from the justice system or to receive an OOCd, this has been particularly impactful where H&F children are appearing in out of London courts.	

## 8. Resources and Services

Hammersmith & Fulham YJS is funded by the local authority, Youth Justice Board, London Crime Prevention Fund, Public Health and National Probation Service. In addition, the YJS receives staffing contributions from the Metropolitan Police, National Probation Service, NHS/CAMHS and Queen's Park Rangers.

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Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	481,500		122,800	604,300
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health		110,000		110,000
Police and Crime Commissioning	45,326			45,326
YJB Grant*	403,268		10,000	413,268
Other QPR 1.5 fte / SMU 0.2/Turnaround	104,203	59,500		163,703
<b>TOTAL</b>	<b>1,059,297</b>	<b>269,500</b>	<b>137,800</b>	<b>1,466,597</b>

*\*Based on 2022/23 Grant*

In addition, the Local Authority has invested £1 million in the development of the Gangs, Violence and Exploitation Unit, and a further £4.6 million in the Law Enforcement Team, demonstrating our commitment to tackle crime and anti-social behaviour across the borough beyond our Youth Justice Service.

We use our grant, partner contributions and available resources to deliver these services: Prevention, Diversion, Out of Court Disposals and Court and Community Work including restorative justice and resettlement.

We believe they produce the following benefits and outcomes:

- Continued reduction in 1<sup>st</sup> time entrants.
- Continued reduction in reoffending rates and frequency of reoffending rates
- Bespoke, individualised, differentiated interventions.
- Support into EET
- Effective resettlement

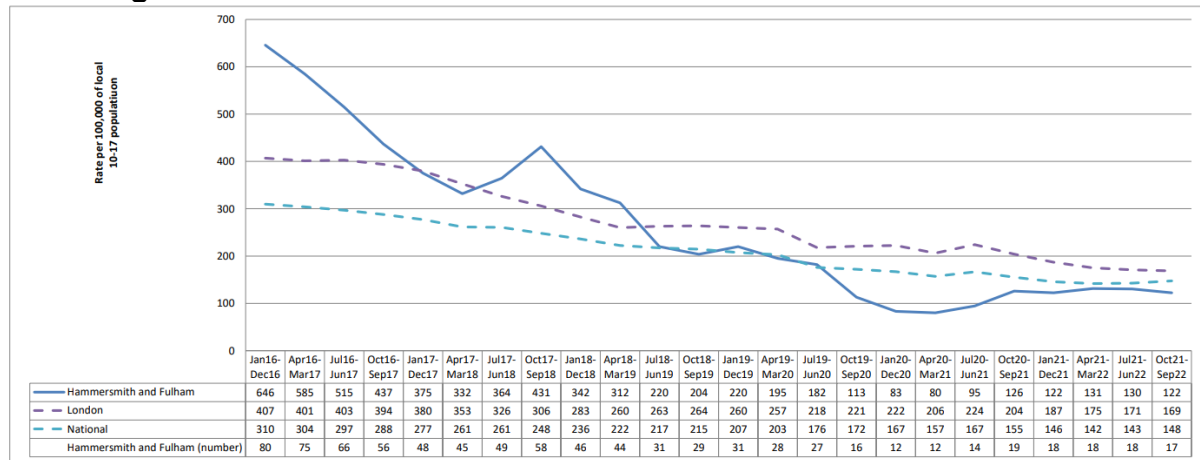
Our performance will be improved in 2023/24 by:

- Increased prevention and diversion from the criminal justice system
- Delivery of Early Intervention Systemic Family Therapy Programme
- Development/commissioning of bespoke group work for serious youth violence offences
- Delivery of the Unheard Gender programme



**Performance Against the 3 National Performance Indicators:**

**Reducing First Time Entrants**



The numbers of young people entering the youth justice system have significantly declined since 2016. The comparative rate of first-time entrants (FTE's) per 100,000 has dropped slightly 130 to 122 for the latest annual period through to September 2022. This rate lies below the London rate at 169 and the National at 148. The actual number of FTEs has decreased from 18 to 17 for October 2021-September 2022. Supporting this, practice in relation to out of court disposals has been rated 'Good' by HMIP inspection in July 2022.

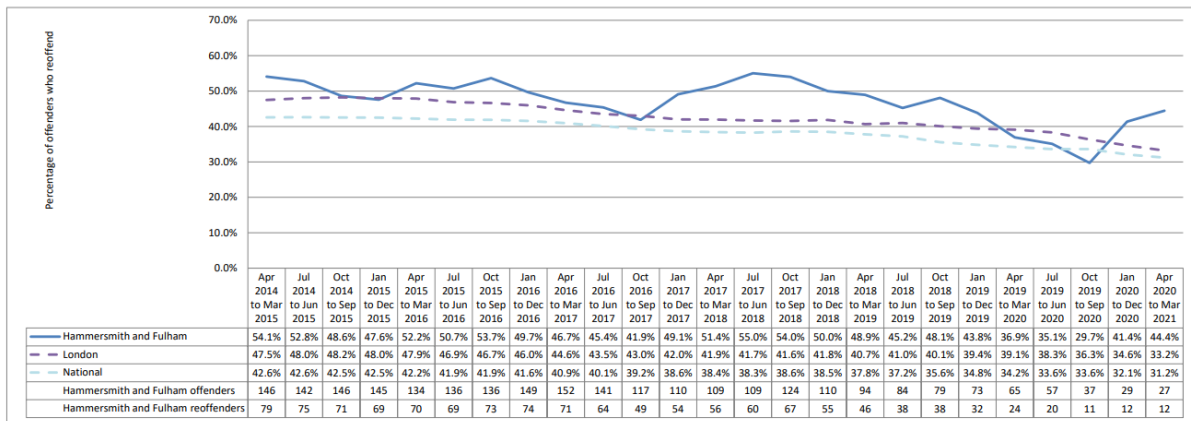
There are a number of partnerships working towards reducing the rate of FTE's including:

- O OCD multi-agency panel
- Turnaround Panel
- Youth Crime Prevention Strategy
- Early help and early intervention services
- Mentoring initiatives
- EET pathways
  - Prevention of managed moves and exclusions
  - Review of Alternative Provision
  - YJS continues to work with third sector providing dedicated EET support. There is a particular focus on those 16+ who are NEET

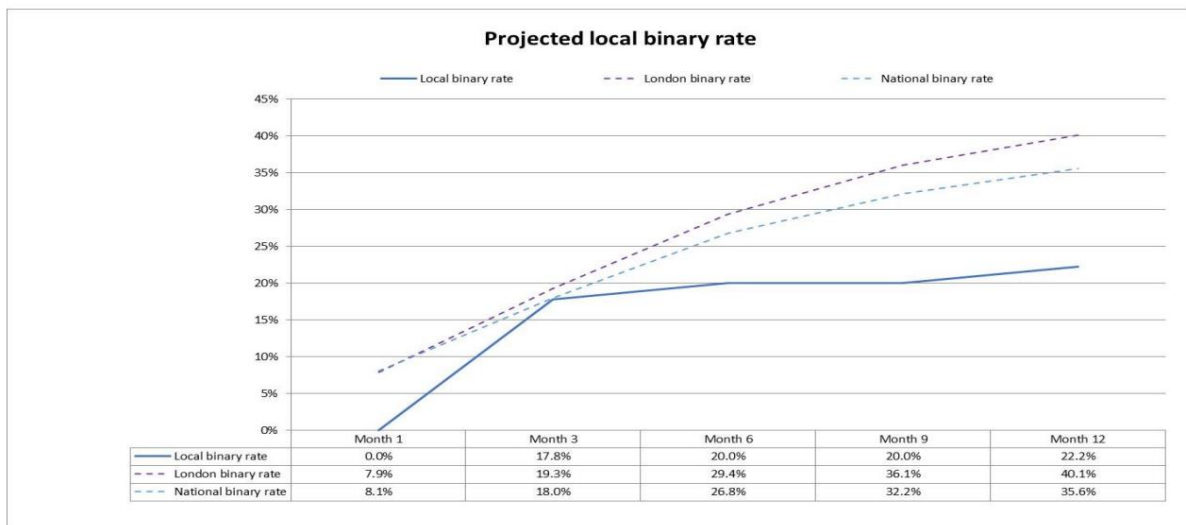
**Reducing the Rate of Reoffending**

Reoffending data is provided on a quarterly basis by the MoJ and are displayed on the below graph as a 12-month rolling cohort. Data is published 21 months after the cohort end date. This includes the 12 months counting period plus further 6 months for any offences to be processed through the Courts and lastly 3 months for the MoJ to analyse and publish the information held on the Police National Computer (PNC).

## Appendix 1 – Youth Justice Plan



LBHF data for April 2020 – March 2021 cohort shows the proportion of reoffenders increasing on the previous cohort, from 41.4% to 44.4%. Of the 27 young offenders included in the cohort, 12 reoffended with proven offences. The LBHF rate has now risen above both the London average 33.2% and the National average 31.2%, both of which have continued to reduce gradually. It should be noted that the data is 2 years old, and the live reoffending tracking (below) shows continued reduction in the reoffending rate. A thematic audit will be undertaken of the most frequent reoffenders to identify and learning that can support our continued improvement in this area.



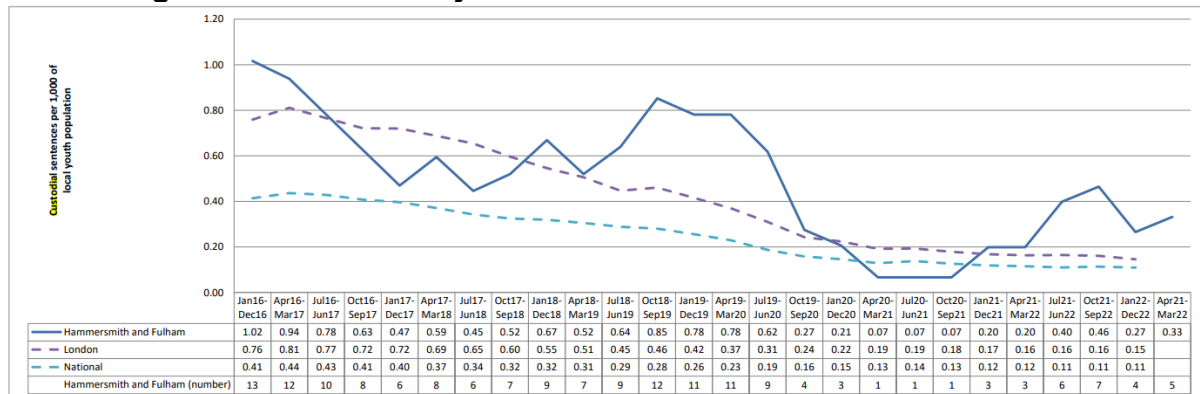
The live tracker data for April 2021 to March 2022 shows cohort reoffending remains at 22.2%. From the cohort total of 45 young people included in this cohort, ten have reoffended with 22 proven offences (2.20 offences per reoffender). Three further young people have offences pending in the Courts which if proven would increase the rate to 28.9%. The LBHF rate continues to lie below the London average of 40.1% and the National average of 35.6% for the 12-month cohort of the same period.

The MoJ will publish headline rates for this cohort by end of January 2024. As the MoJ data is an aggregate of four quarters it will be approximately 3% to 5% higher than this tracker data which measures one single cohort for the year. Additionally, proven offences recorded on PNC for post 18-year-olds may further increase the final rate published for this cohort.

The following actions to continue to address this indicator:

- Specialist mentoring
- Bespoke, individualised, differentiated interventions.
- Well-being Team support
- VCS partners; strong offer and pathways into ETE

### Minimising the Use of Custody



The custody rate has increased slightly in the last twelve-month period from 0.27 to 0.33 per 1,000 of 10-17 years olds in the local population, marginally above the London rate of 0.15 and the National rate of 0.11 for the reported period. The figures during the last few years include a number of young people sentenced for very serious offences including manslaughter, supply of drugs, robbery and offences involving weapons. Given the seriousness of the offences and the public protection consideration, custody was an inevitable outcome.

The YJS is strengthening its work with wider CYPS colleagues to support robust bail and remand packages which support young people to remain at home or in the community where it is safe for them and the public to do so. The YJS remains focussed on providing robust alternative sentences to custody options:

- Continuing to deliver the Junior Attendance Centre (JAC).
- Robust bail support packages bespoke to each young person
- Pre-Sentence Reports (PSR) follow a Child first approach
- Court User Group Meetings
- 7-Borough Court Meetings
- Effective resettlement

We have used our strength in relationships and systematic practice to influence the changes to our pre-sentence reporting. This has been developed through multi agency networks. The approach is child first. addressing the child's personal circumstances and the context of their lived experience gives a richer analysis of the offence and includes clinical consultation and consideration of social graces checklist. There is significant congruence between our Pre-Sentence Report proposals and the judge's sentencing, which has supported our continued development of this approach.

The service commissions JAC provision, which focuses on supporting the reduction of reoffending for young people aged 10-17 through enabling development of social and practical skills to achieve positive outcomes. A requirement to attend a JAC is available as a standalone or additional requirement of a Youth Rehabilitation Order, or as a consequence of breach in respect of a range of court orders. Therefore, this provision supports the YJS to meet their KPI to minimise the use of custody by providing an alternative recommendation to a custodial sentence. The JAC provision offers meaningful weekend provision, supports intensive supervision and surveillance (ISS) provision, enables young people to achieve additional qualifications, and has received positive feedback from young people.

### **Performance Against Local Targets:**

In addition to the three national KPI's, our plans include additional targets to reduce disproportionality:

#### ***5% reduction in number of black/mixed heritage children becoming FTE***

Despite the work of the service to improve this area, we have seen a 5.6% increase in the in the number of black or mixed heritage children as FTE from 2021/22 (18) to 2022/23 (19). Though this only represents an increase in one child/young person, this reflects a higher % increase due to the size of the cohort.

The service continues to strengthen joint working between the YJS and the Early Help team to expand the offer to children who have come to the attention of the Police via the implementation to the Turnaround Project funded by MOJ. The NFA panel has been reconfigured into the Turnaround Panel with an expanded panel membership which includes:

- Parenting practitioner
- Systemic family therapist
- Children Leaving Care/Children Looked After representatives when relevant.
- Initial Contact and Advice Team Manager
- Youth Engagement Team
- Early Help/Family support Manager

The guiding principle of Turnaround is to provide intensive early help to prevent and divert children and young people on the cusp of formal entry into the criminal justice system.

#### ***5% increase in number of children looked after/care leavers and black/mixed heritage children in suitable EET at the end of court order***

The number of black and mixed heritage boys in suitable education, training and employment by the end of their order, decreased slightly from 58.3% in 2021/22 to 56.3% in 2022/23.

Although YJS has had an increased focus in this area, including increasing commissioned Education Psychologist time, it has remained challenging to increase the number of children looked after/care leavers and black/mixed heritage children in

suitable EET at the end of their order. Our data show us that these children are most likely to have reoffended, most likely to have committed higher gravity and more serious offences and most likely to experience family breakdown/come into care or have alternative living arrangements in addition to having learning difficulties/additional needs and likely to be aged 16+. The Operational Director for Education and SEND and YCPP education partner will lead the YCPP/YJS on ensuring there is a relevant EET pathway plan and support for each child within the YJS cohort.

### ***2% reduction in reoffending rates of care leavers/children looked after/black/mixed heritage children***

The reoffending rates for black and mixed heritage young children shows a reduction of 4.1% from 26.7% in 2020/21 to 22.6% 2021/22, and a reduction in frequency per reoffender. This data stated is the cohort inclusion year, with the cohort up to March 2021 being the finalised data. Demonstrating continuous improvement beyond the 2% reduction target, the YJS has undertaken substantial activity to support reducing reoffending for black and mixed heritage children including expanding the mentoring offer, Ether group work programme, review and refresh of policy and approach to delivery of resettlement.

### ***2% reduction in custodial sentences imposed on care leavers/children looked after/black/mixed heritage children***

Reducing the overrepresentation of black and mixed heritage children becoming FTE or receiving a custodial sentence remains challenging and will be a continued priority in 2023-24. Custodial sentences in 2021/22 and 2022/23 remained steady at three young people, however with an increase in sentencing occasions from three in 2021/22 to five in 2022/23.

These incidents of sentencing occasions have risen due to the nature of the offences committed being offences of Serious Youth Violence, therefore limiting the imposition of community sentences. As a result, the service are committed to providing robust community sentences. For example, additional requirements can be added to Youth Rehabilitation Orders such as an Attendance Centre Requirement. These are delivered via commissioned Junior Attendance Centre provision. This provision provides an element of restriction of liberties and punishment as they are delivered on weekends. Further, the service commissions Wipers Youth to deliver group work through which young people can gain AQA qualifications, therefore delivering rehabilitative provision.

### ***Reducing Disproportionality***

All of our local targets are centred around reducing disproportionality. Despite this, Black and Global majority groups continue to be overrepresented with 65-90% of our YJS cohort from black, mixed race or other global majority background demonstrating a dramatic overrepresentation compared to local youth population. Further, the white ethnic group is under-represented across all tiers compared to census data on our local youth population. Asian and other ethnic groups are both slightly under-represented across most tiers.

Percentage Point Difference to Census 2021 by Tier and Ethnic Group



The service continue to work to reduce this disproportionality, through:

- Developing a CHS disproportionality task and finish group
- Joining the 7-borough disproportionality group
- Investing in training focused on unconscious bias and trauma and oppression to understand the links between trauma and oppression and finding creative ways of responding
- Continuing cultural humility training
- Continuing the Ether Programme including the Black, Asian and Global majority personal development and leadership groupwork programme
- Working with Police Partners to review stop and search data for Black, Asian and Global majority children and young people, identify any patterns of themes and take appropriate action

Our Youth Justice Service Disproportionality survey 2022 asked young people to talk about their experience of disproportionality both with the Youth Justice Service and in other areas of their lives. The questionnaire was voluntary but if they did wish to participate it could count towards their reparation hours. 14 young people participated. The survey asked young people to define what 'discrimination' means to them, if they have ever felt treated unfairly on their route to YJS, if they ever felt discriminated by the YJS, to reflect on what caused them to feel discriminated against, how they feel about it now, and what may help them to think and feel differently.



The survey feedback continues to report into the YJS management board and is used to inform YJS plans.

### 9. National Key Performance Indicators

#### Additional Key Performance Indicators

##### ***Suitable accommodation***

We know that providing access to safe and suitable accommodation for young people reduces the risk of reoffending. This is an existing area of focus in Hammersmith & Fulham. As such, measurement of this indicator will formalise existing practice to enable a greater understanding of the number of children in suitable accommodation, and evidence any barriers requiring escalation with partners to target support where children are in unsuitable accommodation.

In the HMIP Inspection in July 2022, Resettlement was rated as Outstanding and inspectors stated that;

*“Before they were released, children knew where they were going to live and had been matched to placements that could meet their needs.”*

YJS practice in relation to resettlement was also featured in the HMIP’s Effective Practice Guide for Resettlement published in February 2023.

The Youth Justice Service strive for ‘high-performing timeliness’ for all children and young people, with resettlement planning beginning at the start of a young person’s custodial order to ensure that arrangements are made, agreed and communicated well in advance of the young person’s release date.

For all cases of resettlement for young people in custody, a multiagency pre-release planning meeting is held four weeks in advance of the release time. This meeting involves a resettlement worker, youth justice practitioner and, where relevant, social worker, education representative and health representative to ensure the voice of the child, and their specific circumstances and needs are considered.

To meet the ‘high-performance timeliness’ requirement for this indicator, placements need to be secured four weeks in advance of the expected release of the young person, requiring the LA to pay a retainer. This is agreed through the Care and Resource Panel, on an individual basis. This presents a challenge as such provision is typically high cost, however this position is closely monitored to manage the financial impact on the LA.

Accommodation for young people is consistently monitored via case level returns. Our Careworks case system has been updated to allow practitioners to log this metric as soon as a suitable placement has been secured in line with the KPI and has been effective from 1<sup>st</sup> April 2023. The children’s placements team monitors the number of children placed via an existing placement’s tracker matrix. These mechanisms will facilitate accurate reporting against this indicator.

### ***Education, Training and Employment***

Hammersmith and Fulham have seen a positive decline in the number of NEET young people within the YJS, having fallen by half from October 2022 (at which time 40% of young people known to the YJS were NEET). Currently, of the 25 young people aged 16-18 within the YJS, 7 (28%) are in employment or training, 11 (44%) are in education, 5 (20%) are Not in Education, Employment or Training (NEET) and 2 are classified as other. Despite this positive reduction, continued support is required to ensure all young people known to the YJS successfully transition to employment, training and education pathways. Whilst we are seeing an increase in the take up of employment/training options, our data demonstrates a significant drop out rate of young people known to the YJS from FE colleges, suggesting the need for continued support post enrolment. To address this, we will build on and formalise existing relationships between the YJS and Education service. The YJS Education, Employment and Training (EET) Pathways and Planning Group will be formalised through the additional membership of the Director of Education and SEND. The aim of the group is to focus on the intersection of YJS cohort within NEET, AP, SEN/ECHP, Virtual School and ACE/School Admission. Alongside the Director for Education and SEND, membership includes the YJS DSM Community Team YJS EET Lead, Secondary Advisor 14-25 Development Education and SEND, Head of ACE, Head of Virtual School and Educational Psychologist linked to the YJS and AP. The objectives of the group are to:

- Identify and confirm EET status of YJS cohort
- Track and monitor reintegration, timetables and attendance of identified YJS/AP cohort
- Track and monitor EET outcomes for care experienced/care leaving children within YJS cohort
- Track and monitor EET status within secure settings for YJS cohort who are not care experienced/care leaving nor SEND/EHC
- Consider the quality of EET provision for YJS cohort and ensure all YJS cohort are achieving at Level 2 in functional Maths and English

Further, the YJS and Education will continue to work with third sector organisations such as Action West London, SPEAR, and WIPERs to engage and support young people. The service will also continue to identify and build links with suitable employment, training and education pathway providers both in the FE sector and training sector.

### ***Special Educational Needs or Disabilities / Additional Learning Needs***

In line with Chapter 10 of the SEND Code of Practice, measures captured by this KPI are already in place to ensure the timely identification and assessment of special educational needs and provision of high-quality support to young people known to the YJS at the earliest opportunity. Alongside support for young people's mental health and emotional wellbeing, the YJS Wellbeing Team provides co-ordinated specialist assessments and intervention plans to address unmet learning needs. The integrated wellbeing team was developed in response to analysis of needs, and includes a Speech and Language Therapist, Education Psychologist, Youth Justice Liaison and

## Appendix 1 – Youth Justice Plan

Diversion Worker, CAMHS worker and Substance Misuse worker. This team of specialist workers ensure all young people’s needs are identified and met to ensure the best outcomes.

As of September 2022, 6 young people known to the YJS had an Education, Health and Care Plan (EHCP), not including for those with additional needs or those without a formal SEN plan. This accounts for approximately 25% of the YJS cohort. IN accordance with the SEND Code of Practice, a clear process is in place to record and monitor this information through the YJS Education, Health and Care (EHC) Planning Process Flowchart (below).

Section of Code of Practice	Responsibility	Who?	When?
<b>For Children and Young People with an EHCP</b>			
<b>10.72</b>	YJS will notify the EHC Planning Team and the YJS EP when a child or young person aged 25 or under is detained and is believed to have an Education, Health & Care Plan.	YJS Case Manager	Within five working days of becoming aware of the detention
<b>10.73</b>	The EHC Planning Team will send the C/YP’s EHC Plan to the YJS Case Manager and YJS EP who will share this information with the detained person’s custodial case manager to inform the work of key personnel who will be involved in delivering the detained person’s sentence plan	EHC Planning Service & YJS Case Manager	Within five working days of the request
<b>10.133</b>	The YJS Case Manager, EHC Planning Team and EP will liaise with the relevant youth accommodation to organise a monitoring meeting as soon as practicable. This will consider how the special educational and health provision outlined in the EHC Plan will be arranged for the detained person in custody.	YJS Case Manager, EHC Planning Team and YJS EP	Within 10 days of detention
<b>10.76</b>	The YJS Case Manager and EHC Planning Team will request copies of the individual learning plan devised by the relevant youth accommodation.	YJS Case Manager and EHC Planning Team	Termly basis
<b>10.133</b>	The YJS Case Manager & EHC Planning Team should organise monitoring meetings as a minimum of every 12 months.	YJS Case Manager and EHC Planning Team	Every 12 months from the date of the last monitoring meeting

## Appendix 1 – Youth Justice Plan

<b>10.134</b>	The YJS Case manager will inform the EHC Planning Team and the YJS EP when a detained person is due to be released from the relevant youth accommodation.	YJS Case Manager	Upon notification of release date and within 24 hours
<b>10.134</b>	The YJS Case Manager & EHC Planning Team will liaise with the relevant youth accommodation to organise a meeting to focus on the C/YP's transition from custody. This will review the detained person's educational progress and their continuing special educational and health needs in preparation for their release	YJS Case Manager, EHC Planning Team and YJS EP	Within 5 working days of notification of release date

### For Children and Young People without an EHCP

<b>10.82 &amp; 9.14</b>	The YJS Case Manager will liaise with the EP for YJS and the CYP's most recent education setting about whether the CYP meets the criteria for an EHCP. Consideration should be given to section 9.14 of the SEND Code of Practice before an EHC assessment request is initiated.	YJS Case Manager	As soon as possible Within 10 working days
<b>10.82</b>	If the YJS Case Manager and other professionals feel the criteria for an EHC needs assessment is met, the YJS Case Manager will bring the CYP to the attention of the EHC Planning Team with support from the YJS EP. A formal application will need to be made to the service.	YJS Case Manager and YJS EP	As soon as possible Within 10 working days
<b>10.82</b>	Alternatively, the CYP or their parent, custodial staff or anyone working with CYP can bring the CYP to the attention of the EHC Planning Team to request an EHCP if appropriate.	Any relevant person	As soon as possible Within 10 working days
<b>10.84-10.114</b>	The EHC Planning Team will follow statutory duties relating to assessing a CYP in custody for an EHCP, as outlined within pages 222-243 of the SEND Code of Practice.	EHC Planning Team	The whole process <u>must</u> take <u>no more than 20 weeks</u>

10.74	If the CYP does not meet the criteria for an EHCP, the YJS case manager will continue to promote the fulfilment of the detained person’s learning potential while they are in custody and on their release.	YJS Case Manager	A decision as to whether an EHC Plan is needed will be made by <u>week 16</u> of the process
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A challenge within this area, and across the cohort, is that professionals including social workers, YJS practitioners, educational psychologists and resettlement workers can face barriers in being able to book visits to see children and young people in the secure estate. Whilst not all children and young people in this cohort have SEND, our data evidences that most young people within this cohort are likely to have SEND, including needs which may not previously have been diagnosed. This has been raised at the London Heads of Service meeting with Head of Safeguarding for the Youth Custody Service, who has provided reassurance that safeguarding colleagues within the secure estate will do everything to facilitate visits.

To improve performance and build on existing joint working, the YJS and SEND service will:

- Consider adaptations to the newly developed SEND Data Dashboard to include Managed Moves and Managed Interventions, to plan proactive interventions to improve the support offered to young people.
- Explore the interface between the new Joint Communications Team and YJS Wellbeing Service to increase the preventative work offered in schools to address speech, language and communication needs (SLCN), as this is a known area where needs are often unidentified and unmet prior to a young person becoming known to the YJS.

***Mental Healthcare and Emotional Wellbeing***

Information required for this indicator is captured by the Hammersmith & Fulham YJS Wellbeing Team who provide specialist assessments, interventions, and co-ordinated support for young people’s mental health and emotional wellbeing. Consisting of health and education colleagues, the multi-disciplinary team work closely to identify needs and offer individualised advice and support to young people and their families based on their needs, views and preferences. This includes direct assessment and intervention where appropriate. They also provide strategies, advice and case consultations for YJS professionals ensuring that work delivered is child-focused, developmentally informed, acknowledges structural barriers, meets responsibilities towards children, increases resilience and reduces vulnerability. The Wellbeing Team supports the wider YJS’s child first practice and aligns with the five principles of the Youth Crime Prevention strategy enabling YJS professionals to prioritise the best interests of young people by recognising their needs, capacities, rights and potential. The Wellbeing Team provide the following support through existing practice, capturing the requirements of this indicator:

- An initial meeting/assessment with the CYP

- Further standardised assessment as needed
- Referrals to other services
- Case consultation with YJS workers
- Intervention – either direct, or with family, professionals, schools, team around the CYP

Additionally, the service benefits from a full time CAMHS nurse based in YJS, commissioned by NHS North West London Integrated Care Board and delivered by West London Mental Health Trust. This role provides general mental health/LD consultation, advice, and support to the YJS cohort and YJS practitioners and liaison/partnership working with other agencies. Furthermore, it includes undertaking mental health screening, assessments and offering brief interventions to CYP and support to parents/carers. The CAMHS nurse also works as a link to the main CAMHS service.

To support performance and improve working relationships across the sector, the YJS Wellbeing Team will join the Children and Young People’s Mental Health Partnership Board chaired by the Integrated Care Board. This board focuses on creating relationships and opportunities for joint working across the wider network of mental health and emotional wellbeing professionals locally, supporting to identify emerging themes and share best practice.

Despite such support existing, capturing information required for this indicator will be a challenge as there is no existing automated method to collect the detail required. Therefore, returns will be conducted manually until such a mechanism is embedded, which will have an impact on resourcing.

### ***Substance Misuse***

Public Health commissions the ‘Resilience’ service which provides additional support to the YJS Wellbeing Team. Resilience provide at least one day per week support to the YJS, with capacity to increase depending on the number of referrals and overall need. Staffing resource includes a Team manager for the Resilience service and two additional Resilience workers within the YJS setting.

The Resilience service received 21 referrals between January 2022-December 2022. 15 of the 21 CYP referred for support were male. The majority of referrals (16) were referred for substance use support. Two referrals during this period were supported around sexual health and healthy relationships.

Indicators currently captured include:

- Numbers in YJS assessed for SM (substance misuse) needs
- Referrals received during reporting period discharged immediately as one-off survey or Brief Intervention
- New Assessments completed during period
- Number identified as having SM needs using ASSET
- Type of SM need (drop down stimulants, heroin/crack/cocaine, benzo, cannabis/skunk)



## Appendix 1 – Youth Justice Plan

- YP's identified with SM needs from a YJS assessment referred/introduced to partnering SM provider
- Types of treatment offered
- Number of service users entering into Substance Misuse support following assessment
- Number of YP provided with Advice and Information or care planned support - New Clients each quarter.
- Number of Service Users who leave Services having achieved their personal objectives or have met needs via Brief interventions and/or ad-hoc support
- Treatment Completed - Drug/Alcohol/Occ User
- Transferred - In custody
- Transferred - Not in custody
- Disengaged/Dropped Out
- Percentage of total discharged service users who have left the services successfully
- Proportion of service users who report improvements in their wellbeing
- Number of YP 'Planned Exits' reporting reduced usage in drug/alcohol use
- Number of YP 'Planned Exits' reporting as drug/alcohol free
- Proportion of YP, identified via Risk Assessment as engaging in risky behaviour and referred to the Services for tailored support (Number of High Risk Clients)
- Number of YP asked about sexual health or substance misuse and identified as being at risk offered harm reduction advice and support

The above indicators will be measured through quarterly reporting provided by Resilience. This will be managed through a quarterly monitoring meeting between the Head of the Youth Justice Service, Resilience Operations Manager, Resilience Team Coordinator and the Senior Lead for Children's Public Health.

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

This is an existing area of strength for the Hammersmith & Fulham YJS, with assessment and policy and provision rated 'good' and planning, implementation and delivery rated 'outstanding' by HMIP in October 2022. Therefore, there are no intentions to amend practice in this area.

A multi-agency Out of Court Disposal (OCD) Panel is held monthly and directly informs the work of the OCD team. Panel members provide a comprehensive view of the needs of children particularly looking at triggers for reoffending behaviour and to make decisions on the out of court disposal a young person will undertake. The panel has produced better outcomes by taking in to account the characteristic and strengths of the young person to ensure the reparation is both meaningful and worthwhile. In addition, the Out Of Court Disposal Team are piloting a systemic tool for all out of court disposals, resulting in a detailed analysis of strengths and areas of concern to provide a balanced assessment of the child/young person. Assessments

are further enhanced by clinical consultations and exploring social GRRRAACCEESS (Gender Geography Race Religion Age Ability Appearance Culture Class/caste Education Employment Ethnicity Spirituality Sexuality Sexual orientation) to explore the child/young person's familial and social circumstances, and the impact of early experiences on presenting behaviours.

Multiagency scrutiny panels are also held to interrogate and quality assure practice, with membership including the Police, YJS, The Mayor's Office for Policing And Crime (MOPAC), Crown Prosecution Service (CPS), Youth Justice Board and Justice of the Peace North and Central London Youth Panel. The Central West Independent Scrutiny Panel for Out of Court Disposals (the 'Scrutiny Panel') for Young Persons independently re-examines a selection of cases from the MPS Central West Borough Command Unit (AW-BCU) in which the YJS sits, that have been dealt with by way of an OOC. By reviewing the information/evidence available to the decision maker at the time of that disposal outcome, its aim is to determine whether the method of disposal and subsequent intervention was considered appropriate and therefore increase public understanding, confidence and trust in this use of OOC's. The outcome of such scrutiny demonstrates strong management oversight, effective case management supervision and systems demonstrating management grip, for example the work of the OOC team and panel process has strengthened the multi-agency approach to early intervention and diversion from re-offending. Further the OOC process was scrutinised by HMIP and rated 'Good', commenting that there is a high-quality, evidence-based out-of-court disposal service in place that promotes diversion and supports sustainable desistance.

### ***Management Board Attendance***

Ensuring consistent and secure representation by colleagues with decision making authority at the Youth Crime Prevention Partnership Board remains a challenge in some areas.

This was recognised through a workshop and feedback themes report facilitated and written by Richards Advisory Consultancy in January 2023 which identified a need for clarity from partners on the vision, roles and responsibilities of the board, accountability of board members to provide scrutiny, and seniority to represent partner agencies by attendees to support strategic decision making. Previously, a gap was identified in attendees from the probation service, however this has been resolved and regular attendance secured. An outstanding challenge remains consistency in attendance by Police representatives.

Following this workshop exercise, work is underway to refresh the induction process for Board members and ensure partners understand their roles and responsibilities as board members. A series of actions were identified (summarised below) and are being actioned locally.

<b>Priority Themes and Recommendations:</b> Refresh the Induction process and ensure partners understand their Roles and responsibilities as board members - All to sign up to the commitment pledges.
<ul style="list-style-type: none"> <li>• The Chair to summarise YCCP Vision into one paper, reminder of why partners are there.</li> </ul>
<ul style="list-style-type: none"> <li>• YJ Priorities within headers and footers on word documents and Papers from the Board - Place on Headers and footers</li> </ul>
<ul style="list-style-type: none"> <li>• The Board to review of YCCP Terms of Reference and H&amp;F vision (Add into the TOR – a certain amount of meetings you can only send a deputy)</li> </ul>
<ul style="list-style-type: none"> <li>• The Board to consider having Designated Board Leads for actions within the Action Plan</li> </ul>
<ul style="list-style-type: none"> <li>• The Head of Service and Chair to Refresh induction process and shadowing of YJ Team</li> </ul>
<ul style="list-style-type: none"> <li>• Board members to have an Induction to include above areas</li> </ul>
<ul style="list-style-type: none"> <li>• The Chair and YJ Head of Service to Induct Partner agencies and their Deputy to the YCP Board</li> </ul>
<ul style="list-style-type: none"> <li>• The Board to understand child first principles and embedding this into service delivery</li> </ul>

With regards to the contribution and use of data by partners to measure performance, outcomes and the impact of services, this workshop identified that data is being presented, but partners are not always able to articulate what this means for their area of work. The board needs to balance the emphasis on the data with soft intelligence, and ensure soft intelligence is being shared and cascaded to operational practitioners who need to understand the data for service delivery.

Actions identified to address this are summarised below:

<b>Priority Themes and Recommendations:</b> Board members to have knowledge of YJB National Standards and MoJ Key Performance Indicators. - Review the commissioning of data from partners and produce the data more visually and digestible for the Board
<ul style="list-style-type: none"> <li>• The Board to explore how a dedicated YJ analyst would further support deep dive of themes subject to budget</li> </ul>
<ul style="list-style-type: none"> <li>• The Board should review local KPIs in line with new MoJ KPIs</li> </ul>
<ul style="list-style-type: none"> <li>• The Chair &amp; Head of Service to review reports on how data is presented from all partners - infographics</li> </ul>
<ul style="list-style-type: none"> <li>• Analyst to present visual data against MOJ against YJS family (Haringey - example dashboard)</li> </ul>
<ul style="list-style-type: none"> <li>• The Board to have sub-working groups that meet outside of the board meetings</li> </ul>
<ul style="list-style-type: none"> <li>• Board to have a recurring standing agenda items:             <ol style="list-style-type: none"> <li>1. KPIs/Performance data</li> <li>2. Finance</li> <li>3. Staffing</li> <li>4. Serious Incidents/Safeguarding</li> </ol> </li> </ul>

A further exercise within the workshop focused on the Board's monitoring and understanding of progress in response to racism and discrimination within the YJS

cohort, including and understanding of the current challenges, priorities, and how information is used to inform strategic decision making. Actions identified to address this are summarised below:

<p><b>Priority Themes and Recommendations:</b> Understanding disparities and disproportionality needs of the cohort, Commission Anti-racist training for the Board, Embedding the voice and experiences of the children at the Board</p>
<ul style="list-style-type: none"> <li>• The Board should have a shared language, when thinking about language and discrimination, and child first.</li> </ul>
<ul style="list-style-type: none"> <li>• The Board to have training on discrimination, anti-oppressive practice</li> </ul>
<ul style="list-style-type: none"> <li>• The Police to break down MOPAC data for U18s for a better understanding of cohort</li> </ul>
<ul style="list-style-type: none"> <li>• All partners to bring the voice of child, in their respective areas when presenting to the board</li> </ul>

### **Wider Services**

The YJS has strong links with services across Children’s Services and wider agencies including the voluntary and community sector. Our multiagency response was credited by HMIP in our latest inspection, which commented that there are strong multi-agency arrangements in place to keep children safe. Weekly multi-agency meetings are held to review children who are moving through the system. This ensures that they receive the right support and step down to an appropriate service. Furthermore, the YJS has robust multi-agency risk and safety management processes in place, enabling a proactive approach to working with children who are at risk of exploitation, serious youth violence and organised crime.

More broadly our commissioning strategies across Children’s Services and the local area are aligned to a focus on early intervention, providing the right support at the right time to prevent problems from escalating. This approach is evidenced through our Early Intervention Strategy 2022-27 which outlines our ambition to work together to support children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary, through a strategy of partnership working, early intervention and inclusion. Our Early Intervention Strategy draws on these opportunities, in collaboration with our partners, third sector providers, children, young people, and their families, to transform outcomes for children and young people and their families in Hammersmith & Fulham. This Strategy has informed the recent re-procurement of a range of services including

- Youth Provision – an inclusive, integrated offer of support for young people including universal, targeted and specialist provision.
- Volunteer Family Support - providing wraparound care for struggling families, supporting them to maximise their independence and increase their resilience.
- Virtual Reality Programmes – a library of virtual reality software and equipment for practitioners and professionals, providing training resources in trauma awareness and therapeutic parenting/caring techniques.
- Parenting Programmes – evidence-based parenting programmes aimed at building families strength, resilience and capacity, to increase positive and nurturing parenting and improve outcomes for children and young people

## Appendix 1 – Youth Justice Plan

All such programmes targeting a range of needs aim to provide the right support at the right time to ensure our children and young people achieve the best outcomes.

Data required for this indicator, including the percentage children who are currently on either an Early Help (EH) plan; on a child protection (CP) plan or classified as Child in need (CiN) or have looked-after status, is routinely captured by the Business Intelligence (BI) and Performance and Improvement teams and reported through a weekly Children’s Social Care detailed report to all managers across the Children and Young People’s service. Currently, this data collection covers the whole borough profile. Further work will be undertaken with BI colleagues to distil this information with a focus on children currently open to YJS to allow an accurate return of the information required in this indicator.

	EH plan match	CiN plan match	CLA plan match	CP plan match
<b>Count</b>	1	8	10	2
<b>Percentage</b>	3%	21%	26%	5%

### ***Serious violence***

Hammersmith and Fulham have seen no increase overall in violent offences, a decrease in ambulance call outs for assaults on young people, a decrease in robberies committed by young people, and a decrease in drug offences committed by young people. However, violent offences by under 25 suspects has increased by 5.7% (from 609 offences to 644 offences), and a slight increase in knife and gun offences.

As a result, a Serious Violence Strategy will be developed by January 2024 which must be informed by a Serious Violence assessment. Terms of Reference and Membership have been produced for a multiagency working group focused on development of this assessment and strategy, including the Police, Justice, Health, Fire and Rescue and Local Authority colleagues.

Measures will continue to be recorded to satisfy the indicator of the rates of children convicted for a serious violent offence on the YJS caseload, alongside existing local indicators as discussed above. However, from January 2024 onwards it is expected that further measures and priorities will be developed from the Strategy and will be monitored in addition.

### ***Victims***

Our investment in our restorative justice work reflects our commitment to a valuable and effective restorative processes and reparation. We ensure every victim of youth crime is given the opportunity to participate in restorative justice, with victim contact rates of 100%.

Our work focuses on involving victims of youth crime in a range of restorative processes that seek to put right the harm they have experienced. Victim’s wishes are always considered prior to a reparation project being finalised. We have a high rate of victim engagement with over 90% of victims feeling satisfied with the reparation process.

Where direct Restorative Justice is not appropriate, we focus on meaningful reparation. We have increased the number of reparation projects, from nine to fifteen, developing new projects with partners including local charities, parks, faith groups, residents and community links. We are encouraging community reintegration through reparation and young people have a real opportunity to make a difference to the community they live in. Feedback from reparation partners has been extremely positive.

Upon completion of reparation, a feedback meeting is arranged. This gives the young person an opportunity to discuss how they feel about their achievement and what skills they have gained. This information is often fed back to victims to ensure they are kept updated throughout.

Further, the service have developed the Restorative Justice Plan 2023/24 with a key priority being oversight and regular review of the victim contact practice of restorative justice staff. Through this plan, the service commit to track and evaluate the delivery of reparation requested and share this information with victims, establish and analyse reasons victims chose not to engage in restorative processes, and continue to provide quarterly evidence for MOPAC funding among other monitoring elements in line with this introduced indicator.

HMIP reflected that victims who have received restorative justice fed back that the experience had been positive, they felt listened to and the provision met their needs. However, an area of improvement was identified that, although all victims are offered restorative justice, take-up was low, with less than half agreeing to participate. Further, the referral order panel process needs reviewing to ensure that more victims participate and to increase the involvement of volunteers in drawing up the contract with children. This remains an area of challenge for the service due to the nature of such contacts being initiated by the Police. The service will continue to work with Police colleagues regarding how restorative justice is discussed with victims to encourage increased take up.

A further challenge identified locally is to understand why such rates of restorative justice practice are not translating into reduced reoffending. A peer audit is to be completed by Croydon YJS with a cohort of young people who have reoffended which will consider the impact and relevance of interventions offered.

### **Local Performance**

In addition to the expanded national KPIs, our plans will retain additional targets to reduce disproportionality.

### **10. Priorities:**

Our local priorities remain centred around reducing disproportionality, however will be slightly adjusted reflecting the challenges experienced in meeting existing targets:

- 2% reduction in number of black/mixed heritage children becoming FTE
- 2% increase in the number of children looked after/care leavers and black/mixed heritage children in suitable EET at the end of court order



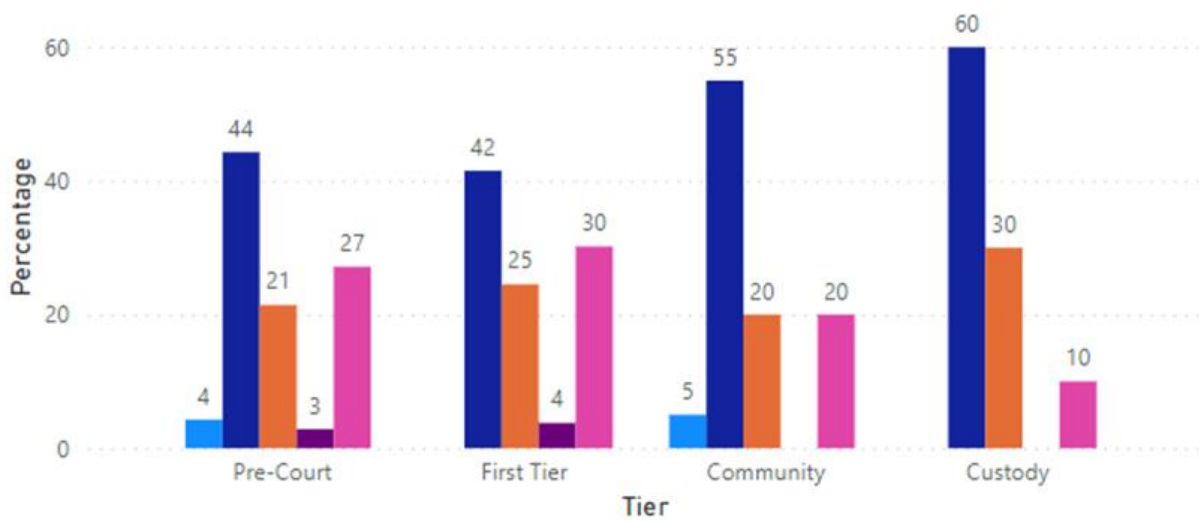
- 2% reduction in reoffending rate of care leavers/children looked after/black/mixed heritage children
- 2% reduction in custodial sentences imposed on care leavers/children looked after/black/mixed heritage children

### 11. Children from groups which are over-represented

Despite local actions to address disproportionality, black and global majority groups continue to be over-represented, varying between 65-90% of our YJS cohort across identified tiers, as demonstrated through the below table.

Percentage by Tier and Ethnic Group

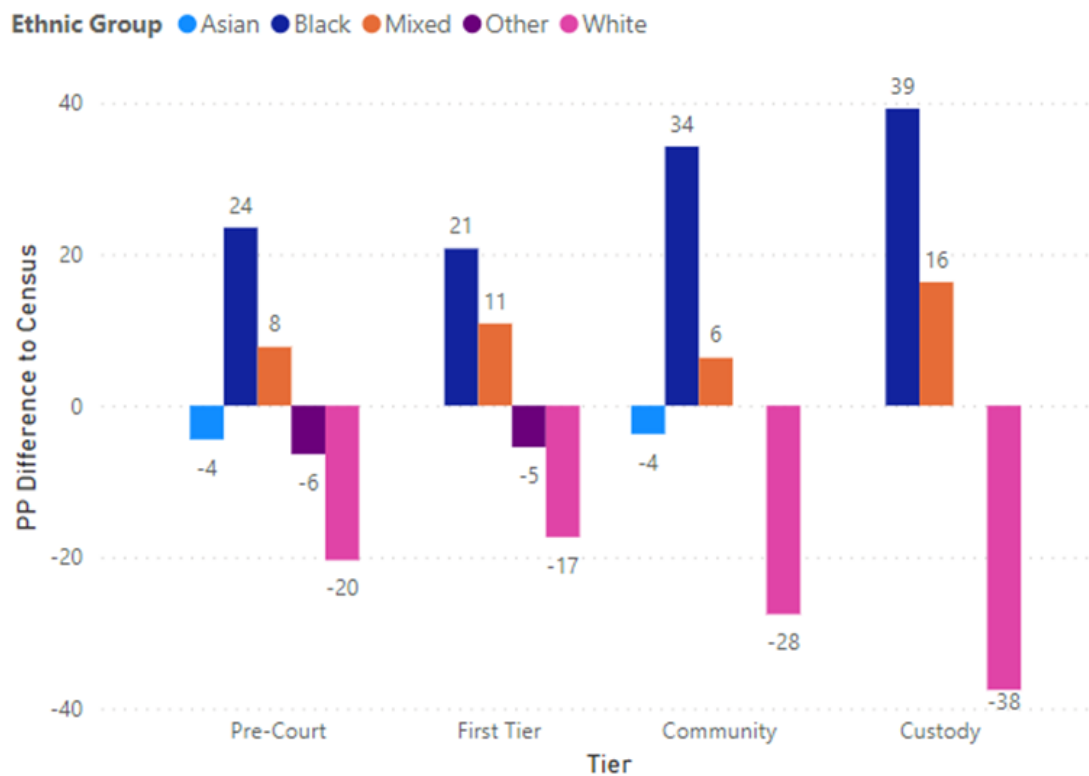
Ethnic Group ● Asian ● Black ● Mixed ● Other ● White



This is further demonstrated through the below table which demonstrates the over-representation of black and global majority young people against the local population census data. By contrast, white young people are significantly under-represented across all tiers. Asian and other ethnic groups are also both slightly under-represented



Percentage Point Difference to Census 2021 by Tier and Ethnic Group



This local analysis reflects national findings highlighted by HMIP in the October 2021 Thematic *‘the experience of black and mixed heritage boys in the YJS’*. This thematic made a number of recommendations to address over-representation. Local responses to these recommendations can be found at Appendix 3.

The service continues to take action to address over-representation of black and global majority groups, including:

- Commissioning delivery of the Ether programme - An eight-session programme aimed towards black, Asian and Global majority young men involved with the youth justice system. The programme delivers leadership course directly addressing issues around race and identity and perceptions of self, as well as self-esteem and confidence, attitude and behaviour and independent thinking. Sessions also include discussions around stereotypes, breaking barriers and perceptions of masculinity. The aim of the programme is to increase the likelihood of positive life outcomes and reduce the likelihood of re-offending by improving a sense of empowerment.
- Anti-racism and allyship training – Training for YJS staff exploring what it means to be anti-racist, concepts of power and anti-oppressive practices, deepening understanding of anti-racist language and terminology, and defining and demonstrating ‘allyship’ to support individuals and organisations to build towards greater justice, equality and a positive working environment.
- Cultural humility training – Training for YJS staff to support them to assessing their various levels of awareness, knowledge and skills, and increase their capability to value diversity, manage the dynamics of difference, and make the journey from cultural incapacity to cultural proficiency.

## Appendix 1 – Youth Justice Plan

- Unconscious bias training – Training for YJS staff with the aim of enhancing awareness of unconscious bias with the context of the racial disproportionality and overrepresentation of global majority people within the criminal justice system to explore strategies and techniques to reduce the potential for unconscious bias to adversely impact upon practice.

<b>Children and Young People’s Service Disproportionality Action Plan</b>						
<b>Action</b>		<b>How this will be done</b>	<b>Lead</b>	<b>Delivery Date including milestones where relevant</b>	<b>BRAG</b>	<b>Success measures and how we will know</b>
1.	Gather young people’s views around disproportionality and involve them in shaping the way we support them	<ul style="list-style-type: none"> <li>▪ Young people participate in team and service meetings</li> <li>▪ Participation officer work closely with children and young people from GLOBAL MAJORITY backgrounds to get their views</li> <li>▪ GLOBAL MAJORITY young people are part of the recruitment and interview processes</li> <li>▪ Community and workshop projects for children and young people from GLOBAL MAJORITY/ under-privileged backgrounds</li> </ul>	CHS			<ul style="list-style-type: none"> <li>▪ Reduction of children coming to the service from GLOBAL MAJORITY background</li> <li>▪ Improved educational achievements in GLOBAL MAJORITY groups</li> <li>▪ High proportion of care leavers who are EET</li> <li>▪ Thematic/deep sample audits</li> <li>▪ Data performance reports</li> <li>▪ Workforce reflecting the borough’s diversity</li> </ul>

## Appendix 1 – Youth Justice Plan

2.	Disproportionality data evaluation to enable raising discussion and awareness	<ul style="list-style-type: none"> <li>▪ Evaluate ethnicity data to raise awareness and discussion</li> <li>▪ Discuss disproportionality in team and service meetings</li> <li>▪ Look at proportionality across placement settings</li> </ul>	CHS			<ul style="list-style-type: none"> <li>▪ Performance Framework</li> <li>▪ Data performance reports</li> <li>▪ Practice Week</li> <li>▪ Thematic/deep sample audits</li> </ul>
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Recognised nationally and reflected locally, in 2022/23 girls made up just 22.58% of the YJS cohort (increasing slightly from 18.18% in 2021/22). Recognising the specific set of needs this group present with, the YJS commission a QPR female gangs and sexual exploitation worker. The worker provides support, guidance and mentorship to vulnerable young women who are at risk of getting involved in gang-related activities or sexual exploitation. The worker has worked with seven girls from September 2022 with three exposed to exploitation and on the verge of being involved in criminal activity.

In response to analysis of needs within the YJS cohort, recognising the disproportionate percentage of young people within the service with an additional learning or special education need, the Wellbeing Team was developed. The integrated team consists of health and education colleagues who work closely as a Multi-Disciplinary Team to identify needs and offer advice and support. The Wellbeing Team provide individualised support to young people and their families based on their needs, views, and preferences. This includes direct assessment and intervention where appropriate, as well as indirect support by providing strategies, advice, and case consultations for YJS professionals. The team work to mitigate against the over-representation of additional learning or special education needs and disabilities in the service through identification and support. The below demonstrates the needs of the YJS cohort between April 2021 and March 2023 with assessment data:

- 28.71% of young people known to the service have identified SLC or neuro-disability
- 22.77% have an identified SEND
- 51.49% have presenting mental health concerns
- 50.5% have contact with mental health services
- 7.92% have diagnosed mental health condition

Additionally, within the team, young people are supported by an educational psychologist. Commissioned two days per week by the YJS, the EP undertakes a range of work including consultation, assessment, advice, and training for CYP, staff, schools and parents/carers. The EP is linked to other schools in the borough, including the secondary Alternative Provision. The EP also has a statutory role to complete psychological advice for new EHC needs assessments, and monitoring CYP in

custody with an EHCP. Of the 60 CYP who were open to the YJS in 2022, 16 had an Education, Health & Care Plan (EHCP). 26 CYP were known to the Educational Psychology Service (which includes CYP known to the EPS before coming to YJS) and seven CYP worked directly with the Speech & Language Therapist.

### 12. Prevention

Our Early Intervention Strategy outlines our approach to working together to support all children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary. Our new strategy 2022-2027 was co-produced with children, young people, families and partners, and has formed the basis for how we work collaboratively to deliver early intervention as a partnership from April 2023. The voice of the child is at the heart of the strategy having been informed by extensive coproduction from the outset of its development.

Through the implementation of this strategy, all partners commit to improved integrated and partnership working to ensure we have an effective whole system approach to create services which keep children safe, support them to thrive and ensure every child fulfils their potential.

Our vision centres around several partnership principles which all services locally are aware of, working towards and collaborating on to achieve. These principles are:

- **Outreach** - Our offer is inclusive and suitable, delivered through agile and outward reaching support where it is needed
- **Personalisation** - We treat each young person as a unique individual without judgement and personalise our services
- **Inclusion** - Our services commit to value and demonstrate our respect for diversity, and to reach into communities to deliver support in the right way for all families
- **Resilience** - Our services offer the right level of help, by the right professional, at the right time, to support families to build resilience and independence
- **Accessible** - Our service offer is clear and accessible for both families and partners, achieved through efficient and respectful communication.
- **Collaboration** - Our services work closely with universal services and communities to increase their capacity to offer support to families at the earliest point
- **Targeted** - We target resources to those at risk of the poorest outcomes and work as a network of services to make every contact count; reducing referrals for social work intervention, and entry to care or criminal justice systems.
- **Prevention** - All services will intervene early to protect and promote both physical, social and emotional wellbeing with children, young people and families

- **Learning** - As a partnership, our early intervention services commit to a culture of continuous learning through reflection of best practice and areas for improvement in evaluating our services.

Informed by this strategic approach, we will begin to move towards a family hub model. Family hubs provide a central access point for integrated services, with professionals working together through co-location, data sharing and a common approach to working with children, young people and families so that regardless of where a family is, they will be able to access the same offer of integrated support. In addition, we will be seeking to develop and expand on key working functions to support in embedding and unifying this work across our early intervention offer.

Further supporting our approach to early intervention, the Youth Justice Service are participating in the Turnaround Project which is designed to prevent children and young people from becoming involved in crime or anti-social behaviour by providing support to them and their families. Through the three-year programme, the Service aims to support 82 children and young people. The formerly existing framework of the No Further Action (NFA) panel has been expanded to support referrals for this programme, identifying children who receive an NFA, a community resolution and released under investigation (RUI). Further, this grant funding will be used to identify dedicated staffing resource and commission additional evidence-based interventions to support this cohort, based on the needs of each individual child.

The Service are working to consider the role of the Turnaround worker in parallel with the development of Family Hubs. Hammersmith & Fulham are one of the Transformation Fund One wave areas working to implement Family Hubs, which aim to ensure that all families have access to the same high-quality services and supportive relationships within their local area. Family Hubs are designed to provide family help early when it is needed – from pregnancy into adolescence. By bringing together a network of services working together to provide high quality, whole-family, joined up support, Family Hubs aim to ensure that children, young people and families get the right help at the right time. The YJS are involved in the programme development to implement Family Hubs locally, considering the best approach to ensure young people receive the right support, for example exploring local opportunities to integrate delivery of the Turnaround programme within this developing programme to further support this cohort within a community setting.

### 15. Diversion

Hammersmith and Fulham (H&F) YJS are committed to the “child first, offender second” principle which seeks to divert children and young people away from the formal criminal justice system at the earliest opportunity.

The YJS Diversion activity has been supported by the Ministry of Justice Turnaround Programme a £55m voluntary youth early intervention programme to enable YJS’s across England and Wales to support children on the cusp of the justice system and prevent them from going on to offend.

The YJS-led Turnaround programme is an integrated targeted preventive approach

## Appendix 1 – Youth Justice Plan

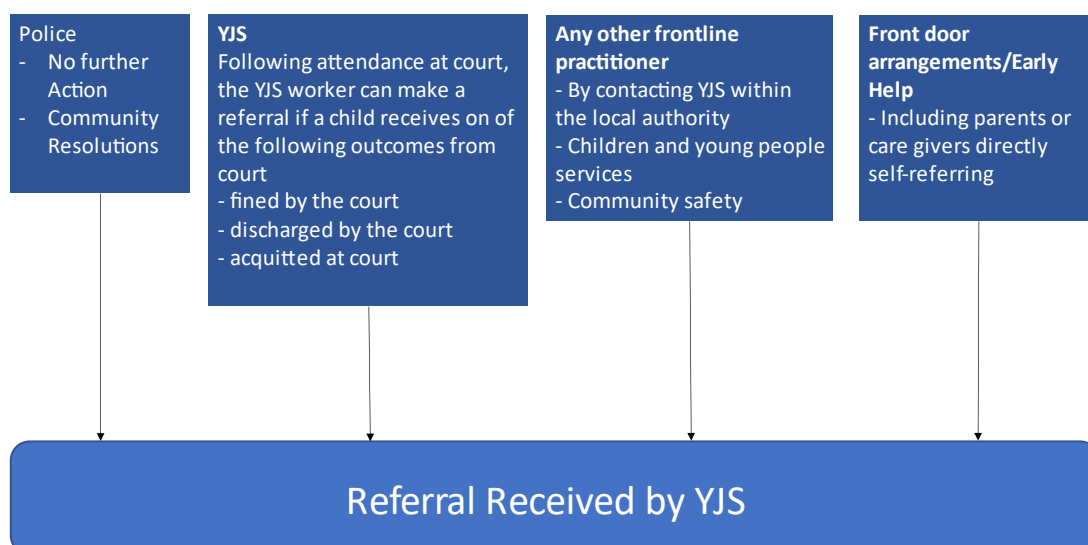
utilising our systemic practice offer of holistic support, which takes place separately to any formal criminal justice proceedings. The programme will assess and address the underlying needs which may have brought children into contact with the justice system, aiming to both promote positive development and prevent further interaction with the justice system.

In H&F YJS, the No Further Action (NFA) panel has been repurposed into the Turnaround Panel and membership expanded.

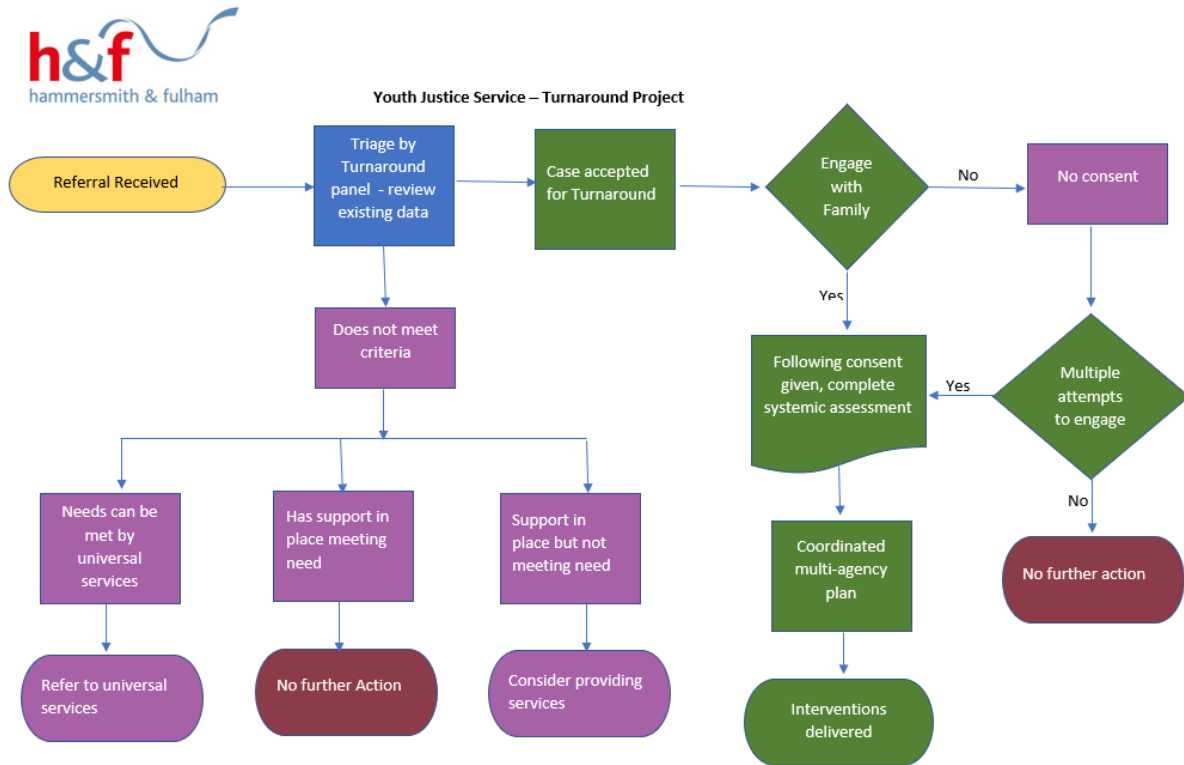
The multi-agency Panel will be chaired by the Out of Court Disposal (OOCDD) Deputy Service manager (DSM) from the Youth Justice Service. The Panel consists of the following representatives:

- Turnaround Lead Practitioner
- Gangs Violence and Exploitation Manager
- Child Sexual and Criminal Exploitation Lead
- YJS Police Officer(s)
- Parenting practitioner
- Systemic family therapist
- Children Leaving Care (CLC)/Children Looked After (CLA) representatives when relevant.
- Initial Contact and Advice Team (ICAT) Manager
- Youth Engagement Team
- Early Help/Family Support Manager

The process for the Turnaround panel is illustrated in the Flowchart below. The ethos and principle of the Turnaround panel is to think of the young person and their family and what targeted prevention work can be done to prevent the child from committing offences and coming to police notice. The panel meets on a monthly basis.







In addition, a permanent Youth Justice Liaison and Diversion (YJLD) worker has been recruited who has security clearance for the custody suite at Hammersmith Police Station. This permanent recruitment and security clearance will enable the YJLD worker to enhance existing practice by regularly going into the custody suite and further diverting children and young people.

Further diversionary strategies are supported by our voluntary and community sector. ASÉ work closely with the Youth Engagement Diversion Team, with the primary objective of early intervention central to the success of establishing positive, trusting relationships within communities. The collaboration is proving to create a positive shift in supporting not only Hammersmith and Fulham’s Youth Justice Service strategy but, also supporting the VRU’s objectives in reducing serious youth violence, exploitation and grooming through raising awareness.

## 16. Education

We are aware that there is a strong correlation between young people with special educational needs and offending behaviour.

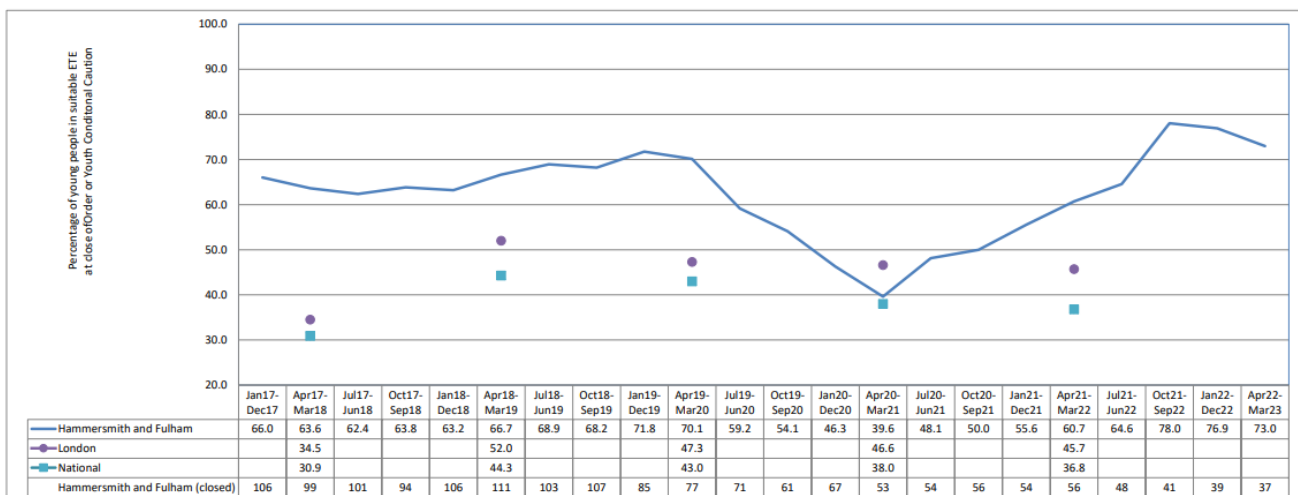
The YJS has strong links with Education and SEND services which ensures that the diverse needs of our young people are being met and they receive support to go on into education, employment and/or training (EET). There are clear processes in place between the Education Health Care Service and YJS to ensure children with an Education Health Care Plan and those with special needs are tracked and reviewed in line with the current SEND Code of Practice.

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The EET lead sits under the Deputy Service Manager (DSM) of the Community Team within the YJS. The DSM meets regularly with the Virtual School Head, who is situated in the children looked after and care leaving service, and Secondary Adviser and 14-25 Development worker, who are based within the education department. This join-up across services ensures that young people are accessing appropriate education provision and, where there are issues with this, a collaborative response is taken to overcome barriers/resistance. These services report into the YCPP at regular intervals and the board also has direct oversight of the NEET working group.

There are a number of dedicated EET support third sector providers within H&F who are linked into YJS. The YJS commissions and Educational Psychologist (EP) (0.2 FTE) from H&F Educational Psychology Service with increased capacity in 2022-23 to 0.4. The Educational Psychologist is also commissioned to work in a number of identified schools within H&F including the alternative provision academy. As a result of this work, we have seen the number of the YJS cohort attending alternative provision reduce. Both the DSM for the community team and the EP attend an inclusion panel at the alternative provision academy where learners experiencing difficulties are discussed supporting a holistic view and collaborative approach to resolving issues at the earliest possible opportunity.

The YJS continues to strengthen performance in ETE by refreshing the YJS EET Pathways and Planning group which will focus on quantity and quality of education delivered to YJS cohort. This group will now be chaired by the Operational Director for Education and SEND as part of the refreshed approach following a review of practice against the HMIP Thematic on Education, Training And Employment. LBHF annual performance for education/training/employment (ETE) decreased from 76.9% to 73.0%. Youth Justice Board experimental data has been published which shows that H&F YJS rates are higher than London and National rates. Performance figures do not capture the numerous attempts made with all of these young people to ensure that they have positive destinations after the expiry of the order. However, we continue to work with a range of providers to look at opportunities to engage young people and support them to remain in ETE.



### 17. Restorative Approaches and Victims

Our investment in our restorative justice work reflects our commitment to a valuable and effective restorative processes and reparation. We ensure every victim of youth crime is given the opportunity to participate in restorative justice, with victim contact rates of 100%.

Our work focuses on involving victims of youth crime in a range of restorative processes that seek to put right the harm they have experienced. Victim's wishes are always considered prior to a reparation project being finalised. We have a high rate of victim engagement with over 90% of victims feeling satisfied with the reparation process.

Where direct Restorative Justice is not appropriate, we focus on meaningful reparation. We have increased the number of reparation projects, from nine to fifteen, developing new projects with partners including local charities, parks, faith groups, residents and community links. We are encouraging community reintegration through reparation, and young people have a real opportunity to make a difference to the community they live in. Feedback from reparation partners has been extremely positive. The range and variety of projects means we can focus on positives:

- What is the young person good at?
- What are they interested in?
- How they think they can best repair the harm caused? and;
- Where they are safe in the borough?

Upon completion of reparation, a feedback meeting is arranged. This gives the young person an opportunity to discuss how they feel about their achievement and what skills have they gained. This information is often fed back to victims to ensure they are kept updated throughout.

Our approach restorative justice and victim contact was rated outstanding during our recent HMIP Inspection in October 2022, with the report praising the comprehensive range of high-quality services in place which enable personalised and responsive provision for all children.

### 18. Serious Violence and Exploitation

The Gangs, Violence and Exploitation Unit (GVEU) was launched in September 2020 through a £1 million investment by the Local Authority, working in collaboration with the police to support vulnerable young people in the borough aged 10 to 25 who are

## Appendix 1 – Youth Justice Plan

involved in gang-related activity or who are at risk of exploitation, violence or becoming involved in organised crime.

Last year there were over 4,500 offences relating to violence against the person which include a range of offences from minor offences such as harassment and common assault, to serious offences such as murder, actual bodily harm and grievous bodily harm. For this broader definition, crimes have been falling since 2019 and are similar to that of the previous year. The majority (64%) of these offences relate to non-violence crimes with assault without injury, communication with intent to cause distress, and harassment being the main non-violence offences.

Where offences involved injury, accounting for 36% of violence against the person crimes, there has been a 7% rise in the borough from 2021 to 2022. Two thirds are actual bodily harm. Youth offending and reoffending has been falling, however violence against the person remains the most common crime committed by young people.

Achievements this year:

- **South Fulham Capacity Building project** - Following a successful bid to the VRU the Unit received £93,000 in grant to deliver a project to build resilience to violence within a community. The area chosen for the project was South Fulham. The project is being delivered by the GVEU in conjunction with several local third sector partners in consultation with parents / carers and young people. As a result, we have been able to deliver Rebel Records, late-night projects, and a half term residential out of the borough for young people. We have also developed ongoing weekly meeting points for parents / carers with professional input on topics of their choosing, such as mental health.
- **Mentoring project** – Following another successful bid to the VRU, the Unit received £32,000 to deliver a mentoring project which is underway. Its purpose is to provide support to young people, and evaluate how effective the mentoring is in practice.
- **ECINS** – we have implemented our new case management system.

Priorities for next year:

- To successfully apply for the Violence Reduction Unit's Capacity Building Grant 23/24 to focus on another area in the borough, building on the learning to date from the South Fulham Capacity Building project.
- Work with our colleagues in the Community Safety Unit on initiatives following the implementation of the Serious Violence Duty.
- Develop our project work with local third sector organisations within the community.
- To further work with our Police colleagues on operational work and enforcement action.
- To build on our new relationship with the Mental Health Pathways Co-Ordinator (16-25) from the Mental Health Integrated Network Team who sits within the YJS to advise on cases where there are mental health concerns.

The GVEU manager sits on the Turnaround Panel as part of GVEU's commitment to diversionary activity where young people (aged 10-17 at the time of referral) who meet

one or more of the following criteria are discussed as part of a multi-agency panel and considered for Turnaround Programme:

- Young people who are interviewed under caution following arrest or subject to a criminal investigation attending a voluntary interview;
- Those who are subject to no further action (NFA) decision;
- Those who are subject to a community resolution;
- Those receiving a first-time youth caution, not including conditional caution;
- Released under investigation (RUI) or those subject to pre-charge bail (PCB);
- Those discharged by a court; those acquitted at court; and/or those fined by a court.
- Those in receipt of community protection orders (CPO), civil orders and/or acceptable behaviour contracts (ABCS) for anti- social behaviour.

Achievements this year:

- Meeting with community partners monthly to understand issues impacting the community.
- Working with Afghan evacuees to ensure they understand the differences between life in the UK and life in Afghanistan, particularly in relation the dangers and harms faced by young people and to make them more resilient to harmful narratives around extremism and terrorism. We have also successfully delivering a parenting programme to a group of Afghan mothers.
- Using different approaches to successfully deliver a youth engagement project.

Priorities for next year:

Prevent is one of the four strands of the Government's Counter Terrorism Strategy, CONTEST. It seeks to safeguard vulnerable children and adults from being drawn into extremism and terrorism. Under the Counter-Terrorism and Security Act 2015, all Local Authorities are subject to a duty in the exercise of their functions, to have "due regard to the need to prevent people from being drawn into terrorism". This duty is known as the Prevent duty. It applies to a wide range of public-facing bodies including schools and education providers. However, due to a reduction in Home Office funding to the Prevent service, the team will be looking to transition the statutory functions it delivers under the Prevent Duty, to existing services. It will also need to continue to deliver the Prevent Duty while facing severe funding cuts. This will include:

- Working through the Independent Review of Prevent with external partners and the council by reviewing and delivering the duty.
- Establishing a process to respond to referrals for support for those identified at risk of radicalisation or radicalised.
- Outlining Prevent training responsibilities to the education sector and LA frontline staff, to ensure that they are able to identify the vulnerabilities of being drawn into terrorism and make referrals to Prevent for advice, support and intervention.
- Ensuring that spaces available for public hire, including Council owned spaces, are not used for radicalising influences.

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- Facilitating broad and deep engagement with faith communities and civil society groups to encourage open and transparent dialogue in respect of Prevent.

The YJS HoS is part of H&F's Serious Violence Duty Working Group. This group is chaired by the Assistant Director for Community Safety, CCTV and Resilience. The aims and objectives of the H&F Serious Violence Duty Steering Group (SVDSG) are to support the CSP to deliver its new duties in line with the Serious Violence Duty, including:

- Developing a Serious Violence Strategy
- Developing a Strategic Needs Assessment
- Developing and delivering the serious violence duty delivery plan
- Overseeing serious violence duty funding, including authorising project spend and commissioning services
- Reporting on progress to the CSP and present to CSP for approval/sign off (and other strategic boards, where applicable)

The London Borough of Hammersmith & Fulham is fully committed to ending Modern Slavery and Exploitation (MSE). In October 2021, H&F published a five-year strategy in partnership with NGO Stop The Traffik, outlining our commitment to tackling MSE through four key objectives. These are to; Identify Victims, Prevent Exploitation, Support Victims and Bring Exploiters to Justice. The YJS HoS sits as part of the Hammersmith & Fulham Modern Slavery and Exploitation Steering Group (MSESG) is to establish an inter-agency operational group central to Hammersmith & Fulham Council. The MSESG will consist of council departments performing duties connected to the objectives within the strategy such as partners performing safeguarding duties, working directly or indirectly with potential survivors of MSE and those performing functions of compliance which may lead to victim identification. One objective of the MSESG is to improve local MSE data capture, specifically National Referral Mechanism (NRM) and Duty to Notify (DTN) referrals. Decisions on individuals referred via NRM will continue to be made by the Single Competent Authority or the Immigration Enforcement Competent Authority within the Home Office.

### 19. Detention in Police Custody

In November 2022, one young person from Hammersmith & Fulham was recorded as detained in custody overnight. The data on children in custody held overnight is received by the Operational Director Children and Young People's Services from the London Safeguarding Children Partnership, however there is a lengthy delay before data is received. This information is not received consistently and, coupled with a lack of timeliness, is not robust enough to provide analysis for themes or issues.

Further local challenges include:

- Placements out of hours for adolescents – this remains the most pressing challenge and is not foreseen to improve due to the lack of available and suitable placements within the wider market for this cohort of young people.



## Appendix 1 – Youth Justice Plan

- Issues regarding the taking of fingerprints during the out of hours period for young people presenting as UASC, where they may be known to other councils/ police.
- We have also experienced issues relating to the feedback of information from the custody suite in instances where a young person's parent/carer does not arrive to act as an appropriate adult for the young person. This has resulted in a breakdown in communication and feedback particularly coupled with the loss of information during shift changes.

All identified issues are being addressed through work to improve communication with the custody officers on shift by the Emergency Duty Team (EDT) social workers, and regular meetings with YJS managers for EDT adults and children's.

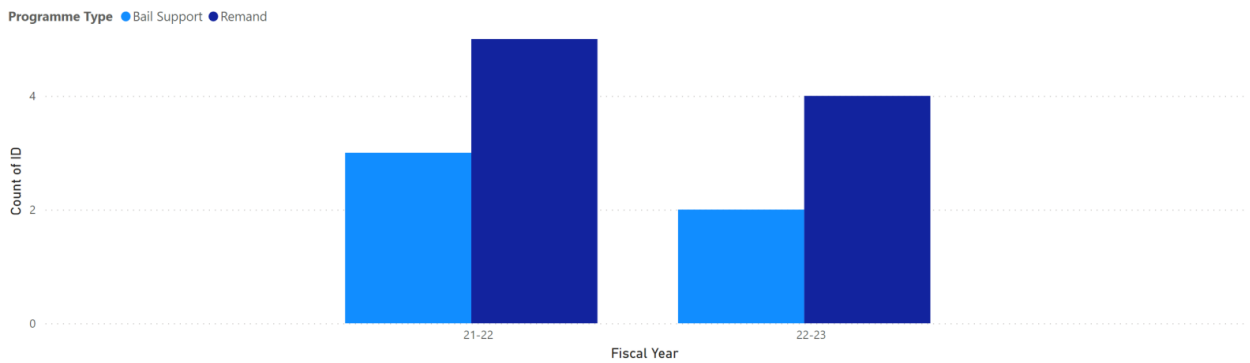
### Hammersmith & Fulham Appropriate Adult Approach

- Where the Police seek an Appropriate Adult they are required in the first instance to make contact with the Initial Contact and Advice Team (ICAT). Should the young person be already allocated in CYPS, it is the responsibility of the allocated CYPS social worker to act as an Appropriate Adult. If the request is made outside of working hours, EDT will contact the Appropriate Adult Service to arrange for an Appropriate Adult to attend.
- It is, however, the responsibility of parents and carers to attend the police station where at all possible and it must be established that this has been pursued first. In the event of parent/carers being unable to attend, police should explore extended family members.
- Should an Appropriate Adult be required to attend a police station for a child looked after, it is expected that, in the first instance, the young person's parent or carer will be approached to determine whether they can attend if appropriate. Where the child is in residential care, their key worker might act as the appropriate adult. If neither is available to attend, CYPS social worker will be responsible to attend.
- In the event that a parent/carer, extended family members, CYPS social worker, key worker/mentor are unable to attend as an appropriate adult, a YJS duty worker will attend.

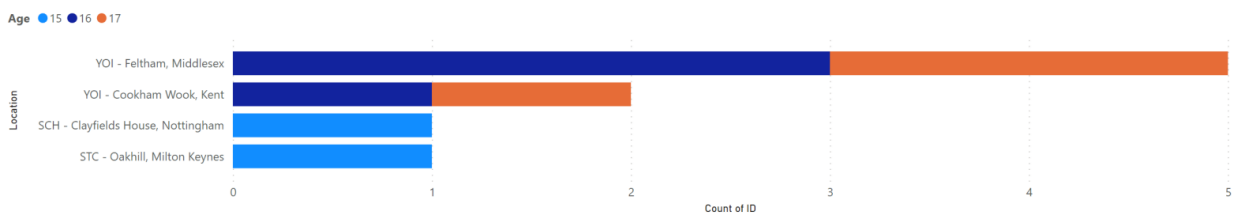
## 20. Remands

The partnership is committed to reducing the use of remands by working to keep children safe and at home and in the community where possible. Where it is not possible for a young person to remain at home, suitable accommodation is available. We are exploring the use of fostering to support young people remaining in the community. We are also working to lead a cultural shift in decision making regarding bail and remands, and increased monitoring and tracking of bail and remands via the reintroduction of the Post Sentence Review Panel where a young person is Youth Detention Accommodated or sentenced to custody.

Count of Young People by Programme Type and Fiscal Year



Count of Young People remanded by Location and Age



Young people remanded to **Youth Detention Accommodation** or placed on **Bail Support and Supervision** programmes, in the last two years.

## 21. Use of Custody

We have increased use of bail packages and Remand in Local Authority Accommodation (RiLAA) support to ensure young people are not unnecessarily removed from the community under a court order into Youth Detention Accommodation (YDA). Despite amendments to the Legal Aid, Sentencing and Punishment of Offenders Act 2012 to legally make it harder to order remand of a young person into YDA, disproportionality remains an issue for a significant proportion of the cohort. Subsequently, we carefully monitor this cohort to ensure we provide a rapid response to advocate for young people before the courts and provide robust bail packages, sometimes supported by accommodation where safe to do so, ensuring we offer the courts an alternative to custody at the point of remand or sentencing.

A review of young people made subject to YDA in 2022-23 reveals they share the following characteristics:

- Currently known within wider CYPS; Child in Need (CIN), Child Protection (CP), Child Looked After (CLA)/Child Leaving Care (CLC)
- Currently known to our crisis intervention service, Family Assist
- Black or mixed heritage
- Identified Special Educational Need and Disability, Additional Learning Support, and/or emotional well-being need
- Not in Employment, Education or Training/ Employment, Education and Training concerns

To continue to address our use of custody arrangement, we will build upon strategic planning and joint working across the partnership to:

- **Increase the use of family group conferencing, including safeguarding family group conferences** – we will identify wider family networks and those within families who can support young people’s desistance, build resilience and offer respite to immediate family members, including identifying family networks who could provide alternative living arrangements to minimise a young person’s entrance into care or custody.
- **Improve engagement with fathers** – Fathers can be excluded from their parental responsibility due to the safeguarding risk that they may pose. The challenge of working with domestic violence allegations, a drive for safe certainty, and the long shadow of such allegations on case files can all add up to fixed positions about whether a service can safely or should engage with men. Links have been made to serious youth violence and absent fathers. The Unheard Gender Programme is a facilitated programme to improve professionals engagement with fathers, and is already delivered in other Youth Justice Services across London. We will be exploring commissioning the delivery of this programme for the YJS.

## 22. Constructive Resettlement

The YJS has a dedicated resettlement worker role (0.6 FTE) funded by MOPAC via the London Crime Prevention Fund and YJB Effective Practice grant to the H&F Community Safety department. The resettlement worker supports the partnership to deliver the seven principles of constructive resettlement.

The resettlement worker:

- Supports all children subject to bail and remand/Youth Detention Accommodation, Intensive Supervision and Surveillance and sentenced to custody;
- Supports the work of CYPS social workers around securing accommodation should it be assessed the young person will not have suitable accommodation on release;
- Ensures education, health and continued family intervention form part of the resettlement plan in custody / on release;
- Responsibility for co-ordinating services for and on, release, bail, Intensive Supervision and Surveillance and for children out of borough.

Our service improvement plan outlines the identified activity to be undertaken to further embed the constructive resettlement approach in the future.

### 23. Standards for Children in the Youth Justice System

Hammersmith and Fulham YJS have reviewed its progress across the five Youth Justice Standards for Children themes in its self-assessment submitted to the YJB in April 2020.

















Our YJS Quality Assurance (QA) Framework ensures scrutiny of our performance to enable us to identify learning and trends in practice and provide timely responses. The delivery of the actions and ongoing quality assurance work has a focus on the Systemic Practice Model and restorative/strengths-based approach to learning. The YJS QA Framework is fully embedded within the wider CYPS QA Framework which ensures consistent oversight, governance and cross service learning. This is overseen by the Performance Management Board, chaired by the Strategic DCS and attended by the Head of the YJS. Twice a year the YJS team joins the CYPS Practice Week allowing for QA scrutiny from the wider CYPS service, including senior managers who observe practice.

Hammersmith and Fulham Youth Justice Service (YJS) received an overall rating of 'Outstanding' following the inspection by HMIP in October 2022 – the highest rating available. We were inspected against standards 1,3, and 5.

Inspectors praised the work of the service across the board, whether they were managing children in custody, those leaving custody and in need of resettlement services and those given community sentences or similar. We received an 'outstanding' rating in eight areas, including the whole Court Disposals domain, and the Resettlement domain and were ranked 'good' in the other five areas, captured below.

## Ratings

<b>Hammersmith and Fulham Youth Justice Service</b>		<b>Score</b>	<b>31/36</b>
Fieldwork started July 2022			
<b>Overall rating</b>	<b>Outstanding</b>		
<b>1. Organisational delivery</b>			
1.1	Governance and leadership	<b>Good</b>	
1.2	Staff	<b>Good</b>	
1.3	Partnerships and services	<b>Outstanding</b>	
1.4	Information and facilities	<b>Good</b>	
<b>2. Court disposals</b>			
2.1	Assessment	<b>Outstanding</b>	
2.2	Planning	<b>Outstanding</b>	
2.3	Implementation and delivery	<b>Outstanding</b>	
2.4	Reviewing	<b>Outstanding</b>	
<b>3. Out-of-court disposals</b>			
3.1	Assessment	<b>Good</b>	
3.2	Planning	<b>Outstanding</b>	
3.3	Implementation and delivery	<b>Outstanding</b>	
3.4	Out-of-court disposal policy and provision	<b>Good</b>	
<b>4. Resettlement<sup>1</sup></b>			
4.1	Resettlement policy and provision	<b>Outstanding</b>	

<sup>1</sup> The rating for Resettlement does not influence the overall YOS rating.

Hammersmith and Fulham were recognised for the impressive arrangements with partners, including the voluntary sector, which gives YJS children access to an extensive range of services and provision. Additionally, our children have in-house access to the Child and Adolescent Mental Health Service (CAMHS), speech and language therapy, clinical practitioners, and substance misuse services.

The Inspectorate reported that Black and mixed heritage children are overrepresented at Hammersmith and Fulham YJS, and notes that the service had already made progress addressing this as a priority and is seeing improvements in areas such as improving access to education, but this needs to be consistent for all children.

Next steps:

- We will be assessing ourselves against one standard as per YJB guidance. We would assess ourselves against standard two 'At Court'. Minimising the use of custody remains challenging and an audit of practice against standard two will highlight effective practice in this area and areas which may require improvement.

### 24. Workforce Development

The YJS conducts an annual skills/training audit of all staff including seconded staff. Following analysis of this audit, identification by practitioners and managers themselves, and in line with service priorities for 2023-24, the following areas for training have been identified:

- Harm outside the home
- Trauma Informed Practice
- Adultification
- Safeguarding
- Effective risk practice to promote the safety of young people and others
- Unheard Gender Programme (engaging fathers)
- Bail & Remand

Following our recent inspection in October 2022, HMIP reported that our 'staff are confident, capable, and passionate, and it was evident that they are dedicated to improving outcomes for children. The service has invested in staff through training and development, and many have been successful in internal promotion'. As well as its successful work with children, inspectors commended the service's investment in its own staff by way of training and promotion.

The YJS is committed to 'Growing Your Own' as commented on within the HMIP inspection. As part of this commitment, the YJS Operations Assistant is currently being supported to undertake the Youth Justice Effective Practice Certificate. The YJS is exploring the possibility of a Youth Justice Apprentice following the development of this framework by the Youth Justice Board.

The Deputy Service Managers (DSM's) continue to deliver practice workshops, each with a particular practice focus area. For example, one such workshop focused on reparation, within which the reparation process, assessment and management of risk were discussed and good news stories shared. YJS practitioners also benefit from monthly reflective team meetings, facilitated by systemic family therapists where they can choose to present a child/young person they are working with or reflect on wider team/service issue.

The previous plan identified areas for workforce development. The table below highlights the progress that have been made:



## Appendix 1 – Youth Justice Plan

Action	Progress	RAG
Training to identify, understand and explore diversity needs of children and young people	The YJS Team are committed to continuous professional development and attended Wipers Youth Courageous Conversations training series. The training covered a range of key areas including, Cultural Competency, Anti-Racism and Allyship, and Unconscious Bias Disproportionality.	
Sharing of good practice to ensure a consistent quality of assessments, plans and reviews, and to develop a YJS page on the CYPS resources library.	Ongoing work on YJS page on the CYPS resource library.	
ACES training with the clinical team, to strengthen the understanding of the links between early trauma, DV and offending in adolescence.	Some practitioners have undertaken some trauma training. This will be carried forward to this year's plan.	
Training on assessing and managing risk that will capture and update desistance factors and improve the quality of assessments and reviews.	During practice week, our YJS service was 100% graded Good/Outstanding. 1 audit identified as a service exemplar and one plan was commended as best practice example. 3 audits were graded Good and 1 had 'outstanding features' for the service delivery.	
Training (Your Choice, via Partners in Practice) targeted at reducing violence in adolescence through CBT for four YJS staff.	There have been 2 YJS practitioners trained, the council is through to final efficacy stage of the Your Choice programme, YJS snr practitioner and Turnaround lead to undertake Your Choice Training, by mid-July 2023.	
Improve the diversity of YJS practitioners – identified need for more male practitioners particularly from Black, Dual heritage and other Global majority backgrounds.	We recruited YJS snr practitioner from a global majority background, permanent recruitment has remained challenging but currently have 3 black agency YJS practitioners - 2 x males and 1 x female. Our agency parenting practitioner is also a black male.	

### 25. Evidence-based practice and innovation

H&F has been a trailblazer for evidenced based and of innovative practice supporting children and young people and is keen to pilot new ways of working. This is clearly evident through our rating of Outstanding by HMIP in October 2022.

Overall, Hammersmith and Fulham YJS, and quality of resettlement policy and provision, were rated as 'Outstanding'. The service was praised for its clear child-first and systemic approach to working with children and families; confident, capable, and passionate staff dedicated to improving outcomes for children; and impressive arrangements with partners, including the voluntary sector, giving YJS children access to an extensive range of services and provision.

Further, HMIP recognised the example of effective practice demonstrated by the Youth Justice Service within the February 2023 HMIP Resettlement Effective Practice guide. HMIP credited the tenacious staff within the service who provide an individualised and personalised service.

Through this piece, the YJS shared an overview of our resettlement practice and example initial intervention plan which illustrates the principle of the '5 C's' adopted by the service in developing resettlements plans whilst a young person is in custody through to release. Planning for re-settlement begins on the first day of sentence to ensure a seamless transition between custody and the community, to build a bridge between services. These principles inform all contacts with the young person in developing a resettlement plan.

- **Constructive** - Identity shift, future orientated, motivating, strengths based, empowering
- **Co-created** - Inclusive of the child, their family and supporters
- **Customised** - Individualised wraparound support, incorporating diversity
- **Consistent** - Resettlement focus from the start, seamless, enhanced at transitions, build and maintains stable
- **Co-ordinated** - Managed widespread partnership across sector

### 26. Evaluation

H&F are participating in a three year funded programme with all other Local Authorities in London to implement a CBT (Cognitive Behaviour Therapy) programme, as a regional response to supporting young people at risk. The programme will be fully evaluated by the Fiscal Institute and the Anna Freud Centre. The programme, 'Your Choice', involves the training and supervision of practitioners to deliver an intensive goal orientated programme with young people aged 11-18 who are at risk of extra familial harm/contextual safeguarding.

The programme involves three contacts a week over 12-18 weeks and includes two face to face contacts with the young person. The third contact can be virtual and can include family work. One of sessions should be an activity that the young person has identified that will support the changes they want to make.

Funding is available to support the activities that the young person identifies will help them to achieve their goals. This could include memberships, studio time, courses, training, personal development activities etc. Our clinicians have already trained a number of practitioners from a range of teams and settings to deliver this programme. Supervision is provided by our clinicians and offered in monthly Your Choice supervision groups.

Our YJS have two practitioners trained and there will be an additional two joining the next cohort as H&F are through to the final efficacy stage of the Your Choice Programme.

### 27. Service development plan

The HMIP inspection in October 2022 identified several recommendations, outlined in the table below with an action plan.

# Youth Justice Post-Inspection Plan

	Recommendation/ Outcome	Action	Lead	Delivery date	RAG	Success Measures
1	Review its work arrangements with volunteers to ensure that they are fully supported used effectively and connected to the service	Volunteers to be included in core training programme	Polly Green - Restorative Justice and Community Inclusion Lead	Dec-22	Green	Data will evidence improved engagement of volunteers in accessing the training package offered and regular supervision.
		Panels to be conducted face to face, with the provision of hybrid facility when necessary			Green	
		Training record for volunteers to be introduced			Yellow	
		Annual survey to be run to gather feedback from volunteers			Yellow	
		Youth Justice bulletin to be shared with volunteers on a regular basis			Green	Annual survey demonstrates an improved experience for our volunteers
		Quarterly staff newsletters to be sent to volunteers			Green	
		Regular debriefs and increased supervision to be offered to volunteers to allow them to raise any concerns or share good practice examples			Green	
2	Improve communication and escalation routes to ensure that key messages on service delivery and data analysis reach the board and operational staff	Quarterly data performance report to be shared and discussed at the service meeting and out of court disposal panel	Alison Sabaroc he - Head of Youth Justice Service	Dec-22	Green	Data will show increased use of the escalation process with evidence of outcomes being resolved. Service audits and workforce surveys will demonstrate practitioners feel confident in the escalation process.
		Escalation routes to be introduced in YJS EET pathways and planning group			Green	The management board oversee the use and resolution of the escalation policy and will be able to evidence areas of challenge in the annual evaluation of board impact.
		Bi-Monthly Practice Board to be introduced to YJS management team, to provide the opportunity to challenge and scrutinise the performance data			Yellow	
3	Review policies and guidance to ensure that they set out explicitly how the	Disproportionality performance data, including race, SEND, gender, to be reviewed	Alison Sabaroc he- Head of Youth	To be reviewed quarterly	Yellow	6 monthly Practice Week carried out by senior managers demonstrates

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	service intends to meet all diversity needs, particularly where there is disproportionality	and analysed operationally and strategically to ensure that the service meets their identified needs, and that interventions and service delivery are informed by the needs of the children we are working with	Justice Service			effective identification and planning to reduce discrimination and disproportionality
						EET and first time entrants targets are set to reduce discrimination and disproportionality and are reviewed and measured at the team meetings, practice boards and overseen by the management board
		Service to review all current policies to ensure that cultural humility aspect, clinical staff workshops and use of cultural genogram in our practice are reflected in the procedures and guidance	Alison Sabaroc he - Head of Youth Justice Service	Apr-23		Monthly audits and practice week activity evidence identification and effective planning to redress discrimination and disproportionality
						Deep dives into the data held within the children's records and thematic audits on disproportionality evidence that children's individual needs are understood and inform their plans.
4	Continue to work with partners and the YJS to maintain the current health provision for YJS children	The Board to be kept informed about any concerns or issues around funding the health provision	Henry Leak - Head of Commissioning, Children, Young People, Learning Disabilities & Autism	To be reviewed quarterly		Data collated and analysed by the wellbeing team evidence consistent reach for the cohort of children within the YJS
		Regular review and monitoring our health provision to ensure it meets the need of our young people, through analysis of who is accessing the service and identifying unmet need				To be reviewed quarterly
5	The Board to develop its understanding of YJS children and families, the vision	Continue to hold an annual workshop to review the boards shared understanding of priorities	Amana Gordon - Operational	Nov-22		Annual survey evidences that the board members understand the

## Appendix 1 – Youth Justice Plan

<p>and priorities of the service and potential risks that could impact on delivery</p>	<p>and set the board forward plan for the coming year.</p>	<p>Director, Children &amp; Young People Services</p>		<p>needs of the YJS cohort, agree with the priorities and that they are supported to challenge and improve practice and service delivery.</p>	
	<p>Biennial survey to go out to the Board</p>		<p>Apr-23</p>		
	<p>Board principles replaced with Terms of Reference to be updated to include requirement of operational and strategic risks that could affect the delivery of the service or impact negatively on the children accessing YJS will be escalated to the board for scrutiny and resolution.</p>		<p>Dec-22</p>		<p>Annual review of board activity evidences its impact on service delivery and improved outcomes for children</p>
	<p>Data infographic of the key demographics of the YJS cohort to be provided at each board.</p>		<p>Dec-22</p>		<p>Board planning and activity evidences a clear understanding of the needs of the YJS cohort and influenced appropriate service delivery.</p>



### **Learnings from the HMIP thematic – Education, Training and Employment thematic**

Access to education, training and employment (ETE) opportunities is fundamental to the future prospects of children on youth offending service caseloads and to their desistance from further offending.

In order to match our local response with national findings and inspections, we have made sure we align our priorities with practice elsewhere. The table below shows our response:

Findings	Responses
Thematic Inspection: Education, training and employment services in youth offending teams	
<p><b><u>YOT Management Boards should:</u></b></p> <ul style="list-style-type: none"> <li>• Ensure that all children have a comprehensive ETE assessment</li> <li>• monitor, alongside the local authority, key aspects of ETE work for children working with the YOT, including:               <ul style="list-style-type: none"> <li>○ the extent of school exclusion in the YOT cohort</li> <li>○ the actual level of attendance at school, college, work, or training placement</li> <li>○ the extent of additional support provided to children with SEN/ ALN;</li> <li>○ that every child with an EHCP or IDP has this reviewed on an annual basis to meet the statutory requirement.</li> </ul> </li> <li>• Develop ambitious aims for ETE work in the YOT, including the achievement of Level 2 English and Maths by every child.</li> <li>• Establish a greater range of occupational training opportunities for those children beyond compulsory school age</li> <li>• Monitor and evaluate the levels of educational engagement and attainment in disproportionately represented groups within the YOT caseload in order to develop improvement, including for: - children with an EHCP/ ILP; - children with SEN/ ALN; - children permanently excluded from school</li> </ul>	<ol style="list-style-type: none"> <li>1. To monitor key aspects of ETE work for children working with the YJS – we have a wellbeing team report, an educational report, an education presentation 14-19 secondary advisor and an EET working group</li> <li>2. To monitor the extent of school exclusion in the YJS cohort - We have EET working group reformed to YJS EET pathways and planning group with refreshed membership to monitor and report to YCPP</li> <li>3. To ensure that every child with an EHCP or IDP has this reviewed on an annual basis to meet the statutory requirement - we have YJS HoS, Ed Psych bi-monthly meeting with EHCP team</li> <li>4. To monitor the actual level of attendance at school, college, work, or training placement – we have EET working group reformed to YJS EET pathways and planning group with refreshed membership to monitor and report to YCPP</li> <li>5. The YJS are part of the Hammersmith and Fulham Inclusive Employment Forum for Young People. The Inclusive Employment Forum (young people) works within and alongside the Councils all age Inclusive employment steering group and within employment and skills governance framework and 14-25 Strategy. As part of the forum, they create</li> </ol>

## Appendix 1 – Youth Justice Plan

	<p>routes that will support more young people with SEND, care leavers, those known to youth justice system and other experiencing challenges into paid employment.</p> <p>6. The Resettlement Worker and Restorative Justice Worker have undertaken training to become AQA Unit Award Scheme Co-Ordinators and the YJS is now a registered Training Centre. Young people will be able to undertake AQA units.</p>
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**Our overarching priority is to maintain caring and compassionate language and a Child First approach.**

Priority	What needs to happen?	Lead	Timescale	What success look like?
<b>Supporting Young People to remain in the community</b> (Minimising use of custody)	Joint working/out reach to OOB courts/YJS's	DSM C&C, YJS Snr Practitioner C&C	March 2024	Reduced numbers of children and young people YDA'd in OOB courts
	Workshop on bail and remand process/court work	DSM C&C, YJS Snr Practitioner C&C	September 2023	Increase in CYP RUCB from court Increase BSP put before court Bespoke Intervention identified/created and delivered 2% reduction in custodial sentences imposed on care experienced children and those leaving care/black/mixed heritage children
	Develop group work/bespoke intervention for syv offences – robbery	YJS Snr's Community & C&C	December 2023	
<b>Reduce disproportionality/over representation</b>	Promoting use of Family Group Conferencing, including engagement with fathers,	HoS, DSM's, HoS Performance and Improvement	December 2023	Increased use of FGC Delivery of Unheard Gender Programme Increased engagement of

## Appendix 1 – Youth Justice Plan

	particularly black fathers.			fathers, particularly black fathers
	Delivery of Unheard Gender Programme to YJS & wider CYPS including senior leadership			
	YCPP to explore the impact of disproportionality across systems and how decisions within leadership roles can effectively work towards redressing the systemic and structural challenges which can impact the minoritised communities they serve.	HoS, Chair/Vice Chairs YCPP	December 2023	Delivery of Exploring Decision Making in Anti-Racist Organisations to YCPP and attendance by Senior Managers from CYPS, Police, Probation & Health
	Review of stop and search data for black and mixed heritage and other global majority groups to identify any themes	DI Jigsaw/YOTS/ IOM & YJS HoS	March 2024	Themes identified in terms of times, locations, and actions identified to
	Exploration of the concept of 'adultification' from a research and practice perspective to	HoS YJS, HoS Performance and Improvement	December 2023	Adultification Bias & Safeguarding Children. Delivered and attended by YJS, wider CYPS and senior managers

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	explore how adultification manifests itself in practice			
<b>Early Intervention/Diversion</b> (reduce 1 <sup>st</sup> time entrants)	Embed Turnaround Programme/Turnaround Panel	DSM OOC, Turnaround Lead Project Worker, Systemic Family Therapist	March 2024	2% Reduction in the number of Black & Mixed Heritage Children as FTE
	Deliver EIT systemic family therapy			
	Explore the interconnections between trauma informed and our systemic practice approach	Director of Public Health	March 2024	Trauma informed practice workshops delivered in schools and rolled out across the partnership
	Support MOPAC roll-out of ENGAGE	HoS	March 2024	ENGAGE programme embedded in Hammersmith & Fulham Police Station and young people being diverted
<b>Keeping young people safe and secure, enabling them to thrive</b>  (Reduce re-offending)	Support YJS 16+ into suitable EET pathways	Op Director of Education & SEND, HoS YJS, Virtual School Head, DSM Community, Snr Social worker/ Practitioners, YJS social worker/ Practitioners, YJS well-being team – Ed Psych,	March 2024	2% reduction in reoffending rates of care experienced children and those leaving care/black/mixed heritage children
	Support YJS under 16's to remain/reintegrate to mainstream school.			
	Identify, assess, signpost/intervene health & special education/additional needs.			

	Develop a range of AQA's for young people	Resettlement Worker, RJ worker		
	Refer for specialist mentoring support.			
	Contextual safeguarding training.			
	Trauma informed practice training.			

## 28. Challenges, risks and issues

In 2023-24 one of the challenges faced by the YJS is OneAdvanced our case management system (CMS) provider has served notice to end-of-life Careworks meaning an alternative CMS will have to be sourced and data migrated. OneAdvanced will continue to support Careworks until 31<sup>st</sup> March 2024.

Minimising the use of custody continues to remain challenging, with children and young people with previous contact, sometimes longstanding with wider CYPS, likely to be open to crisis intervention service to prevent family breakdown, Family Assist, and likely to have additional learning needs and/or learning disability most likely to be committing more serious offences. These children and young people require more focussed intensive, targeted support and action and with continued concerns and issues within the secure estate itself it is even more imperative that the YJS continues its focus as outlined above.

## 29. Sign off, submission and approval

Chair of YJS Board - name	Jacqui McShannon
Signature	<b><i>Jacqui McShannon</i></b>
Date	29/06/2023

## 30. Appendices

### 31. Appendix 1

- Staffing Structure – noted within the body of the report.



32. Appendix 2

- Budget costs and contributions - noted within the body of the report.

**Common youth justice terms**

Please add any locally used terminology

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

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

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<b>Over-represented children</b>	Appearing in higher numbers than the local or national average
<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language and communication needs
<b>STC</b>	Secure training centre
<b>SCH</b>	Secure children's home
<b>Young adult</b>	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
<b>YJS</b>	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
<b>YOI</b>	Young offender institution

### 33. Appendix 3

#### HMIP thematic inspection Oct 21

*The experience of black and mixed heritage boys in the youth justice system*

<b>Recommendations</b>	<b>H&amp;F Response</b>
<b>Local Authorities should:</b>	
Provide suitable and timely accommodation placements and support packages for black and mixed heritage boys who are facing remand or being released from custody	<p>The Children's Placements Team work closely with social work and YJS teams to ensure there is enough information available at point of placement search to enable the most appropriate placement match. This includes detailed information about needs, risks and behaviours to ensure the correct placement and support package is commissioned. The Children's Placements Team will also ensure that any location issues are taken into account when selecting a provider. For all out of area placements made for Looked After Children the Placements Team will alert the relevant Local Authority in that area such that local relevant services are made aware.</p> <p>In addition to this, Hammersmith &amp; Fulham are also exploring a new Pan London programme of work, the London Accommodation Pathfinder, that aims to provide a direct residential alternative to custody (remand or sentence) with a bespoke support and risk management programme designed around this cohort of children.</p> <p>Live data from 2019/20 shows the rate of young people leaving custody and going into suitable accommodation has remained at 100%.</p>

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	<p>Further, the dedicated homeless young people’s social worker based in ICAT ensures that young people who present as homeless are given the right support to remain living safely at home, move into supported accommodation or come into care. Collaborative work with Housing colleagues and Family Assist have led to most young people being supported to safely remain at home. The homeless worker provides a weekly report to the Director of the Children’s and Young People Service.</p>
<p>Make sure that, where children and families are moved to a new location as a result of concerns about their safety, the accommodation and placements provided are suitable and sustainable to meet their needs</p>	<p>Attention to this issue was heightened through the Adam Serious Case Review published by the Local Safeguarding Children Partnership for Hammersmith &amp; Fulham, Kensington &amp; Chelsea, and Westminster in July 2021. The review recommended that a protocol should be produced that has a clear strategy in place for when families may require relocation in relation to serious youth violence. This should have a clear risk assessment framework, and a plan in place to test effectiveness once implemented. Risks to the young person moving or not moving should be considered including:</p> <ul style="list-style-type: none"> <li>• Risks in the locality to which the child is moving,</li> <li>• The possibility that the young person’s behaviour will not change because their most important social connections remain in place,</li> <li>• Risks of weakening professional networks so that there is less professional knowledge and oversight,</li> <li>• Practical difficulties (including financial difficulties) created for other family members.</li> </ul> <p>It was recommended this risk assessment should be coordinated between the two localities simultaneously. The review highlighted work underway within the LA to develop a protocol for relocation of families, alongside recommendation made to the London Safeguarding Children Partnerships to undertake similar work across other local authorities.</p> <p>To address this recommendation, several ‘Housing Summits’ have been held this year to look at whether or not H&amp;F Housing Policy requires updating. A Task &amp; Finish Group, chaired by the Deputy Head of Family Assist and Head of Family Support and Child Protection, are currently reviewing and drafting an update on this, which includes a Risk Assessment tool. This group are also looking at best practice across London and elsewhere in the county and will ensure that the policy takes into account all aspects of a family’s safety. Reintegration back into the home borough will also be looked at, as well as ensuring the accommodation and placement meet the family’s needs.</p> <p>Additionally, the YJS Head of Service attends Children’s Resource Panel (CRP) to support the making of joint decisions around placements. This panel brings together necessary colleagues and appropriate heads of services across Children and Young People’s Service to consider the needs of all children and young people placed or likely to be placed into the care of H&amp;F, ensuring placement stability and that all needs are met. Consideration has been given in necessary circumstances to</p>

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	<p>temporary place a child or young person in the care of the local authority to provide respite, with a clear plan in place to return the child or young person home thereafter.</p>
<p>Ensure that black and mixed heritage boys are receiving their legal entitlement to education, including alternative provision when this is deemed necessary, and that the placements are suitable to meet their needs</p>	<p>Disproportionality has been considered and an area of specific focus for the Education service for some time. In light of the current anti-racism movement and a broader understanding of systemic challenges faced particularly by black CYP, a concrete effort to coordinate an anti-racist agenda has been adopted. The YJS also have a strong working relationship with our education colleagues who are working closely with schools to prevent managed moves and exclusions as well as reviewing alternative provision in the borough.</p> <p>In Hammersmith and Fulham, Black children are more likely have a fixed term exclusion than white children in the borough or any other black, Asian and global majority group and are 4x as likely to be permanently excluded. 50% of children currently at our local Alternative Provision (AP), Ormiston Bridge Academy are from black or mixed- race backgrounds.</p> <p>To address these issues of overrepresentation, the education service has developed a disproportionality action plan with a focus on reducing fixed term and permanent exclusions, co-working, improving educational and training outcomes and tackling inequalities.</p> <p>An example of work undertaken to date can be seen through the introduction of the Managed Moved Policy, reducing managed moves into AP and encouraging schools to consider more inclusion initiatives rather than managed moves. As a result, the education service has seen a 75% reduction in managed moves over 2019/20 and 2020/21 compared with the previous academic year.</p> <p>In addition, within the YJS Wellbeing Team we have a link YJS Educational Psychologist (EP) and Speech and Language Therapist (SALT) who provide targeted support to young people known to YJS. Both the YJS EP and SALT offer initial screening and assessment for young people coming into YJS including when a young person is imprisoned. The services ensure young people on long sentences have access to education when in prison and follow up with young person on release to ensure appropriate interventions are delivered. In addition, the YJS EP will lead a process of system consultation to bring together key partners to gain an understanding of the young person. As part of this consultation process, direct work with young people may take place, including assessments, which can help to identify strengths and needs.</p> <p>Further, regular meetings are held jointly with the Head of YJS, EHCP Team and Wellbeing Team to review young people known to both services, addressing the needs of young people for example when an EHCP review is required.</p>

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	<p>The YJS have seen an increase in mixed heritage boys and as a result are taking steps to develop specific interventions addressing issues of concern for this cohort such as identity. Delivery of this work will begin through cultural competency training delivered to YJS staff.</p>
<p><b>YJS Partnership Boards should:</b></p>	
<p>Have a vision and a strategy for improving outcomes for black and mixed heritage boys, and make sure these are known and understood by YJS staff and partner agencies</p>	<p>The Youth Crime Prevention Partnership (YCPP) provides governance and strategic oversight of services to prevent and reduce youth crime and anti-social behaviour in Hammersmith and Fulham. By utilising performance indicators, trend analysis and by identifying key risk areas, the YCPP takes a coordinated approach in service delivery resulting in improved outcomes for young people who offend, their families, victims of crime and the wider community.</p> <p>The YCPP is committed to addressing disproportionality within the youth justice system and also across wider social care, council departments and across its partnership and has formed a sub-group focusing on disproportionality. A disproportionality survey has been compiled and distributed amongst the partnership, and children’s and family services. The survey requests departments to consider 3 actions in their area to address disproportionality. The actions drawn from respondents inform the YCPP’s action plan to address disproportionality. In addition, the YCPP held a board development workshop in March 2021, focusing on the actions of each partner agency with regards to meeting the H&amp;F priorities and addressing disproportionality, offering an opportunity for check and challenge. This demonstrates collective ownership of disproportionality action plans.</p> <p>Thematic discussions are being introduced to form the agenda for upcoming Youth Crime Prevention Partnership meetings, through which disproportionality will be embedded as foundational due to the recognised disproportionate representation of black and mixed heritage boys in the YJS cohort. This disproportionality is recognised, scrutinised and challenged by all partners of the board, which will be further enabled through thematic discussion.</p> <p>The YJS has identified overrepresentation of children and young people from Black Asian Global majority backgrounds; and children looked after and care leavers as NEET; and those that are hard to engage in classroom-based education and not receiving the required level of education provision and is focussing on developing a framework of support for this cohort. This is reflected in the YJS disproportionality action plan which has been distributed to all YCPP members, children’s leadership team and family services senior management team alongside YJS staff.</p> <p>Additionally, the YJS are part of the 7-borough disproportionality group including all boroughs who share Highbury Corner Youth</p>



	<p>Court, demonstrating a partnership approach to addressing disproportionality.</p>
<p>Ensure that all board members contribute data from their individual services that identifies areas of disproportionality and the action being taken to address them, and that this data is used to develop a joint strategic needs assessment</p>	<p>As discussed above, thematic discussions will form the foundation for all future discussions at the Youth Crime Prevention Partnership (YCPP) Board. This will focus partners on the commitments of their individual action plans, enable the board to check and challenge, and emphasise attention on the actions required to address disproportionality.</p> <p>Reporting to the YCPP, a JSNA has been produced in 2021 developed jointly with key stakeholders including alternative provision managers, youth club leaders, and youth engagement police officers. The borough’s Director of Public Health, Youth Offending Service lead, and Public Health analysts made up the steering group for this report.</p> <p>The report found:</p> <ul style="list-style-type: none"> <li>• Young males aged 14-16 make up the majority of the youth offending cohorts, with those from Black and Global majority background being disproportionately represented.</li> <li>• Young people from Black ethnic groups are thought to be disproportionately affected by stop and search measures in the borough, with the search rate on black ethnic groups aged 15-19 at 517.3 per 1000 population. This is almost 5 times higher than the search rate on White ethnic groups. However, the percentage of positive outcomes of stop and searches, where the search results in some further action such as arrest, was lowest among black and other ethnicities in the borough.</li> </ul> <p>Whilst Black Asian and Global majority groups represent 32% of our residents, 60 to 80% of our YJS cohort are from a black, Asian and global majority YJS is taking a partnership approach to addressing disproportionality including joining the 7-borough disproportionality group and forming a YCPP sub-group to focus on disproportionality. The YJS disproportionality action plan’s key outcomes include to reduce overrepresentation of Black males in serious youth violence cohort and seek to impact sentencing outcomes for black, Asian and global majority young people be seen as risky.</p> <p>Hammersmith and Fulham YJS are working with the Metropolitan Police to pilot a project on stop and search. As part of the project, 13 young people were questioned about their experiences of stop and search to understand young people’s thoughts and feelings, and how it could be done differently. Additionally, as part of our continued commitment to listening to the views of young people and improving partnership working Hammersmith &amp; Fulham YJS have held a virtual Stop and Search Consultation event with the Metropolitan Police. Each young person in attendance discussed their views, how stop and search made them feel and their view on crime and policing in their community.</p>

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<p>Have a joint set of partnership targets, for example with schools and children’s services, for improving service delivery to black and mixed heritage boys, and make sure mechanisms are in place to track, monitor and evaluate outcomes</p>	<p>Agreed via the Youth Justice Plan, the YCPP are committed to the four key performance indicators: reducing first time entrants into the youth justice system, reducing the rate of offending, reducing disproportionality and minimising the use of custody. Progress against these indicators is reported quarterly to the YCPP to measure performance, including the opportunity for discussion on reflections as a partnership and the focus for the next quarter.</p> <p>Specific indicators reported include:</p> <ul style="list-style-type: none"> <li>• First time entrants to the Youth Justice System – annual rate</li> <li>• Proven reoffending – binary rate</li> <li>• Custodial sentences – annual rate</li> <li>• Ethnicity of YJS cohort in comparison to local youth population</li> </ul> <p>These key performance indicators are central to the YJS quality assurance framework and are continuously monitored and measured. YJS managers complete two audits each month, with bi-monthly audit moderation. These audits inform themes and learning which are in turn reported to staff and partners to review and develop action.</p> <p>Further, Children’s Services are currently working to develop a department wide disproportionality plan, drawing on the individual service plans in Education, Children and Young People Services and the YJS. A working group chaired by the Director for Children and Young People Services is in place, with the targets identified in the YJS and YCPP disproportionality plans linked through.</p>
<p><b>YJS Managers should:</b></p>	
<p>Establish effective processes for gaining feedback from black and mixed heritage boys on the services they receive and use this feedback to assess, review and improve the quality and suitability of service provision</p>	<p>Consultation with young people is an important part of our work and feeds into service improvement, ensuring that we are doing things with our residents and not to them. We get feedback from the annual engagement consultation event for families and young people, annual Customer Care week, bi-annual practice week and youth takeover events.</p> <p>The feedback from these sessions is then reported back to the YJS management, Children and Young People’s Service management team and the YCPP and is used to strengthen our practice.</p> <p>As a result of the recognised disproportionate representation of black and mixed heritage boys in the YJS cohort, feedback effectively reflects the experiences of this cohort in their experiences of services received. On average, 57% of participants across various consultation events were of black, Asian, global majority and mixed heritage ethnicities. This disproportionality is recognised, scrutinised and challenged by the YJS as discussed prior.</p>

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<p>Make sure that staff understand what is expected of them in their work with black and mixed heritage boys and that they are inducted, trained and supported to work effectively with this group of children</p>	<p>At H&amp;F we are ambitious for our young people. Staff within the YJS are empowered to deliver high-quality, personalized and responsive services for all children through extensive training, including the following:</p> <ul style="list-style-type: none"> <li>• Unconscious bias training - Unconscious bias training gives us all the opportunity to temper our biases so that we may all appreciate and learn from each other's differences in positive ways. This training is mandatory for all staff and is regularly monitored and reported.</li> <li>• Systemic training - We use a systemic practice model which focuses on relationships and recognises that individuals (and their actions) are product of their particular contextual circumstances. By applying this understanding to our work, we are able to provide more tailored support to our young people by creating more effective channels of communication and promoting engagement.</li> <li>• Trauma informed and ACE training - We take a 'trauma informed' approach to our way of working with children, young people and families, addressing early life trauma which impacts on all aspects of children's health, emotional, social wellbeing and life chances. This year we are planning a black trauma-informed training session</li> <li>• Trauma and oppression training – training was undertaken by all YJS staff in September 2021 to understand the links between trauma and oppression and finding creative ways of responding.</li> </ul> <p>Further, the YJS is currently in the process of completing a Training and Skills Audit. The YJS management team will be discussing the gaps in training and ensure that race, identity and disproportionality will be an area of training that has strong consideration for future training opportunities.</p> <p>Additionally, the YJS are developing a pre-sentence report checklist to prompt case managers to consider SOCIAL GRRACCEES in the drafting of reports. This work will be supported by Clinical Practitioners to assist case managers to explore SOCIAL GRRACCEES in their pre-sentence reports.</p> <p>Further, service meetings are being reviewed to introduce a series of workshops and coaching for case managers regarding disproportionality. Guest speakers will be invited to facilitate staff discussion to reflect the lived experience and impact on young people in pre-sentence reports.</p>
<p>Improve the quality of management oversight to make sure that it is sufficiently focused on diversity and what this means in practice and that there are clear</p>	<p>Management oversight focusing on diversity and addressing barriers to access is maintained through a number of multi-agency panels including:</p> <ul style="list-style-type: none"> <li>• Complex and high-risk cases strategic board - As a result of emerging learning from one of the Serious Case Reviews (SCRs), we have set up a complex and high-risk cases strategic board to provide strategic oversight, accountability and operational direction to supporting our</li> </ul>

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<p>escalation routes to address any barriers to black and mixed heritage boys accessing the services they need</p>	<p>most at risk young people. The panel is a high-level forum of senior managers from key multiagency partners. The group meets to discuss a small number of complex cases involving multiple agencies requiring senior leadership oversight. It is not an alternative to existing case management groups, instead it is a next step when existing frameworks are proving ineffective in safeguarding and supporting our children and young people.</p> <ul style="list-style-type: none"> <li>• Out of Court Disposal Panel - The panel is held monthly and consists of members of YJS who provide a comprehensive view of the needs of children particularly looking at triggers for reoffending behaviour and to make decisions on the out of court disposal a young person will undertake. The OOC panel has been operating since 1st September 2019. A review of the OOC Panel in October 2020 showed that of the fifteen cases reviewed so far, panel processes have been followed in all and effective interventions were positive in most cases. The panel has also informed the expansion of reparations activities and interventions., with clearly demonstrable links on the impact of reducing reoffending through targeted intervention with young people.</li> <li>• Youth Crime Prevention Partnership (YCPP) - By utilising performance indicators, trend analysis and by identifying key risk areas, the YCPP takes a coordinated approach in service delivery resulting in improved outcomes for young people who offend, their families, victims of crime and the wider community. The YCPP has developed significantly over the last two years, with more direct engagement from the YJS and an increased focus on scrutiny and quality assurance.</li> </ul> <p>Additionally, regular quality assurance is in place through our robust performance management framework to review the tools used by YJS including AssetPlus and the Single Assessment Tool, based on the systemic practice approach and captures SOCIAL GRRACCEES.</p>
<p>Address gaps in specialist provision for black and mixed heritage boys, either by delivering it in-house or by commissioning it from appropriate local community organisations and evaluate referral and uptake rates for the services provided</p>	<p>Taking a needs analysis view of our cohort of young people engaged with the YJS, we understand that 58.3% present with some level of mental health concerns, and 47% of young people have had some form of contact with Child and Adolescent Mental Health Services (CAMHS). Therefore, making sustained efforts to provide mental health support to children and young people across the borough remains a key priority. Additionally, approximately 37% of the YOT cohort present to the service with Speech and Language concerns. 16% of young people have some form of special educational needs, including emotional behavioural social difficulties, and dyslexia. Often these health and wellbeing needs were unidentified and previously unsupported at the point of entry into the service. Taking a view of our general education population, black and mixed raced children are more likely to have a Special Education Need without</p>

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	<p>that need being met by an Education Health Care Plan. Black, Asian and global majority children are more likely to have a EHCP than white children.</p> <p>To meet the needs of this cohort, the YJS have developed an integrated wellbeing team including a SALT, EP, Youth Justice Liaison and Diversion Worker, CAMHS worker and Substance Misuse Worker. This team of specialist workers ensure all young people’s needs are identified and met to ensure the best outcomes and reduce the risk of reoffending. Every young person is assessed by our specialist team upon entering the service with regular reviews and intervention based specifically on the young person’s needs. The Wellbeing Team is made up of health professionals who provide targeted support to cases across the Community, Court and Community, and Out of Court Disposal Teams. The wellbeing team is a combination of NHSE, Local Authority and Public Health funded posts.</p> <p>The YJS also ensure ongoing resources available for young people delivered by our commissioned providers:</p> <ul style="list-style-type: none"> <li>• WIPERS host a group programme called Ether, aimed towards black, Asian and global majority young men involved with the youth justice system. It is a highly motivational and inspirational leadership course directly addressing issues around race, identity and perceptions of self, as well as self-esteem, confidence, attitude, behaviour and independent thinking. Sessions include discussions around stereotypes, breaking barriers and perceptions of masculinity.</li> <li>• The contributions of Queen Park Rangers Football Club (QPR) and Imperial College have enabled us to provide targeted support to our most at-risk youths with projects such as QPR’s Prevent and Prosper. Prevent and Prosper was established as a way to address disproportionality and keep children and young people out of the criminal justice system. The project worker sits as part of the multi-agency Out of Court Disposal (OOCDD) Panel and provides additional support to young people subject to pre-court orders.</li> </ul> <p>Evaluation and monitoring of these commissioned services is completed through quarterly contract monitoring.</p> <p>The YJS have seen an increase in mixed heritage boys and as a result are taking steps to develop specific interventions addressing issues of concern for young people of dual heritage such as identify. Delivery of this work will begin through cultural competency training delivered to YJS staff.</p>
<p>Offer suitable and appropriate support and intervention to the parents and/or carers</p>	<p>In November 2020, Hammersmith &amp; Fulham was awarded a £38,665.80 grant by the Violence Reduction Unit following a successful bid to implement a Parent/Carer Champion Network (PCCN). The PCCN programme is being delivered by one of our</p>

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<p>of black and mixed heritage boys and regularly review the uptake and suitability of this provision</p>	<p>key partner organisations, Active Successful Engagement (ASE), with the support of the YJS. This project centres around mentoring and developing the parenting skills of the parents of our YJS cohort through a holistic approach, supporting parents to engage with their children to address and prevent criminal and anti-social behaviour. The programme is targeting the parents of children and young people from black and global majority backgrounds in an effort to reduce the current levels of disproportionality within the YJS. Uptake and monitoring of this provision is tracked through quarterly contract monitoring by the Children’s Commissioning Team.</p> <p>Funding for this programme has been extended for a further year with a focus on developing Parent/ Carer Champions to lead in specific areas i.e. Transition, Schools and Exclusions SEN, Housing and Community Development.</p> <p>ASE, The PCCN and the Youth Engagement Diversion Team (YET) Metropolitan Police have established a strong partnership in terms of Early Intervention strategies and practices. This has successfully increased Parents/ Carers awareness in relation to Youth Violence, Youth Crime and significantly diverting young people from criminal activity, exploitation, and grooming. This approach has been central to building trusting relationships with the YET team, PCCN, Parents and Carers and significantly young people.</p> <p>Additionally, ASE and The Parent/ Carer Champions working in Partnership with the Gangs Violence Exploitation unit have successfully delivered a series of Coffee Mornings for Parents/ Carers in Sands End, an area experiencing increasing violence and gang activity. These sessions offered parents/ carers a welcoming space to meet some of the PCCNs and council officers to share their experiences whilst building support and community.</p>
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