

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 15/09/2025

Subject: Youth Justice Plan 2025-26

Report of: Councillor Alex Sanderson, Deputy Leader

Report author: Alison Sabaroche, Head of Youth Justice Service and Early Help and Roisin Conroy, Commissioning & Transformation Lead

Responsible Director: Jacqui McShannon, Executive Director of People's Services

SUMMARY

Local authorities have a legal duty to produce an annual Youth Justice Plan that shows how they will provide and fund Youth Justice Services (YJSs) in their area, including outlining key priorities for the partnership over the coming year.

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.

RECOMMENDATIONS

1. That Cabinet endorses the contents of the report and attached Youth Justice Plan for approval by Full Council.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Ensuring the right support is provided led through a child first approach to prevent young people from getting involved in crime, empower them to escape the life crime cycle and enable them to avoid re-offending helps improve life chances and build shared prosperity for some of our most vulnerable residents.
Creating a compassionate council	Listening 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 allows us

	to ensure our action and Youth Justice offers are compassionate.
Doing things with local residents, not to them	The Youth Justice Plan has been developed in partnership and signed off by our Youth Crime Prevention Partnership, demonstrating our excellent partnerships and working relationships across the Council, statutory partners and range of community organisations. Our partnership places young people directly at the core of everything we do and is reflected in our Youth Crime Prevention Strategy and is interwoven throughout the Youth Justice Plan
Being ruthlessly financially efficient	There are no anticipated financial implications as a result of implementation of the strategy. The Youth Justice Plan outlined how we use our grant, partners contributions and available resources to deliver a range of services.
Taking pride in H&F	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 wellbeing of our young people. We are proud of our record of support and achievement, for example our outstanding service recognition. We are committed to continuous improvement within the Youth Justice Service.

Financial Impact

A budget of £1.485m will be invested in the delivery of the Council's Youth Justice Service's Plan for 2025/26. The funding sources are set out in the table below.

Youth Justice Grant	444,629
Public Health income	287,300
Engage Grant Funding	145,000
Turnaround Grant	70,299
MOPAC	45,000
National Probation Service	30,000
H&F Contribution	462,500
Total	1,484,728

In addition to the above funding, there are in-kind contributions from the Police (£100,000), Health (£110,000) and seconded staff.

There are other partner contributions and other services provided by the Council will also contribute to the delivery of the YJSP (most notably the work with communities of the Law Enforcement Team, Gangs Violence and Exploitation Unit).

Implications by Tony Burton, Head of Finance (Children's Services): 19th June 2025
Verified by: James Newman, AD Finance, 4 July 2025

Legal Implications

The Council has duties under sections 39 and 40 of the Crime and Disorder Act 1998 and paragraph 7(b) of Schedule 2 of the 1989 Act to take reasonable steps designed to encourage children and young people not to commit offences.

Contained within the 1998 Act are the statutory duties to submit an annual youth justice plan relating to the Council's provision of youth justice services and the youth justice partnership's responsibilities in producing a plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out how youth justice services in their area are to be provided and funded, how they will operate, and what functions will be carried out.

The proposals set out in this report will enable the Council to perform these duties.

The appropriate decision maker is the Full Council – see Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

Implications by: Angela Hogan, Chief Solicitor (Contracts and Procurement) 9th June 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. 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 wellbeing of our young people. Our Youth Justice Plan is based on the belief that if we are to reduce and prevent offending by 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.
2. There is an annual duty on the Youth Justice Partnership to submit a Youth Justice Plan (Appendix 1) which 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. This includes how Youth Justice services in their area are to be provided and funded, how they will operate, and what functions will be carried out.

3. The Plan reflects our wider vision for the Youth Justice Service (YJS) which is established 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.
4. The Youth Justice Plan has been developed in partnership through the Youth Crime Prevention Partnership and has been submitted to the Youth Justice Board with approval of the Board Chair, pending confirmation of sign off by Full Council at a later date due to the required deadlines for the return.

HIGHLIGHTS FROM THE PLAN

5. See below some highlights, picked out by the Youth Justice Head of Service, Alison Sabaroche. It should also be noted that Alison was awarded a Commendation at the prestigious Butler Trust Awards this year, for her commitment to improving the lives of our young people and their families.
6. The Youth Justice Plan goes into detail of the following highlights and numerous others, the following highlights are to demonstrate a sample of the Youth Justice Service's achievements this year.
7. Highlight One: Turnaround Outcomes

The Turnaround programme continues to deliver impressive results. Since its launch in February 2023, the programme has been successfully embedded within the Youth Justice Service (YJS), as noted in the 2024–25 YJS Plan. Over the past three financial years, the programme has supported 68 children and young people:

- 94% (64 out of 68) did not go on to reoffend.
- 4 reoffended:
- 3 received convictions.
- 1 received a youth caution.

This high non-reoffending rate is a strong indicator of the programme's effectiveness in early intervention and prevention.

As of 31st March 2025, 17 children and young people are still receiving support. These individuals are not yet included in reoffending statistics, as outcomes are measured only after support ends. Encouragingly, none of the 17 have reoffended while actively participating in Turnaround interventions. This suggests early signs of positive progress and highlights the impact of sustained support.

Looking ahead to Year 4, we see fresh opportunities to deepen our impact and continue changing the trajectory of children and young people through a strong focus on Prevention and Diversion.

Panel Members' Feedback

Key Strengths:

- Clear, detailed reports and prompt minutes with actionable outcomes.
- Strong multi-agency collaboration and consistent engagement.
- Valuable professional learning that enhances understanding of the cohort.

Voices from the Panel:

- "I find it interesting to understand our cohort better."
- "Very thorough – each child is spoken about in depth."
- "Good multi-agency engagement and participation."
- "Updates in advance would help inform contributions."

8. Highlight Two: Addressing Robbery Offences and Supporting Identity Development

As noted in the 2024–25 Youth Justice Plan, there has been an increase in robbery offences committed by children and young people. In response, colleagues in Community Safety have developed a robbery profile, which highlights an overrepresentation of black children and young people among those identified as perpetrators.

To address this, the Educational Psychologist and the Senior Practitioner leading on group work have collaborated to create an Identity Workbook. This resource is designed to be used with all children and young people who come into contact with the Youth Justice Service (YJS), with a particular focus on supporting black and mixed-heritage children and young people. The workbook aims to:

- Build on each young person's strengths and capacities.
- Support positive identity development.
- Encourage desistance from offending through reflective and empowering activities.

This initiative reflects our commitment to culturally responsive practice and early intervention that promotes positive outcomes for all children and young people.

9. Highlight Three: Celebrating Best Practice Through Referral Order Success

As part of its commitment to reflective practice, Children and Young People's Services (CYPS) conducts bi-annual Practice Weeks, during which senior leaders observe and audit practice across the service.

During the October 2024 Practice Week, a Referral Order Panel was observed. The case reviewed was highlighted as an example of best practice, with the panel described as a celebration of the young woman's success.

The young woman had received a 12-month Referral Order for grievous bodily harm (GBH), which she successfully completed in just six months. The auditor noted an impressive programme of support and interventions, which were:

- Delivered in a compassionate and culturally aware manner.
- Tailored to her individual needs and strengths.

Her achievements included:

- Completing all reparation and supervision hours.
- Participating in the Nourish Club, where she made bracelets for charity.
- Writing a letter of apology.
- Attending the West Zone Girls Group.
- Engaging with the Queens Park Rangers Education Advisor, leading to full-time employment.
- Participating in Your Choice and CAMHS interventions.

As a result of this journey, the young woman:

- Gained confidence and developed a stronger sense of identity.
- Articulated clear aspirations, expressing a desire to become a social worker in the future.

This case exemplifies the power of early intervention, tailored support, and restorative practice in transforming lives and fostering long-term positive outcomes.

OPTIONS APPRAISAL

Option 1 – Do nothing (not recommended)

10. This option would prevent submission of confirmation of Full Council approval of the Youth Justice Plan to the Youth Justice Board, resulting in a failure to satisfy the statutory duty incumbent on the Local Authority.

Option 2 – Confirm sign off of the Youth Justice Plan (recommended)

11. This option would give confirmation of sign off of the annual plan by Full Council, following initial approval by the Youth Crime Prevention Partnership Board Chair and submission to the Youth Justice Board in June 2025. Confirmation of the Youth Justice Plan would satisfy our statutory duties.

Reasons for Decision

12. Youth Justice Plans, in England only, must be signed off by the Full Council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'. There is a requirement on Youth Justice Services to publish their Youth Justice Plan in accordance with Section 40 of the Crime and Disorder Act 1998.

Equality Implications

13. A key objective of the Youth Justice Service, outlined in the Youth Justice Plan and Youth Crime Prevention Strategy, is tackling disproportionality across our Youth Crime Prevention Partnership. 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.

Risk Management Implications

14. There is a compliance risk (adherence to sections 39 and 40 of the Crime and Disorder Act 1998 and paragraph 7(b) of Schedule 2 of the 1989 Act) and resulting reputational risk that the deliverables and benefits of the plan are not delivered. It is therefore recommended that the Youth Justice Service (YJS) programme is tightly managed, with a focus on liaison with other participation authorities, defined deliverables, early warning and benefits tracking.

Implications by: Jules Binney, Risk and Assurance Manager: 9th June 2025

Climate and Ecological Emergency Implications

15. There are no identified climate implications.

Implications by: Charlotte Slaven, Head of Climate Strategy & Engagement, 17th June 2025

Consultation

16. The Youth Justice Plan has been developed in consultation with partners engaged with the Youth Crime Prevention Partnership. Through this partnership approach, the plan has been developed to reflect a shared understanding of data relating to this cohort of young people, delivery against the identified KPIs, challenges, concerns and mitigations, and supported by the development of an agreed action plan with defined leads, timescales and criteria for success.
17. The wider partnership is committed to a child first approach, which should steer intervention with all children to recognise the potential they each bring. Working in collaboration with the children and young people known to the YJS is central to the work of the partnership, ensuring 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 approach to youth voice is at the core of everything we do and is reflected in our Youth Crime Prevention Strategy. Evidencing this approach, the YCPP has nominated one of the board members to take on a Youth Voice Champion role, with the purpose of championing youth voice and engagement to ensure that the voice of young people is heard in relation to decisions being made that affect them. This commitment to youth voice is interwoven throughout the Youth Justice Plan, evidencing how youth voice has and continues to shape delivery.

List of Appendices

Appendix 1 – H&F Youth Justice Plan 2025-26