

Appendix 1 – Youth Justice Plan 2024-25

Service	Youth Justice Service
Service Manager/ Lead	Alison Sabaroche, Head of Youth Justice Service
Chair of YJS Board	Jacqui McShannon, Executive Director of People

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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. It continues to deliver to support the corporate vision of the council 'To build a stronger, safer and kinder borough for everyone'.

Children's services were given an 'Outstanding' rating from Ofsted for the inspection in March 2024. The outcome, published in May 2024 found that 'Children living in the London Borough of Hammersmith & Fulham receive excellent services. Since the last inspection, highly effective and committed leaders have continued to make improvements.' Hammersmith and Fulham's Youth Justice Service was rated as 'Outstanding' by HMIP in 2022 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
Deputy Leader (with
responsibility for Children and
Education)



Jacqui McShannon
Executive Director of
People

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, listening to and responding 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.
- This year, Alison Sabaroche, H&F's Youth Justice Head of Service, was awarded a Commendation at the prestigious Butler Trust Awards for her commitment to improving the lives of our young people and their families.
- We continue to tackle Serious Youth Violence as a partnership – developing creative strategies and solutions and securing additional investment in services.



Alison Sabaroche, H&F Youth Justice Head of Service receiving the Commendation from HRH The Princess Royal Princess Anne, recognising her service within the custodial and community justice settings.

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.

Local Context

Following the 2021 census, the population of children and young people under the age of 18, living in H&F was 31,802. This is 17.4% of the total H&F population. This is a significant reduction from the estimated 37,111 reported a year before. H&F is one of the three local authorities where the population of children and young people decreased. However, despite the decrease in overall child population, there has been a 16% growth in children aged 10-15 years, this is a cohort most likely to come to our attention. Children and young people from minority ethnic groups account for 64% of all children in the area. This is a significant increase from the 2011 census. The largest minority ethnic groups in H&F are White Other (17.3%), Mixed (12.3%) and Black African (10.2%). 28% of children under 18 are living in poverty 1350 children and young people were identified as needing specialist support from the local authority on 31 March 2023. This is a decrease from 1452 on 31 March 2022. Of this number 168 (rate of 45 per 10,000 children) children and young people were the subject of a child protection plan; an increase of 6.8% from the year before; and 212 (57 per 10,000) children and young people were cared for children by the local authority; a decrease from 216 on 31 March 2022. All state funded schools in the borough are rated good or outstanding. The local authority is working closely with all schools to ensure a consistent good quality education for all pupils.

2. GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

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.

As part of the Councils continued commitment to a child first, child focussed approach, the YJS is located within Children and Young Peoples Services (CYPS) and the Head of YJS sits as part of the CYPS Departmental Leadership Team who report to the CYPS Operational Director. The YJS Head of service attends the Local Safeguarding Partnership and the Community Safety Partnership. The Head of the YJS sits on several strategic partnership panels and steering groups: Channel Panel, Modern Day Slavery and Exploitation Strategy Group, Serious Violence Duty Working Group, Tasking and Enforcement Group, Parent and Young People substance misuse needs assessment Group.

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 chair of the newly established Equality, 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 is 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 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, including the restorative justice service, Community including ENGAGE programme team and an Out of Court Disposal team, which also delivers the Turnaround project. 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 and healthy relationships worker. Two seconded

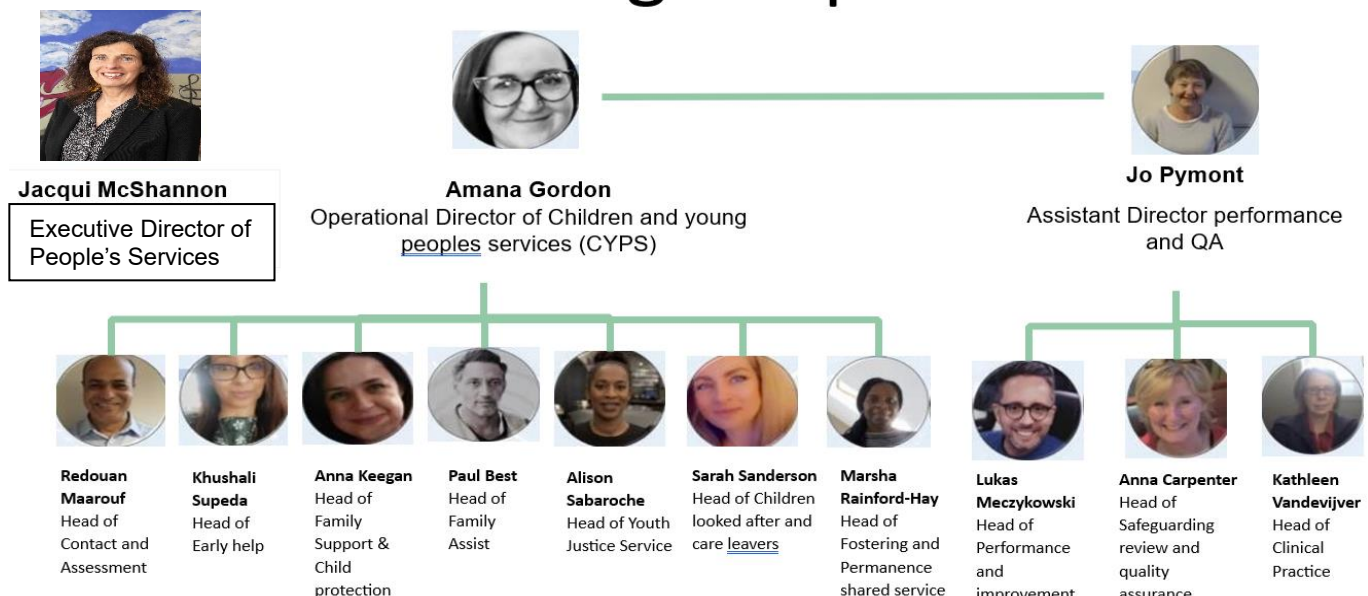
police officers sit within the OOCd team and Two QPR outreach workers are based within the community and court and community teams. With a third QPR worker an Employment Coach joining the YJS this year for a year, initially.

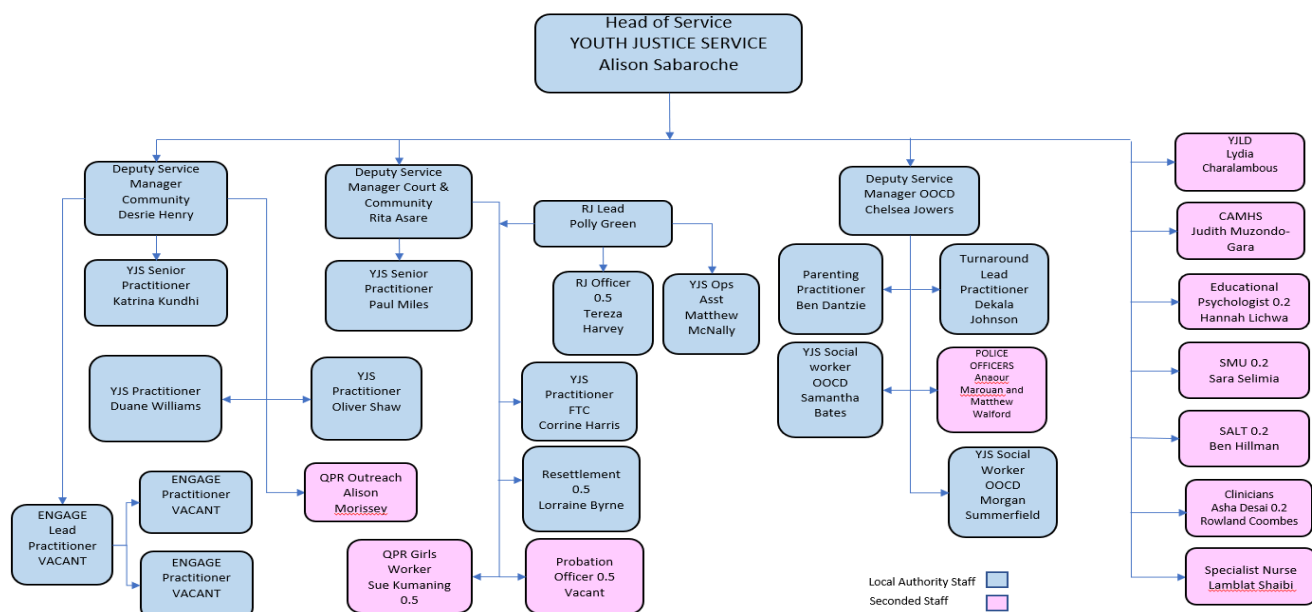
The service is diverse with regards to ethnicity, age, and skillset; the practitioners and senior practitioners are either social work or probation qualified. However, only 25 percent of staff are males. There is one practitioner vacancy arising from the internal secondment of a practitioner to the Turnaround project lead worker role.

The service is in the process of mobilising and recruiting to the ENGAGE programme. The ENGAGE programme will involve a lead practitioner and two dedicated practitioners who will aim to see all under 18s detained in Charing Cross and Hammersmith custody suites with the aim of reaching them at a 'teachable moment' and to help set these young people on more positive paths.

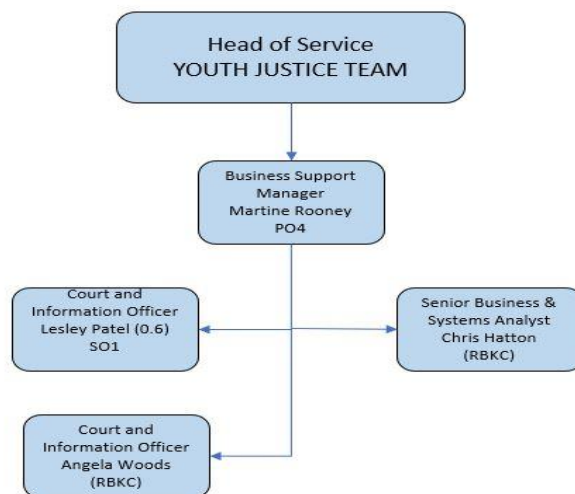
The ambition is that this will further reduce the risk of children entering the criminal justice system and ensure they are engaged with intervention at the earliest opportunity to support diversion from offending.

Children & Young People's Service





Shared Service – Court Administration and Data Management



Local Partnerships

The YJS is committed to working alongside voluntary and community organisations to ensure young people and their families are embedded and feel part of their communities.

The YJS has a long partnership with **QPR in the Community Trust** which has seen workers from QPR seconded into the YJS and working alongside YJS practitioners and children's networks to provide mentoring support, engagement in education training and employment, and working specifically with girls.

Wiper Youth CIC is a youth justice social enterprise which specialises in working with vulnerable and disadvantaged children and young people. Their mission is to engage with young people: they are committed to finding ways to develop working relationships with young people, interacting with them in whatever place or stage they are at in their personal life journey and to empower young people: they are driven by a desire to help young people recognise and develop their strengths, talents and positive attributes. Wipers has worked with the YJS since 2014 delivering group work programmes, workforce training, specialist mentoring. Currently, Wipers delivers the Junior Attendance Centre (JAC) for YJS and the Ether Programme a Personal Development and Leadership Programme which is specifically for black, mixed heritage and Asian boys.

Active Successful Engagement (ASE)

ASE are a team of Holistic Transformational & Resilience Mentors.

They provide Holistic Mentoring to children, young people and adults within Hammersmith and Fulham. ASE are delivering in Hammersmith & Fulham the Parent Carer Champion Programme, i-Matter Mentoring, PRU Parent/Carer programme and mentoring to young people on the Turnaround programme.

Fulham Palace House & Garden Charity providing landscaping work experience for young people initially started as a reparation project. Young people have shown aptitude and have had work experience which has then led to paid employment/apprenticeship.

Amani Simpson AVIARD INSPIRES created using the words **AVIATE** meaning to fly and **HARD** meaning not easily broken, they exist to give hope to young people through Personal Development, Digital Media, and Enrichment Activities. Amani has worked with the YJS since 2019 showing the 'Amani' film which is based on Amani's real-life experience of being stabbed, followed by a Q&A as part of the weapons awareness program. The YJS contributed to the pilot and development of the Amani Project, a 6-month skills and mentoring programme specifically for young people aged 16-19, who are of African or Caribbean Heritage and in need of a second chance.

3. UPDATE ON THE PREVIOUS YEAR

4. PROGRESS ON PRIORITIES IN PREVIOUS PLAN

In our 2023-24 YJ Plan, our key service priorities and plans were:

- Supporting Young People to remain in the community **(Minimising use of custody)**.
- Reduce disproportionality/ over representation.
- Early Intervention/Diversion **(reduce 1st time entrants)**.
- Keeping young people safe and secure, enabling them to thrive **(Reduce re-offending)**.

Additionally, 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:

Supporting Young People to remain in the community. (Minimising use of custody)		
Last Year's Action	Current Progress	RAG
Joint working/outreach to Out of Borough (OOB) courts/ Youth Justice Services (YJS's)	Progress has been made in terms of outreach to colleagues in neighbouring West London Boroughs. Work remains on-going in building relationships with the Out of Borough Courts where challenges/issues	Amber

	<p>have been identified and remain. We are working in partnership with others to identify what training needs we could support with to decrease negative outcomes for children. These challenges are experienced by several YJS's across London and have been raised with the Youth Justice Board (YJB) Head of Oversight – London Operations South.</p>	
Workshop on bail and remand process/court work	<p>Bail and remand workshop held.</p> <p>Stringent Bail Support Package's including ISS continue to be put before the courts, however, there has been an increase in Youth Detention Accommodation (YDA's) due to the seriousness of offences for which a small cohort of young people are appearing. The seriousness of the offences mean it is not always in the interests of public protection appropriate to provide a bail support package.</p>	Amber
Develop group	Data analysis and	Green

<p>work/bespoke intervention for Serious Youth Violence (SYV) offences – robbery</p>	<p>work with the Community Safety Partnership identified an increase in the percentage of robbery offences and as such an area to target intervention.</p> <p>The Senior Practitioner in the Community team leads on the co-ordination and delivery of group work and interventions. The senior practitioner attends London forums on developing practice and interventions and has developed a robbery intervention and one to one weapons awareness intervention. Group weapons awareness groupwork has been challenging to facilitate with many children unable to attend group work together, hence the development of a one-to-one programme. The interventions folder has been refreshed. WIPERS delivered the commissioned Ether Programme in Autumn 2023.</p>	
<p>Reduce disproportionality/ over representation</p>		

Last Year's Action	Current Progress	RAG
Promoting use of Family Group Conferencing, including engagement with fathers, particularly black fathers	<p>There has been significant promotion across Children and Young People's Services (CYPS) in relation to Family Group Conferences (FGC's). October 2023's practice week found in CYPS we are promoting Family Group Conferences or Family Meetings as an integral component of Child in Need (CIN) plans, to fully utilise the strengths of the wider family network when this is present. YJS (Deputy Service Managers) DSM's, Snr's and practitioners and social workers promote during joint supervision with CYPS colleagues the use of FGC's. The LA is currently rolling out Safeguarding FGC's. Audits of YJS practice during October 2023's practice week demonstrated fathers being engaged in assessment, planning and intervention delivery and strenuous efforts made to</p>	Green

	engage fathers.	
Delivery of Unheard Gender Programme to YJS & wider CYPS including senior leadership	The Unheard Gender workshop was developed to explore the institutionalised marginalisation of fathers and support services in defining the ways of better engaging fathers. Systemic practice is utilised in the training to explore the family/service scripts and how we position fathers and was delivered in November 2023. The Gangs, violence and exploitation manager, YJS HoS alongside, frontline practitioners, social workers, DSM's and team managers across YJS and wider CYPS participated.	Green
Youth Crime Prevention Partnership (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.	Delivery of workshop by The Liminality Group scoped but not yet delivered due to resource limitations. This remains a priority for the partnership.	Amber

Review of stop and search data for black and mixed heritage and other global majority groups to identify any themes	<p>DI with lead for stop and search on the Basic Command Unit (BCU) conducted a review of Stop and Search Data for Under 18's, over a 12-month period, September 2022 – August 2023 there were 305 stop and searches on children between 11 and 17 in LBHF Black children were the highest ethnic group accounting for just over 50% of the searches.</p> <p>Learning:</p> <ul style="list-style-type: none"> • Feedback has been shared with stop and search leads for Central West BCU. • Additional training for officers. • Metropolitan Police Service (MPS) stop and search policy resent to all officers. • Youth Engagement Team delivering stop and search classes to partners. 	Green
Exploration of the	Adultification training	Green

concept of 'adultification' from a research and practice perspective to explore how adultification manifests itself in practice	delivered to the whole YJS in January 2024 by ListenUp. The workshop explored the concept of 'adultification' from both a research and practice perspective. The session used case studies, small group discussions and serious case review findings to explore how adultification manifests in practice and its potentially life-long impact. YJS were introduced to Listen Up's Professional Inter-Adultification Model which provides a framework for individuals and teams to reflect on practice and guard against the adultification of children and young people.	
Early Intervention/Diversion (reduce first time entrants)		
Last Year's Action	Current Progress	RAG
Embed Turnaround Programme/Turnaround Panel	Between the launch of Turnaround in February 2023 and January 2024, we have received 201 referrals for Turnaround support. Out of the 201 received, 52 young people have been accepted onto	Green

	<p>Turnaround. Of those who were accepted by the panel 31 young people consented to support, 10 declined, 11 were withdrawn. The panel was observed during October 2023 Practice Week and the observer noted the following:</p> <p>The panel evidenced the strong multi-agency approach to early intervention in Hammersmith and Fulham. This included strong collaboration with the police and the promotion of child-centred policing to impact young people's initial experience of Police and authorities. The Panel demonstrated flexible and bespoke programmes of support to the children and their families.</p>	
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	<p>Young people were discussed at the panel using compassionate language, and care and attention were given to the circumstances of each young person as many of the young people are jointly allocated with YJS and social work teams.</p> <p>There was evidence of the application of the strengths-based model and the way in which the panel members sought to unpick and explore vulnerability factors, including alliances with other young people. The observers were impressed with the level of experience and expertise of the panel members and the way in which they shared information with one another to inform</p>	
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	interventions and engagement of the young people.	
Deliver (Early Intervention) EIT systemic family therapy	Whilst the EIT systemic family therapy has not been delivered as a programme. Parents/carers/families on the Turnaround Programme have been able to access family therapy through the clinician commissioned for Turnaround.	Green
Explore the interconnections between trauma informed and our systemic practice approach	This is an on-going piece of work. YJS DSM's and Practitioners attend monthly reflecting team sessions facilitated by systemic clinicians where each month a practitioner will bring a child/family or a particular issue and have a reflecting team discussion. Within these discussions the interconnections between trauma informed and systemic practice approach and other themes such as Unheard Gender and adultification are explored.	Green
Support MOPAC roll-out of ENGAGE	H&F YJS are leading for the BCU on	Amber

	ENGAGE. Mobilisation and recruitment are underway.	
Keeping young people safe and secure, enabling them to thrive (Reduce re-offending)		
Last Year's Action	Current Progress	RAG
Support YJS 16+ into suitable (Education, Employment and Training) EET pathways	The YJS have worked with local partners such as QPR and Fulham Palace House and Garden Charity to secure work experience, paid employment, and apprenticeships for young people.	Green
Support YJS under 16's to remain/reintegrate to mainstream school.	The Speech & language therapist (SaLT) and educational psychologist are part of the YJS well-being team and have continued to support children to either access education where they have been out of education but are school age or transition from alternative provisions to mainstream school.	Green
Identify, assess, signpost/intervene health & special education/additional needs	Between January-December 2023, of the 46 CYP referred to the YJS, 38 CYP people had contact with the Wellbeing Team for mental health, SLT and/or EP support. There were	Green

	13 CYP who had no contact with the Wellbeing Team for several reasons including, CYP being out of borough (OOB), being known to CAMHS and receiving intervention already, and only recently becoming open (i.e. December referrals).	
Develop a range of AQA's for young people	<p>The YJS is a registered AQA Centre with 2 AQA trained co-ordinators. 37 AQA Unit award schemes have been completed with YJS cohort including Turnaround young people from the period of April 2023 – March 2024.</p> <p>26 Young people have completed AQA's with support from practitioners 3 co-ordinators.</p> <p>Most common AQA unit award scheme topics that have been completed are as follows; Bike Maintenance, Responsible dog ownership, mathematics measures, Self-promotion, Emotional wellbeing, Awareness of Anger</p>	Green
Refer for specialist	Mentors from (Active	Green

mentoring support.	Successful Engagement) ASE are working with young people on the Turnaround Programme.	
Contextual safeguarding training.	Training to be delivered by March 2025.	Amber
Trauma informed practice training.	The Senior Practitioner in the Community Team and the Turnaround Lead both attended TRM Trauma training and delivered a workshop to the wider YJS on the importance of play as an engagement tool and completing offence related work.	Green



5. PERFORMANCE ON THE PREVIOUS YEAR

KPIs

In summary, the KPIs reflect what we know about our cohort and substantiates that we have the right and appropriate resources in place to address and support the needs of the children and young people who come to us. This is supported by audit findings from a peer audit by Croydon YJS of a cohort of H&F YJS children who had reoffended:

- The audits highlighted that there was good availability of interventions and resources, both internal and external in the service, recognising the range of partner agencies that input into programmes for our young people.
- The Croydon auditors were particularly impressed by the Wellbeing team and the input from CAMHS workers, the EP and SAL therapists.
- There was evidence of YJS interventions remaining flexible and adapting to changing circumstances, and “sticking with” young people showing the child first approach.
- The voice of the child was heard.

We are confident children are in suitable accommodation, children are supported to engage with education, employment, and training, however it remains challenging for children aged 16+ particularly those who are most likely to have the most complex needs and circumstances and who are most likely to have committed the most serious of offences and be detained in Youth Detention Accommodation. We know we have a high proportion of children with SEND/ALN and the continued commitment to commissioning 0.4FTE Educational Psychologist demonstrates this. In addition to the 0.2FTE Speech and Language therapist. All children have access to a substance misuse and healthy relationship worker and mental health and well-being support through the Youth Justice Liaison and Diversion worker and the CAMHS nurse. Victim contact remains a challenge London wide and will continue to be a focus in 2024-25. Serious youth violence offences continue to be of concern with violence against the person offences being the highest percentage of offences committed by the cohort in 2023-24 with half of those offences being for the possession of an offensive weapon, with robbery offences being the second highest percentage. The partnership is committed to building stronger and more effective responses to serious youth violence, ensuring the most effective services are commissioned and developing interventions, such as the weapons awareness and robbery interventions as per priorities in previous plan.

6. RISKS AND ISSUES

The number of serious youth violence offences committed continues to be of concern with violence against the person, robbery and drugs offences representing 61% of the overall offences committed by the 2023-24 cohort. These serious offences are most likely to be committed by children already known within our wider children's and young people's service, who are most likely to have mental health concerns, learning disability/additional learning needs and substance misuse issues in addition to complex family issues and concerns around exploitation and harm outside of the home. These children are most likely to be made subject to remand with some of the offences being of such high gravity that youth detention accommodation is almost unavoidable.

There are several strategies across H&F which include objectives to reduce serious violence including youth violence in the borough.

Violence Against Women and Girls Strategy 2022 to 2027
Ending Modern Slavery In Hammersmith and Fulham 2021 to 2026
Anti- hate Crime Strategy 2019 -2023
London reducing reoffending plan
Community Safety Partnership plan
Youth Crime Prevention Strategy 2022-27
Early Intervention Strategy 2022-2027

The YJS will continue to prioritise reducing serious youth violence embedding use of the robbery workbook and one to one weapons awareness programme.

Minimising the use of custody continues to remain challenging, whilst our custody data reflects 1 custodial sentence in 2023-24 which equates to 7 per 100,000 local youth population and is an improvement on 2022-23 and lower than London and England rates, the number of young people subject to remand in 2023-24 was double that of 2022-23, with a number of those subject to Youth Detention Accommodation. We anticipate further custodial sentences in 2024-25 which will put H&F rate per 100,000 up and may well be higher than that of London and England. It is also of concern given the challenges that partners in the secure estate are facing with increased levels of violence between young people and toward staff, recruitment, and retention of staff with reduced capacity.

The YJS HoS and YJS DSM's for Community and Court and Community teams are committed to building relationships with colleagues and partners within the secure estate and have attended Open Days at

Feltham YOI and are participating in Youth Custody Service/YJS roundtable events committing to developing a collaborative approach to service improvement within the secure estate.

A further issue is that of sentencing by out of borough courts. We have identified specific courts whereby children have received a custodial sentence without been given the opportunity to engage with a community disposal despite having committed their first offence. These issues have been escalated to YJB Head of Oversight – London Operations South to be raised at partnership meetings between YJB and HMCTS. The YJS will continue to prioritise building relationships with court user groups and colleagues outside of the borough.

7. PLAN FOR THE FORTHCOMING YEAR

8. CHILD FIRST – VOICE OF THE CHILD


We work in collaboration with the children and young people known 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 with responses from the event feeding directly into actions within the annual youth justice plan. The theme of the 2024 consultation was satisfaction with our service and safety in the borough and contextual harm. This year's cohort has been quite challenging in the sense that several of our young people have felt unable to leave their homes to attend the consultation event. Practitioners have visited young people in their homes in order to complete the survey.

When asked, '**how do you feel about the Hammersmith and Fulham Service**', on a scale from 1 star = (poor) – 5 stars = (excellent)

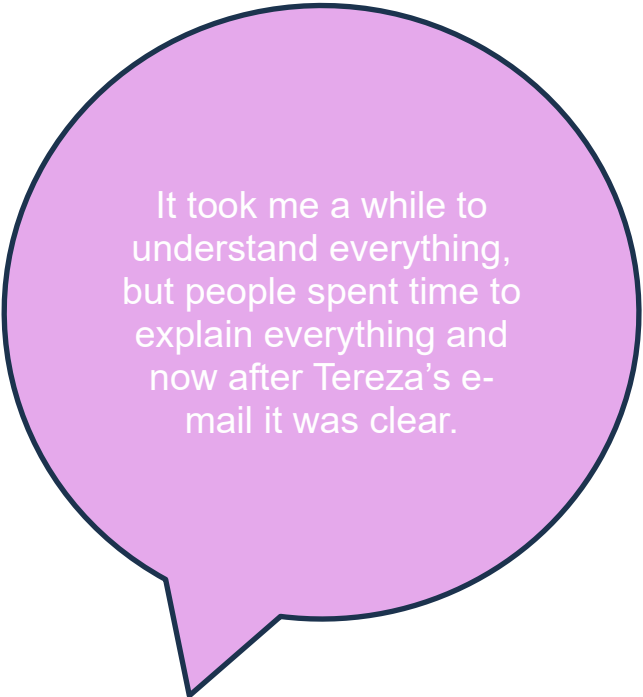
Young people gave an overall rating of 4.44 out of 5




The speech bubbles below capture some of the feedback received from our cohort.




I can call you about anything. I can change my appointment times and you won't breach me. You help me when I have to go to court. I feel like I've been working with you for ages, even when I don't live in Hammersmith; you're like family now.




It took me a while to understand everything, but people spent time to explain everything and now after Tereza's e-mail it was clear.



YJS gives me an opportunity to turn my life around like job interviews.



Include me in things and how we have meetings sometimes. I like being supported to have support to apply for my college course. Never felt alone Ben has really helped me with the choices that I needed to make and to get me back on track, he has been supportive.



You're helping me to learn some things and improve my skills, like bikes which I enjoy

One inspiring piece of feedback said ‘I can call you about anything. (...) I feel like I’ve been working with you for ages, even when I don’t live in Hammersmith, you’re like family now.’

Previous consultation events/surveys have highlighted a need for male mentors and youth clubs in the borough and because of this we have extended our (and support of) mentoring services in the borough to facilitate mentors for our young people and we partner with youth clubs to ensure that our young people are able to attend and sometimes even volunteer with them. This year we have started to work with the newly opened West Youth Zone in the white city area.

This approach to youth voice is at the core of everything we do and is 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 and young people 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.

8. RESOURCES AND SERVICES

Hammersmith & Fulham YJS is funded by the local authority, Youth Justice Board, Ministry of Justice, MOPAC 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.

*Based on 2023/24 Grant

Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	468,600		83,700	552,300
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health		120,000		120,000
Police and Crime Commissioning	45,326			45,326
YJB Grant*	419,865		12,000	431,865
Other QPR 1.5 fte / SMU 0.2/Turnaround	78,000	59,500	26,146.42	163,646
TOTAL	1,036,791	279,500	126,846	1,443,137

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 implement the four tenets of the Child First principles into practical service delivery of: Prevention and Diversion, Out of Court Disposals and Court and Community Work including restorative justice and resettlement. Workforce Development and EET support through direct commissioning of Educational Psychologist.

We believe they produce the following benefits and outcomes:

- Continued reduction in 1st time entrants.

Promoting a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

- Continued reduction in reoffending rates and frequency of reoffending rates.
- Promoting children's individual strengths and capacities to develop their prosocial identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- Bespoke, individualised, differentiated interventions. Prioritising the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
- Support into EET.
- Encouraging children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.
- Effective resettlement

9. 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.

Please see the table below evidencing the boards performance on the recommendations from last year's YCPP workshop.

Refresh the Induction process and ensure partners understand their Roles and responsibilities as board members - All to sign up to the commitment pledges.		
Last year's action	Progress	RAG
The Chair to summarise YCCP Vision into one paper, reminder of why partners are there	This is due to be progressed as part of the Board development workshop July 2024	Amber

YJ Priorities within headers and footers on word documents and Papers from the Board - Place on Headers and footers	This is due to be progressed as part of the Board development workshop July 2024	
The Board to review of YCCP Terms of Reference and H&F vision (Add into the TOR – a certain number of meetings you can only send a deputy)	Terms of reference reviewed and updated. To be revisited as part of Board Development workshop July 2024	Green
The Board to consider having Designated Board Leads for actions within the Action Plan	To be revisited as part of Board Development workshop 2024	Red
The Head of Service and Chair to Refresh induction process and shadowing of YJ Team	Induction refreshed and in person inductions alongside virtual inductions held with board members meeting the YJS.	Green
Board members to have an Induction to include above areas	As above	Green
The Chair and YJ Head of Service to Induct Partner agencies and their Deputy to the YCP Board	As above	Green
The Board to understand child first principles and embedding this into service delivery	The YCPP are familiar with child first principles as those principles are very much aligned with corporate and CYPS values.	Green
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		
Last year's action	Progress	RAG
The Board to explore how a dedicated YJ analyst would further support deep dive of themes subject to budget	The YJS is changing to a new CMS and it is hoped this change in CMS will support further detailed analysis.	Red
The Board should review local KPIs in line with new MoJ KPIs	There is crossover and alignment between the	Green

	new MoJ KPI's and many local KPI's across the partnership, such as Serious Youth Violence Duty, developing an autism Strategy	
The Chair & Head of Service to review reports on how data is presented from all partners - infographics	Performance data are presented as infographics	Green
Analyst to present visual data against MOJ against YJS family (Haringey - example dashboard	Family data has been presented but needs to be routinely/consistently presented. Infographic to be reworked to include family YJS's	Green
The Board to have sub-working groups that meet outside of the board meetings	Operational Director for Education and SEND, leads on the education sub-group who meet outside of board meetings and report into the board.	Green
Board to have a recurring standing agenda item: 1. KPIs/Performance data 2. Finance 3. Staffing 4. Serious Incidents/Safeguarding	KPI's/performance data are a standing agenda item, as are annual well-being and education reports. To be revisited as part of board workshop July 2024	Green
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		
Last year's action	Progress	RAG
The Board should have a shared language, when thinking about language and discrimination, and child first.	Caring and compassionate language and a child first approach is an overarching priority and ethos of YJS and wider CYPS.	Green
The Board to have training on discrimination, anti-oppressive practice	Board members will have undertaken training within their respective	Amber

	departments/organisations but not collectively as a board.	
The Police to break down MOPAC data for U18s for a better understanding of cohort	Police have presented on stop and search data and a review of body worn footage. Board to agree regular review.	Green
All partners to bring the voice of child, in their respective areas when presenting to the board	The voice of the child is present with practice examples bringing the child voice and experience to life being part of presentations	Green

Those areas where progress has been limited against will be reviewed as part of the 2024 Board Development Workshop.

10. WORKFORCE DEVELOPMENT

From June 2023 to date the YJS has experienced a period of stability within its staffing with all roles within the service filled, the number of agency practitioners reduced and with a conversion to a fixed term contract for one. The YJS conducts an annual skills/training audit of all staff including seconded staff. Analysis of this audit alongside service priorities for this year have guided the training to be undertaken in 2024-25.

The YJS remains committed alongside wider CYPS to systemic practice, this year the restorative justice and community inclusion lead and one of the social workers within the OOCd team are undertaking the Year 2 intermediate systemic practice course, systemic social work with children and families. This course is a 15-day intermediate systemic practice course accredited by the Association of Family Therapy (AFT).

The DSM and Senior Practitioner for Court and Community Team alongside the Senior Practitioner from the Community Team will all undertake AIM 3 training. The aim of the course is for those working with young people who have committed harmful sexual behaviour to be able to analyse the relevant information to develop a profile of the young person, their family and context using the AIM3 model and have confidence in developing safety and intervention plans responsive to the AIM3 assessment profile.

The Deputy Service Managers (DSM's) continue to deliver practice workshops each with a particular practice focus area and completing the feedback loop from areas identified for improvement within audits and the self-assessment of youth justice standards for children providing focus for the workshops.

In the past year the YJS has undertaken a number of trainings as a whole service:

- Unheard Gender Training
- Adultification Training
- On-line Harm Training

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 Clinical Practice Team within CYPS have launched a Vicarious trauma/resilience and self/collective care awareness raising workshop which practitioners and managers from YJS have attended. The aims of the workshop are to support workers individually and services as a whole as this is vital to ensure our health and the sustainability of our work.

11. EVIDENCE-BASED PRACTICE AND INNOVATION

H&F has been a trailblazer for evidenced based innovative practice supporting children and young people and is keen to pilot new ways of working.

This year, H&F have pioneered the Unheard Gender programme in response to the institutionalised marginalisation of fathers, particularly global majority fathers. The training aims to define better ways of engaging fathers, Systemic practice is utilised in the training to explore the family/service scripts. This project seeks to uncover the underlying systemic factors that contribute to these challenges and develop effective strategies to enhance Children's Services' engagement with Black fathers.

Despite the growing recognition of the significance of paternal involvement in child development, studies consistently indicate that

Black (GM) fathers in the UK face unique challenges that may hinder their participation in their children's lives. This project seeks to uncover the underlying systemic factors that contribute to these challenges and develop effective strategies to enhance Children's Services' engagement with Black fathers.

This project will be reviewed this year at the 6-month and the 12-month post launch milestones, to assess how the workshops have influenced staff and management practices.

12. EVALUATION

The table below captures the range of practice (within YJS/across the partnership) examples that meet the definition of evidence-based practice and are included in the Youth Endowment Fund Toolkit which is an overview of existing research on approaches to preventing serious youth violence.

Practice Examples		
Evidence based practice.	Youth Endowment Fund Tool kit Rating	Activity
Cognitive Behavioural Therapy	high impact on violence	YourChoice Program
Sports programmes	high impact on violence	QPR football coaching, KICKZ Boxing Club Gym memberships
Social skills training	high impact on violence	Social skills training supports children to think before they act, understand other people's perspectives, communicate effectively, and use strategies for managing impulsiveness or

		aggression Educational Psychologist Speech and language therapist
Pre-court diversion	Moderate impact on violence	Turnaround Project O OCD
Restorative justice	Moderate impact on violence	
Mentoring	Moderate impact on violence	ASE i-matter mentoring QPR
A and E navigators Programmes	high impact on violence	Place case workers in accident and emergency departments to support children and young people with a violence-related injury. Red Thread are based at St Mary's Hospital which is the major trauma centre for Hammersmith & Fulham.

13. PRIORITIES FOR THE COMING YEAR

14. STANDARDS FOR CHILDREN

YCPP board members alongside YJS DSM's and senior practitioners completed the self-assessment in relation to Standard 2 Youth Justice Standards for Children: Work in court submitted in October 2023.

The table (next page) evidences the assessment outcomes against the assessment criteria.

<u>Self – Assessment Criteria</u>	<u>Outcome</u>
Does your youth justice service take all possible steps to divert children from court?	Outstanding
Does your service have an effective strategy to minimise unnecessary* use of remands?	Outstanding
Do your court processes take all possible steps to promote fair treatment of particular groups of children*?	Outstanding
Does your management board have an action plan to tackle disproportionality, with regular analysis and reviews of progress?	Outstanding
Does your youth justice service minimise any delays from specialist assessments?	Outstanding
Do you have a means to get regular feedback from magistrates and judges about your reports and court services, and engage with strategic partners* to ensure court confidence in your work and interventions?	Outstanding
Do you have a means to ensure children can participate effectively in court proceedings, and to secure consistent feedback from children about their experience in court?	Good
Do you have consistent access to custodial warrants for children	Good

remanded and sentenced to youth detention accommodation?	
Does your youth justice service consistently provide reports which are high quality* to all courts dealing with children within the civil and criminal codes, and for any subsequent referral order panel meetings?	Outstanding
Are reports child focussed, support desistance and contain the child's views?	Outstanding
Are all reports based on an up-to-date and relevant YJB approved assessment?	Outstanding
Do all reports evidence engagement with parents and carers?	Outstanding
Do reports take account of impact on victims?	Good
Does your service have an effective Quality Assurance process for reports?	Outstanding
Does your service take sufficient steps to ensure children understand and can participate in court processes?	Outstanding
Do you ensure parents and carers understand court processes and receive support as needed?	Outstanding
Do staff inform the parents/carers of the court outcome?	Good

Does your service take sufficient steps to ensure children really understand the outcome of court?	Good
Are court outcomes consistently recorded accurately?	Good
Does your service consistently provide all relevant information to the Youth Custody Service in a sufficiently timely way?	Good
Do you ensure parents and carers are informed about details of youth detention accommodation, including (where relevant) the Assisted Prison Visit scheme?	Good

Although all sections of the self-assessment were rated Good or Outstanding an action plan was produced to ensure that practice is Outstanding in all areas, actions are monitored through the YJS bi-monthly extended managers meeting.

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.

During practice week in October 2023, the following activity took place within YJS:

- Three audits- (2x young people on Referral Orders and 1 young person subject to YCC). 3 males
- Four observations-

Individual work – 2 pieces of direct work/ intervention sessions (Turnaround and community order).

Turnaround Panel – Multi-Agency Early Intervention Monitoring Panel.

Ether Project – group work involving young people from global majority heritage.

Parent Feedback- Activity relating to 7 different children (15% of YJS cohort) – all males.

In internal audits, the following practice strengths have been identified:

- Practitioners used clinical consultations and specialist assessments by the Wellbeing Team to inform their assessment of the young person's diversity needs and linked this to their behaviour and decision-making.
- Interventions were bespoke, personalised, and tailored to the young person's needs.
- Interventions addressed exploitation risks (including peer pressure).
- Positive relationships and engagement in the progress of interventions.
- Strong management oversights.
- Strong examples of restorative justice work.
- Keeping the connection with education.
- Engaging fathers.
- Joint working with social work teams.
- Exit planning.

In internal audit, the following areas of improvement have been identified:

- early intervention- working with schools.
- Cultural humility and exploring disproportionality.
- Ensuring documents are visible on Care works.
- Ensure supervision records are consistent.

Planned audit activity 2024-25

An audit on management oversight on QA activities.

Audit against the victim's code of practice.

Piece of work/audit around YCC/RO/DTO's etc. looking at young people who received one of these disposals and became a first time entrants' (FTE as KPI) to understand what is leading to slight increase – the working hypothesis is that these are being imposed for offences with a greater gravity – e.g. knife, robbery, assault offences, or that the new sentencing guidelines which are supposed to be more child focussed are being interpreted with more rigidity and focus on offending.

15. SERVICE DEVELOPMENT

Our overarching priority is to 'build a stronger, safer and kinder borough for everyone' using a child first approach.

Priority	What needs to happen?	Lead	Timescale	What success look like?
Supporting Young People to remain in the community (Minimising use of custody)	Joint working/outline to OOB courts/YJS's Escalation/influence system	DSM C&C, YJS Snr Practitioner C&C	March 2025	Reduced numbers of children and young people YDA'd in OOB courts
	Develop group work/bespoke intervention for SYV offences – Embed delivery of robbery and one to one weapons awareness workbooks	DSM's & YJS Snr Community	March 2025	Reduction of robbery offences in reoffending cohort Reduction in carrying of offensive weapons in reoffending cohort
	Review use of Family Group Conferencing	DSM's	December 2024	Increased use of FGC Increased engagement of

	g, including engagement with fathers, particularly black fathers.			fathers
Reduce disproportionality/over representation	Review impact of Unheard Gender Programme on YJS work/engagement of fathers	HoS, DSM's, YJS Clinical Practitioner	December 2024	Unheard Gender Programme impact reviewed and understood. Increased engagement of fathers, particularly black fathers
	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.	YCPP	March 2025	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	Police Superintendent DI Lead for	December 2024	Themes identified in terms of times, locations, and actions identified

	mixed heritage and other global majority groups to identify any themes	Stop and Search		to address overrepresentation
Prevention/Diversification (reduce 1st time entrants)	Embed Turnaround Programme in family hubs. Develop and embed Turnaround as BAU. Develop and identify funding to ensure Turnaround sustainable post March 2025	DSM OOC, Turnaround Lead Project Worker, Systemic Family Therapist	March 2024	2% Reduction in the number of Black & Mixed Heritage Children as FTE
	Roll out delivery of ENGAGE across Hammersmith & Fulham and Charing Cross Custody Suites	DSM C&C ENGAGE Lead	September 2024	Reduction in OOC Reduction in FTE
Keeping young people safe and secure, enabling them to thrive	Support YJS under 16's to remain/reintegrate to mainstream school.	Op Director of Education & SEND, HoS YJS, Virtual School Head, DSM Community,	March 2024	2% reduction in reoffending rates of care experienced children and those leaving care/black/mixed heritage children.
	Support YJS 16+ into			

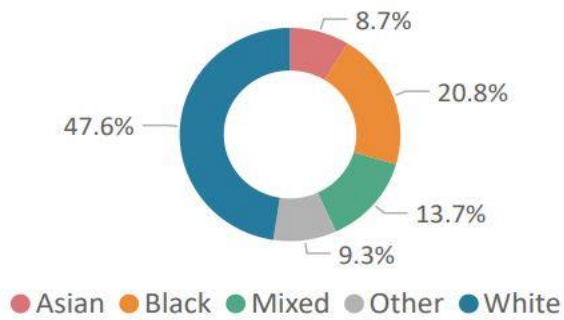
(Reduce re-offending)	suitable EET pathways	Snr Social worker/ Practitioners, YJS social worker/ Practitioners, YJS well-being team – Ed Psych, Resettlement Worker, RJ worker		
	Identify, assess, signpost/intervene health & special education/additional needs			
	Develop a girl's group			
	Refer for specialist mentoring support.			
	Contextual safeguarding training.			

16.NATIONAL PRIORITY AREAS

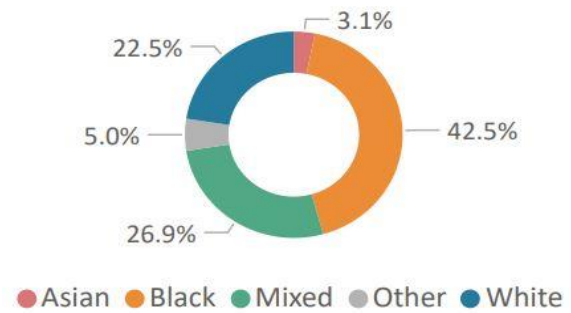
17. CHILDREN FROM GROUPS WHICH ARE OVERREPRESENTED

Despite local actions to address disproportionality, black and global majority groups continue to be over-represented, with black children making up 42.5% of the Youth Justice Cohort, and children from other global majority backgrounds making up a further 30%. This is demonstrated in the below diagrams, comparing the ethnic backgrounds of children aged 10-17 according to the Census 2021 with our LBHF Youth Justice Cohort.

Census 2021 Population (age 10-17)

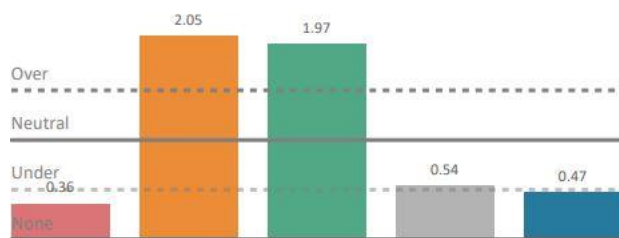


Youth Justice Cohort



This is further demonstrated through the below tables.

RRI Youth Justice Cohort to Population



RRI Youth Justice Cohort by Tier to Population



Data for this cohort is shown for fiscal years 21-22 to 23-24.

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 several recommendations to address over-representation.

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.
- 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.

Children and Young People's Service Disproportionality Action Plan					
Action	How this will be done	Lead	Delivery Date including milestones where	BRAG	Success measures and how we will know

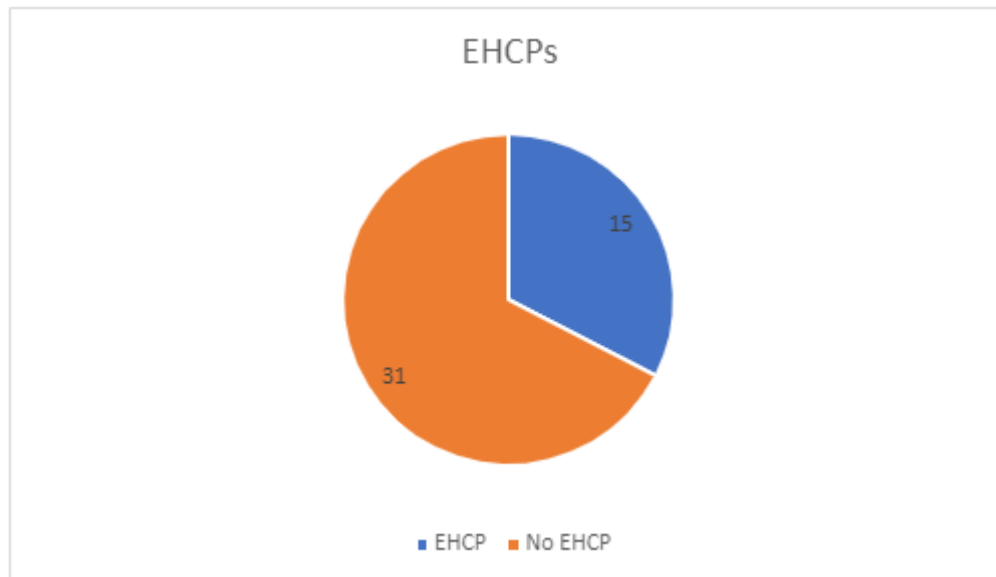
			relevant		
1.	Gather young people's views around disproportionality and involve them in shaping the way we support them.	<ul style="list-style-type: none"> ▪ Young people participate in team and service meetings. ▪ Participation officer work closely with children and young people from GLOBAL MAJORITY backgrounds to get their views. ▪ GLOBAL MAJORITY young people are part of the recruitment and interview processes. ▪ Community and workshop projects for children and young people from GLOBAL MAJORITY/ under – privileged backgrounds. 	CHS		<ul style="list-style-type: none"> ▪ Reduction of children coming to the service from GLOBAL MAJORITY background. ▪ Improved educational achievements in GLOBAL MAJORITY groups. ▪ High proportion of care leavers who are EET. ▪ Thematic/deep sample audits. ▪ Data performance reports. ▪ Workforce reflecting the borough's diversity.

2.	Disproportionality data evaluation to enable raising discussion and awareness.	<ul style="list-style-type: none"> ▪ Evaluate ethnicity data to raise awareness and discussion. ▪ Discuss disproportionality in team and service meetings. ▪ Look at proportionality across placement settings. 	CHS			<ul style="list-style-type: none"> ▪ Performance Framework. ▪ Data performance reports. ▪ Practice Week. ▪ Thematic/deep sample audits.
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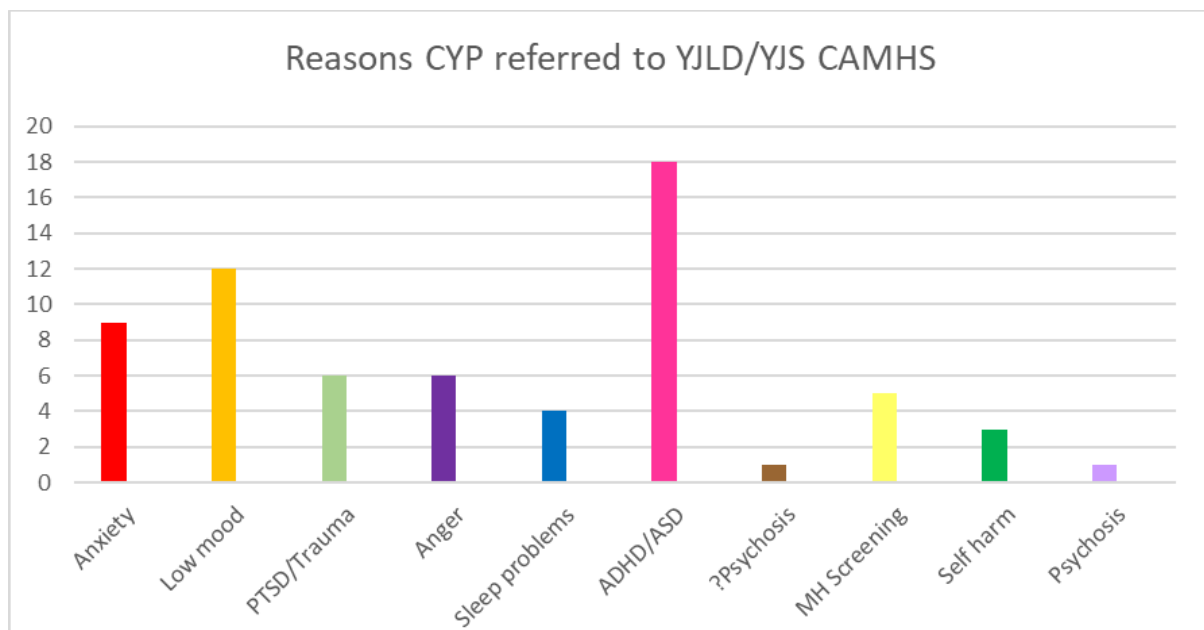
In 2023-24 girls make up just 16.85% of the YJS cohort (slight decrease on 22.58% in 2022/23). Recognising the specific set of needs this group present with, the YJS commission a QPR female gangs and sexual exploitation worker. The worker provides support, guidance and mentorship to vulnerable young women who are at risk of getting involved in gang-related activities or sexual exploitation. The worker has worked with 9 girls during the period June 2023- May 2024.

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. 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.



Special Educational Needs and or Disabilities (SEND): Of the 46 CYP who were open to the YJS in 2023, 15 had an Education, Health & Care Plan (EHCP). 20 CYP were known to the Educational Psychology Service (this includes CYP known to the EPS before coming to YJS) and 12 CYP worked with the Speech & Language Therapist.



18. POLICING

The Police service is dealing with referrals and out of court disposals in a timely fashion. We are working towards being child focused and ensuring we understand as much about the child as possible in order that good outcomes can be reached. We support the wider Youth Justice Partnership by participating in Youth Crime Prevention Partnership meetings and contribute to any assessments/audits as members of the partnership. We contributed to the Standards for Children Self-Assessment to support this review of the performance last year. We have a stable team which is led well by a Sergeant who adopts the values the police service expects when it comes to Youth Justice.

The Police Service provides Safer Schools Officers (SSO) who work in partnership with local secondary schools. They are the first point of contact (after 999 if urgent) for a whole host of concerns. SSOs are then able to link in with Youth Engagement and Diversion Officers (YEDO) if they identify a YP who he or she thinks will benefit from a YEDO referral.

These professional relationships help to secure positive outcomes for young people as they understand the common offences/trends that occur in or within the environs of a school. They then record and investigate. The SSO understands keenly the agreed objective to ensure YP are not unnecessarily criminalised (e.g. sexting, low level offences) and conversely when action needs to be taken (e.g. knife carrying, higher threshold offences). The SSO and DSL can facilitate an environment that investigates an allegation/issue. They can invite parents/guardians into school to discuss and resolve without having to have a judicial outcome. This approach builds trust within the school community, staff, YP and families. SSOs attend multi agency meetings, this is useful for all as there is a professional relationship and policing perspective contributing to the wellbeing of the YP. The police service acknowledges issues caused by time parameters, it can take a long time for some investigations to conclude and therefore outcomes can be significantly delayed. This is a constant challenge as conflicting priorities within the MPS combined with officer workloads do not fully support timely investigations.

This year the Police Service along with colleagues in MASH and YJS will participate in the extension of the Haringey Safeguarding Childrens Partnership (a partnership between North Area Unit Police and Haringey Childrens Services) to audit 10 Stop and Searches of children under 16.

19. PREVENTION

Early Help

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 strategy for 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. 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.

Mentoring

- Mentoring via Let Me Play – Referrals to this can happen directly from YJS providing there is consent. There are Three Options from the referral:
 - ASE
 - Harrow Club
 - Action on Disability.
- **The service comprises of three joined up offers:**
- **Universal:** ‘Drop In’ accessible term time & holiday group provision borough-wide, age-appropriate session split for 11-14 and 15-18 (25 for SEND) groups. This service will be delivered via 6 core venues plus demand-led pop-up delivery. The offer includes youth groups/activities, drop-in support, Information, Advice & Guidance services (for both young people & families), welfare advice, whole family support, breaks for parents, employability/careers and progression support. Term time provision will be accessible via a ‘drop in’ basis borough-wide through a network of 6 core venues, with additional pop-up delivery offered following consultation with young people and other local stakeholders. Holiday provision will run for 5 – 6 hours daily,

5 days per week, and will include a range of activities and access to a hot meal.

- **Targeted:** Group and one-to-one sessions addressing common and specific needs/barriers. Co-located in core venues and accessible throughout H&F via outreach sites including schools. Our mentoring service will be available across the Borough on an outreach basis via Schools, Community Centres, Libraries, Cafes and at homes. All young people will need to agree to being referred and we have centralised support throughout the process. The response time from referral is 2 weeks.
- **Specialist:** Group and one-to-one interventions during and outside of scheduled Universal sessions. Includes access to wellbeing practitioners, SEND and disability specialists and a diverse range of experts with local lived experience. This service will be co-located in core venues and accessible throughout H&F via outreach sites including schools.

All referrals go to LMP Action and then are forwarded to the appropriate provider: A decision will be made based on the referral.

- Specialist Mentoring Services – ASE
- Group Mentoring Services – Harrow Club
- Specialist Provision Term & Holiday (SEND) – Action On Disability
- Universal Term Time Youth – Harrow Club/Action On Disability
- Universal Holiday Clubs – Let Me Play/Harrow Club

Safe Families

Early Help also have a commissioned service with an organisation called Safe Families – This is a service between Tier 1 (universal) and Tier 2 (targeted EH). Safe Families will work to deliver community-based, volunteer led support to children, young people and families in H&F. They tailor their support based on the need of the family and try to consider their needs holistically. Support is driven by the families' goals and is not duration led; all families work with their volunteers to achieve their goals and invest in their own success with exit plans that take account of their resilience, they aim to build sustainable solutions for families including integrating them into their local communities.

This is a service in-between universal services and that of the LA where families may not want such targeted intervention. Referrals to this must come through via Early Help – YJS and Early Help would be able to discuss this in internal meetings to see whether this is appropriate.

Young Carers

Early Help have a comprehensive two-tier service offer for Young Carers, implemented through a universal and intensive offer:

Universal:

- We maintain regular communication with our young carers, inviting them to activities, upcoming events and workshops in various locations around the borough, on weeknights and school holidays.
- This provides the opportunity for us to link young carers with appropriate community resources.

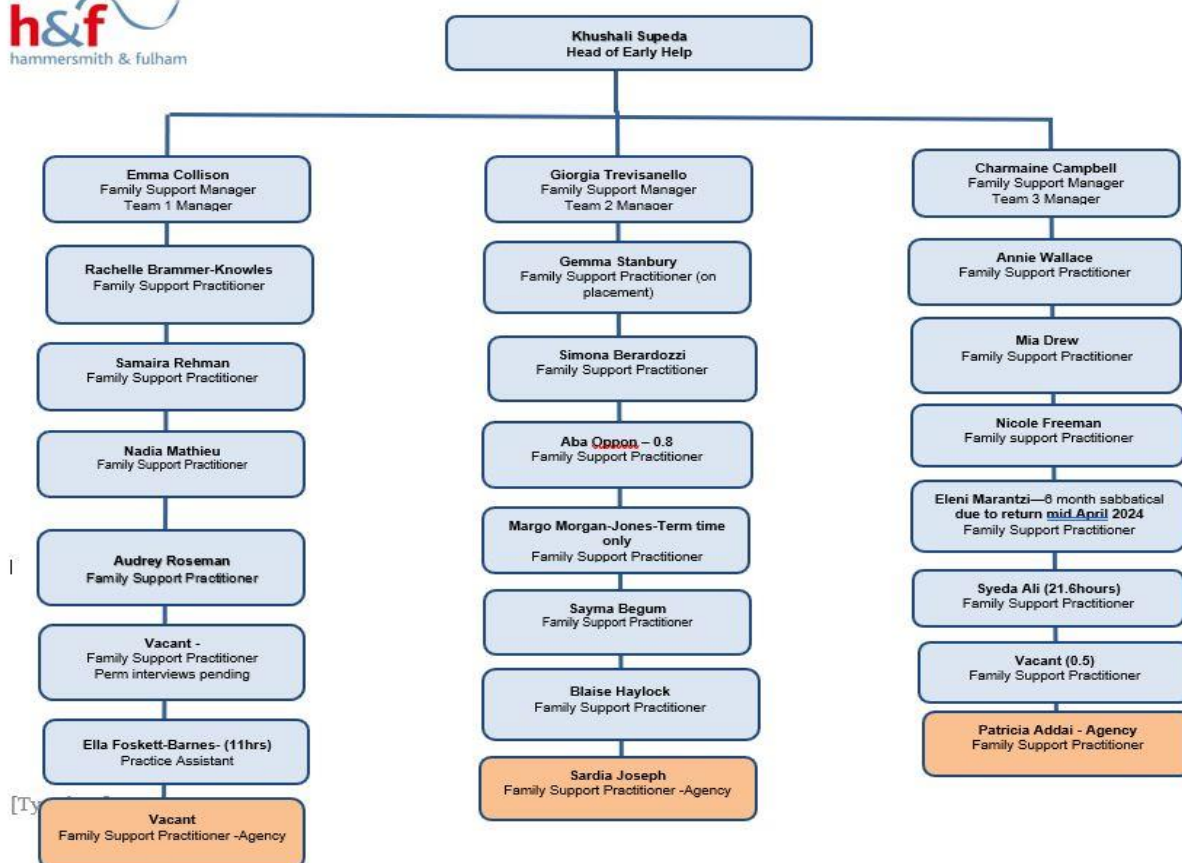
Enhanced:

- For those who would benefit from additional support, our enhanced offer builds upon existing Family Support work.
- Young carers can access an individual support package including one-to-one support, leveraging and engaging all of our community resources.

We have some great activities that we run both in holiday's and during term time from cinema trips, indoor golf, GoApe, sports day to KidZania and some science workshops with the Royal institution and cooking classes. YJS can again liaise with Early Help to agree best way forward. YJS will be encouraged to identify any young carers and see if we are aware and supporting them.

Early Help Staff Structure

Please see the diagram below for the early help staffing structure.



Family Hubs

Informed by a strategic approach, we have moved towards a family hub model. Family Hubs are an integrated service model. Beyond being just a physical space, Family Hubs refer to a way of working which centres around service integration and inclusion in its widest sense. The aim is to support all children and young people from pre-birth to adulthood, and their families, through earlier intervention. Family Hubs act as a single point of access to help families navigate and receive the support they need when they need it, which may be wider than their initially presenting need. Children's centres and other services have been built into this network around the Family Hub to ensure that families receive the right support at the right time. Building on the principles developed through the Early Intervention Strategy and developed jointly with the SEND Delivery Group, we are working to develop an outcomes framework which will allow impact to be measured and quantified across agencies within the Family Hub network. Central to this piece will be to align delivery with the Supporting Families methodology to ensure we

are prioritising support to vulnerable children, young people and families. The Family Hub model is key to the Early Intervention Strategy 2022 and forms the vehicle through which the partnership will implement the strategic ambition.

20.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 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.

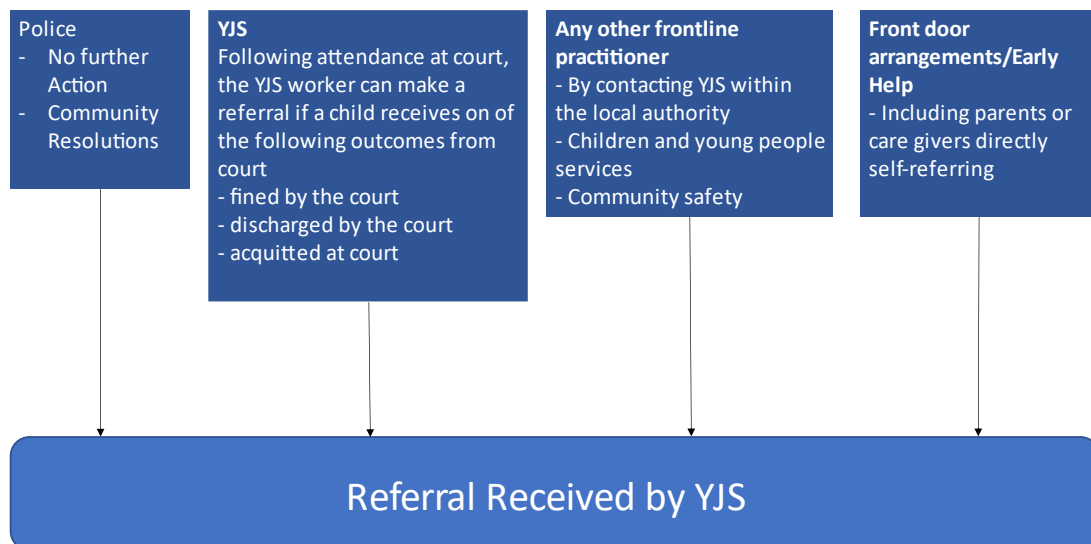
In H&F YJS, the No Further Action (NFA) panel has been repurposed into the Turnaround Panel and membership expanded.

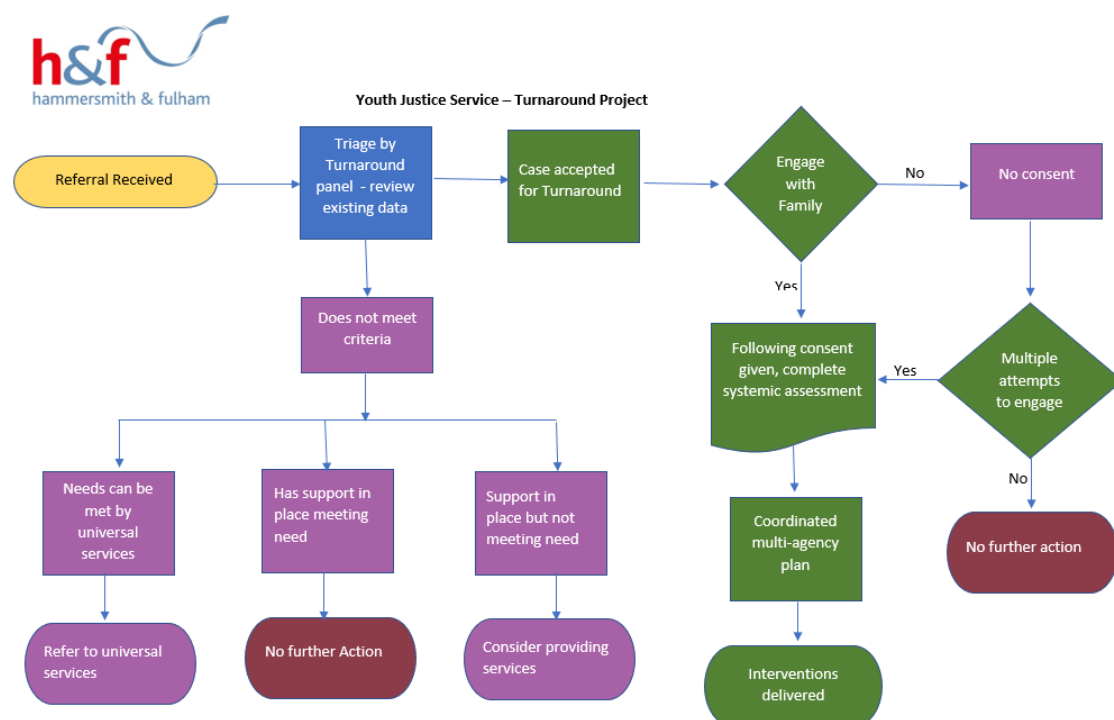
The multi-agency Panel is chaired by the Out of Court Disposal (OOCDD) Deputy Service manager (DSM) from the Youth Justice Service. The Panel consists of the following representatives:

- 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.





- Since the launch of Turnaround in February 2023, we have received 201 referrals for Turnaround support. Some of these referrals however have been repeat referrals.
- Out of the 201 received, 52 young people have been accepted onto Turnaround. Of those who were accepted by the panel 31 young people consented to support, 10 declined, 11 were withdrawn.
- Of the withdrawn young people 2 have received a OOCR referral and 1 was sentenced at court to a statutory referral order, another 2 young people were withdrawn due to turning 18, another young person became a child looked after (CLA), 2 young people did not engage with practitioners. There was no response from 3 young people despite several attempts and different methods to make contact.
- 159 males and 44 females have been referred to Turnaround
- The average ages of young people referred to Turnaround is 15, 16 and 17.

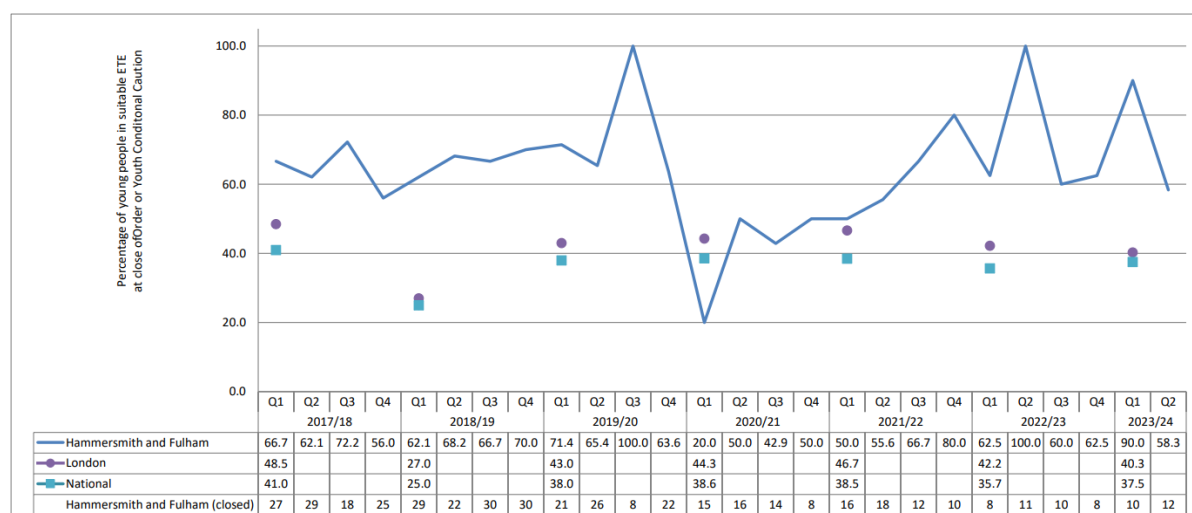
In addition, a permanent Youth Justice Liaison and Diversion (YJLD) worker has been recruited who has security clearance for the custody suite at Hammersmith Police Station. This permanent recruitment and security clearance will enable the YJLD worker to enhance existing practice by regularly going into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

Further diversionary strategies are supported by our voluntary and community sector. ASE 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.

21. EDUCATION

In response to the ETE thematic and the inspection findings, the YJS have implemented a series of improvements in how we capture and monitor ETE performance data but also in how we share this information with partners to ensure scrutiny and accountability. As part of our governance to support ETE performance, additional reporting and oversight is led by the Operational Director for Education and SEND to ensure that all young people within the YJS cohort are being appropriately supported as learners both inside and outside of their learning environments. The EET sub-group reports into YCPP.

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



Commentary

Second quarter performance reduced from 90.0% to 58.3%. England and London rates are published on a cumulative basis over the year so only quarter one can be included on this graph for comparative purposes. The out-turn does 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.

Performance
Trajectory



Although there has been a change in the reporting requirements against ETE during 2023 the graph highlights a consistent recorded level of H&F children and young people being in suitable ETE at the close of their order/disposal in comparison to London and National rates. However, under the new KPI 2 measure – there appears to have been a decline in performance reflecting a 31.7% decrease. An explanation for this decline amounts to two distinct factors being re-offending and unsuccessful sustainment of destinations, meaning there was an identified destination, but the young person did not engage or was refused access. This resulted in their ETE status either being recorded as NEET or Missing from Education. Positively, this year we have also seen the lowest recorded numbers of statutory school aged children in Alternative Provisions (APs) in comparison to last year.

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?
- 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.

22. SERIOUS VIOLENCE, EXPLOITATION AND CONTEXTUAL SAFEGUARDING

Serious Violence and Exploitation

The YJS HoS is part of H&F's Serious Violence Duty Working Group, 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. This included the development of a Serious Violence Strategy and Strategic Needs Assessment, which was published on the council's website on 31 January 2024. Additional aims and objectives under the Serious Violence Duty involve:

- Developing a Strategic Needs Assessment for the most recent year.
- Developing and delivering the serious violence duty delivery plan.
- Overseeing serious violence duty funding, including authorising project spend and commissioning services for 2024/25.
- Reporting on progress to the CSP and present to CSP for approval/sign off (and other strategic boards, where applicable).

Gangs, Violence and Exploitation Unit (GVEU)

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

Last year there were over 5,000 offences relating to violence against the person, of which 67% were for violence without injury and 33% were for violence with injury. Violence Against the Person includes a range of offences from minor offences such as assault without injury or harassment, to more serious offences such as murder, ABH (actual bodily harm) and GBH (grievous bodily harm).

There has been a 7% increase in offences grouped under Violence without Injury over the last year, which is a statistically significant increase compared to the last 6 years and the number is above levels prior to the Covid-19 pandemic. Most of the offences are assault without injury, which also accounts for the majority of the increase in offences.

There has been a slight decrease in offences for younger people aged between 18 and 24 years, a 22% between 2018 and 2023. This could be both explained by either a reduction in criminal activity for this age group or a fall in the identification.

The Serious Violence Duty came into force on 31st January 2023 introduced by the Police, Crime, Sentencing and Court Act 2022. A detailed needs assessments as part of developing a strategy to reduce violence in the borough in the Summer of 2023.

There are 4 key offence groups which are included in this analysis, violence against the person with injury, violence against the person without injury, any offence flagged as domestic by the Police and Sexual Offences.

Offences involving violence with injury include Grievous Bodily Harm, Actual Bodily Harm and Attempted Murder, there has been a small increase since 2022 of 2% and is similar to volumes prior to the Covid-19 pandemic. There were no statistically significant higher or lower months within 2023 and followed the usual seasonal pattern over the last 6 years, where there are typically more offences in the summer months than winter.

The proportion of offences leading to injury has fallen, where in 2018 93% of offences involved injury to the victim whereas this was 81% in 2023. This is a similar picture of knife injury with 4.3% offences.

Achievements this year:

- White City Capacity Building project - Following a successful bid to the VRU the Unit received £90,000 in grant to deliver a project to build resilience to violence within a community. The area chosen for the project was White City. 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 sessions for parents / carers with a focus on building pride in the area that young people live in. The sessions focused on Parent/Carer relationships with their children and looked to build healthy relations between the two, these were supported by a guest speak who promoted self-worth, positivity and determination in our independent actions.

- The GVEU had successfully recruited a new post of Enforcement Officer that started in mid-September. This role allowed more of a focused effort on enforcement with the GVEU and on working with the police on CBO's, licence conditions, injunctions, closure orders, keeping track of arrests, charges and court dates. Following this, the GVEU have also successfully recruited to the post of Community Development Outreach Worker. As the unit expanded- we have recognised that there is a need for a bespoke role whose remit is to engage with the VCS to develop long term relationships with the GVEU, bring onboard new partners to collaborate on projects and listen to the community voice when progressing the work of the GVEU.

- The MyEnds Partnership Fund has been allocated to the GVEU to successfully deliver localised interventions in some of our key targeted areas incorporating the previously named Community Capacity Building Grant with the MyEnds strategic approach and intended outcomes. This will allow us to work once again in a chosen area that has been heavily affected by serious youth violence.

- The GVEU have further provided specialist support to young women and girls via the introduction of 1:1 outreach sessions in school settings. The young girls have been supported to engage in activities, tasks and discussions that open the key themes and promote learning in an informal way through sharing of peer experiences.

Through the multi-agency approach, partnership working is delivered with community organisations such as QPR. With this partnership, we work collaboratively with their young women and girls' exploitation worker who has been successful in offering further support through areas such as providing key opportunities for community engagement and diversion such as through training and voluntary work schemes. We have also developed a new cohort of young women and girls to engage in our long-standing Rebel Records Music Project that will provide access to the studio for the project to learn music production, writing skills and the basics of the music industry business.

- The GVEU have now been allocated with a Clinical Practitioner/ Child, Adolescent and Family Psychotherapist who is able to sit within the unit once a week to help assist on cases that require further trauma related work into the case of the young person.

Priorities for next year:

- To successfully implement the Violence Reduction Unit's My Ends Partnership Fund 23/24 to focus on another area in the borough (ie West Kensington, building on the learning to date from previous South Fulham and White City Capacity Building project.
- Work with our colleagues in the Community Safety Unit on initiatives following the implementation of the Serious Violence Duty.
- To further work with our Police colleagues on operational work and enforcement action.
- For Community Development Outreach Worker to continue working with new and upcoming services and organisations linked to serious youth violence.

Serious Violence Figures

Violence Against the Person includes a range of offences from minor offences such as assault without injury or harassment, to more serious offences such as murder, ABH (actual bodily harm) and GBH (grievous bodily harm). In 2023 there were over 5,000 offences relating to violence against the person, of which 67% were for violence without injury and 33% were for violence with injury.

There has been a 7% increase in offences grouped under Violence without Injury over the last year, which is a statistically significant increase compared to the last 6 years and the number is above levels prior to the Covid-19 pandemic. Most of the offences are assault without injury, which also accounts for the majority of the increase in offences.

For the offences grouped under Violence with Injury there has been a 2% increase from 2022 and the volume is similar prior to the Covid-19 pandemic.

Modern Slavery and Exploitation

H&F Council is fully committed to ending Modern Slavery and Exploitation (MSE) in all its form and in 2021 released its inaugural strategy. The strategy spans a five-year time frame and is split across four key objectives. These are to Identify Victims, Prevent Exploitation, Support Victims and, Bring Exploiters to Justice. In 2022 a full-time Ending MSE Coordinator joined the Community Safety Team to drive this work forward.

Since the publication of our MSE strategy over 650 council staff and local partner agencies have received training on 'Recognising', 'Responding' and 'Reporting' MSE concerns. Bespoke, child exploitation specific training is also provided and delivered each quarter to the Local Children Safeguarding Partnership (LSCP). In 2023, a bespoke child trafficking and exploitation session was delivered to and attended by all members of H&F Council GVEU and managers and practitioners from YJS.

All MSE training includes information on the council's 'Duty to Notify' under section 52 of the Modern Slavery Act 2015 whereby all children under the age of 18 must be referred into the National Referral Mechanism (NRM). The NRM is the national framework for identifying and providing tailored support to all individuals affected by Modern Slavery. All NRM referrals and decisions are managed by the Home Office, specifically the Single Competent Authority (SCA) and the Immigration Enforcement Competent Authority (IECA). In April 2024, an NRM young person's guide was created including information on the NRM process, the support offered and what to expect post 18. To support our children and young people who do not speak, read, and write English as a first language, these guides are available in six additional languages including Albanian, Arabic and Pashto.

The work and progress of the councils Ending MSE strategy is monitored by the MSE Operational Group where each year an annual action plan is created. For 24/25 a key action is to strengthen partnership working with policing colleagues to identify where the local authority can support with child exploitation specific operations such as Operation MakeSafe and CountyLines Intensification campaigns.

The MSE Operational Group is also used to share details of persons, locations, and behavioural trends of concern to ensure everyone in the partnership is sighted on persons who may be acting with intent to target, groom and exploit our young people and can work together to strategize target hardening and contextual safeguarding responses. This information is also disseminated and discussed at the Multi Agency Child Exploitation (MACE) Panel.

[Executive Summary: Ending Modern Slavery in Hammersmith & Fulham 2021-2026 \(lbhf.gov.uk\)](https://www.lbhf.gov.uk/2021-2026)

Contextual Safeguarding

Contextual Safeguarding seeks to intervene in the context in which harm – including Serious Youth Violence - has occurred. By sharing information on neighbourhoods or peer groups, through partnership work with the GVEU, peer mapping and joint work with colleagues in wider Children's services, and partnerships with the Voluntary and Community Sector, YJS practitioners have a better understanding of the context in which individual young people are offending (an ecological or Systemic approach). Through links with Community Safety/the GVEU who can deliver interventions within a neighbourhood (see the South Fulham project) or with a peer group where the harm has occurred (Detached Outreach with the Harrow Club; groups in schools), the YJS support an authentic Contextual safeguarding approach that seeks to change the context and not just the individual.

H&F Children's services has a Contextual Safeguarding coordinator who, along with the GVEU, runs EFH consultations jointly with the GVEU to offer practitioners guidance on assessment and intervention where EFH has occurred. Practitioners can be supported with mapping of young people, NRM referrals and referred to a variety of services available, including the GVEU or the VCS for mentoring services. The Contextual Safeguarding Coordinator attends the YWRP and OOC and acts as the Exploitation point of contact across Children's Services with links to the GVEU and Exploitation leads in neighbouring boroughs to ensure information that could protect young people is shared.

23. DETENTION IN POLICE CUSTODY

From 1/4/23 to 31/3/24, 21 young people from Hammersmith & Fulham were recorded as detained in custody overnight. This data was drawn from Dynamics a database system used by the 3-borough shared services EDT to record referrals and outcomes.

Usually, the data on children in custody held overnight is received from the Met Police Custody division 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.
- A further challenge is when there is a request for a secure placement a child remanded into custody by the police. There are no secure placements in London. Secure placements require senior management authorisation and are if available are outside of London. This can often mean it is not in the young person's best interest to be travelling to placement during times which they should be sleeping, especially if they have to return to the borough of arrest to attend court in the morning.
- 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.

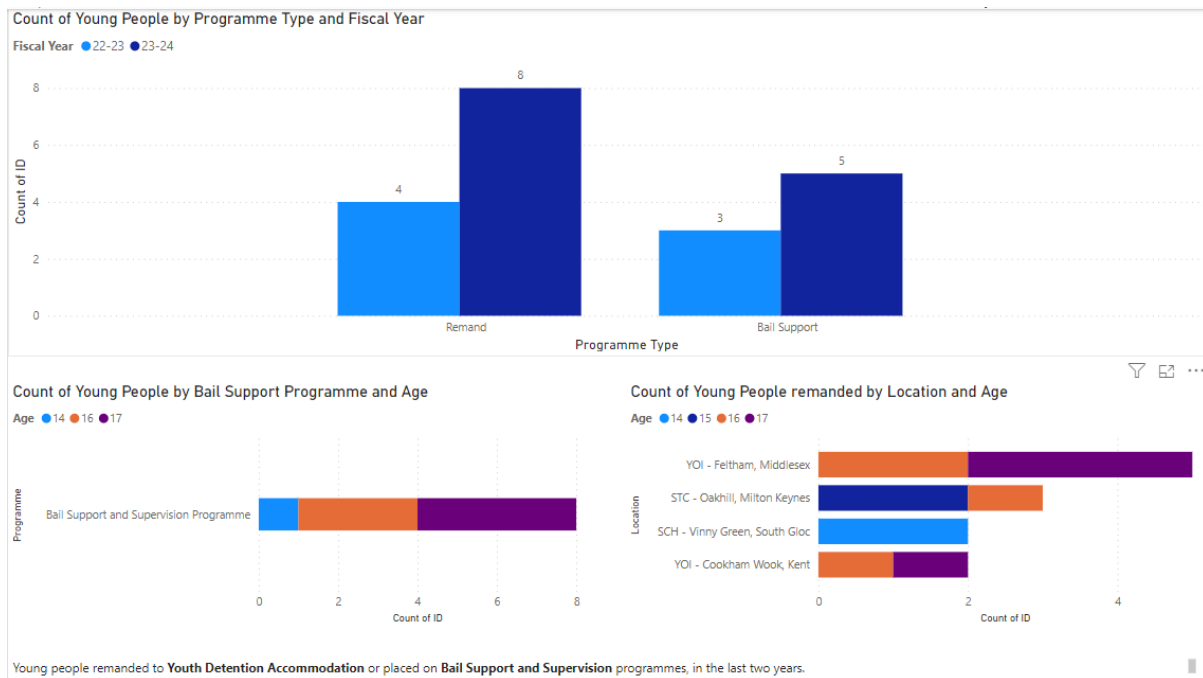
All identified issues are being addressed through work to improve communication with the custody officers on shift by the Emergency Duty Team (EDT) social workers, and regular meetings with YJS managers and CAIT for EDT adults and children's.

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/carers, extended family members, CYPS social worker, key worker/mentor are unable to attend as an appropriate adult, a YJS duty worker will attend.

24. 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.



25. USE OF CUSTODY AND CONSTRUCTIVE RESETTLEMENT

The London Borough of Hammersmith and Fulham (LBHF) saw an increase in the number of children being remanded in 2023. In Quarter 2 of 2023, 22.2% of the remand cohort were Children Looked After (CLA). These children are some of the most vulnerable in the borough and have experienced significant trauma and exploitation in their lives. A child charged with a(n) offence(s) will appear in court, and if not granted bail, they can be remanded to custody if criteria are met.

Alternatively, children can be remanded to local authority care, which is responsible for finding the most suitable placement. This may include remaining at home, with a relative, or being placed in foster care, a children's home, or supported accommodation. These children will become Children in Care if not already in care while they are on remand.

LBHF commissioned Richards Advisory Consultancy to complete a review of children remanded to understand this cohort better and explore whether the outcome of 'remand' could have been prevented.

The learning review was based on reviewing the relevant agency systems. It did not provide an opportunity for discussions among practitioners and key staff from across agencies and, most importantly, the children and their families. This is necessary for further exploration where there are gaps in records or missing documents to gain a greater understanding of the lived experiences of these children and their families. The review identified key learning for both single agencies and

for the development of partnership working from all services. The review revealed that all 10 children faced significant familial and educational challenges initially identified by the Contact and Assessment Service. These issues were addressed through pathway referrals to Early Help and escalated to Family Support Child Protection services after a notable period of closure from Family Support Services, preceding their involvement with the Youth Justice Service. 8 children were known prior to committing their first offence. The interval between the closure of Early Help services and the first entry into the Youth Justice system is crucial in this analysis. The review made six findings supported by 14 recommendations to make improvements to the use of custody and remands.

The YJS has a dedicated resettlement worker role (0.6 FTE) funded by MOPAC via the London Crime Prevention Fund 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 all young people transitioning to Probation.
- Maintains contact with families and supports the young people to have contact with their families.
- Supports the work of CYPS social workers around securing suitable accommodation on release for young people.
- Ensures all young people's resettlement plan are individualised, tailored to their specific needs and circumstances.
- Education, training, and employment- has undertaken training to become AQA Unit Award Scheme Co-Ordinator and the YJS is now a registered Training Centre. AQA Unit award schemes have been completed with young people in custody.
- Responsibility for co-ordinating services for and on, release, bail, Intensive Supervision and Surveillance and for children out of borough.
- Continues to offer support to any young person eligible for temporary release into the community, including assistance with obtaining identification, accessing healthcare and reconnecting with supportive social networks. Most CYP YDA'd receive short custodial sentences or the offences are

so serious that they are given lengthy sentences whereby they are 18 at point of sentence or turn 18 during the sentence and therefore they transition to Probation. Due to this there are very few, if any CYP who are eligible for Temporary release. However, where possible we will continue to maximise the use of temporary release.

The YJS wellbeing team are involved in constructive resettlement, Members of the Wellbeing Team will sometimes visit CYP in custody. The purpose of these visits can vary from supporting with resettlement planning and undertaking assessments. The YJS Wellbeing Team regularly liaise with staff in the secure estate including case managers, education staff and custody wellbeing teams. The Wellbeing Team have developed communication profiles for CYP in custody.

26. WORKING WITH FAMILIES

YJS is situated within the CYPS service alongside Contact and assessment, Early Help and family support and child protection. This allows for YJS to support the work of wider CYPS if they are working with a child, young person, family this worker is supported through joint supervision arrangements to ensure plans are aligned. YJS are also able to discuss with Early Help colleagues support for families where this is identified. The turnaround project has enabled YJS to provide bespoke and creative solutions and interventions to support families and this will be further embedded by YJS practitioners being based at 2 of the family hubs on a weekly basis providing a drop in for families concerned about their child's potential involvement in crime and ASB. The YJS will provide this service at the Family Hubs alongside GVEU.

27.SIGN OFF, SUBMISSION AND APPROVAL

Chair of YJS Board - name	Jacqui McShannon
Signature	
Date	

28.GLOSSARY

Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AP	Alternative Provision
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	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.
Child First	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
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social

Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and Health Care Plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
MSE	Modern Slavery and Exploitation: Modern slavery is defined as encompassing human trafficking and all forms of exploitation, involving coercive behaviour and exploitation. At Anti-Slavery International, modern slavery is defined as when an individual is exploited by others, for personal or commercial gain, and loses their freedom, whether tricked, coerced, or forced.
NRM	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
O OCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	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
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	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
YJS	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
YOI	Young offender institution