

Service	Youth Justice Service
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FOREWORD

As our part of statutory duties, we are proud to announce our Youth Justice Plan 2025–26. In Hammersmith & Fulham, our foremost commitment is to safeguard our communities and support our young people to flourish. We are dedicated to fostering a collaborative approach that brings together education, health services, the police, and the local authority. This partnership also includes the vital help of our voluntary and community sector, alongside residents, to promote the safety and well-being of children and young people.

Our Youth Justice Plan is grounded in the principle that reducing and preventing offending among children and young people requires timely, coordinated support. By delivering the right services at the right time, we aim to prevent harm, reduce youth crime, and protect children and young people from victimisation, ultimately improving outcomes for individuals and the wider community. This plan reflects our commitment to a victim-focused and child first approach, ensuring that both those affected by crime and those at risk of offending are supported with compassion, care, and accountability.

The Youth Crime Prevention Partnership (YCPP) continues to play a vital role in safeguarding young people, aligning with the council's overarching vision to build a stronger, safer, and kinder borough for everyone.

In March 2024, Ofsted awarded our Children's Services an 'Outstanding' rating, with the report published in May 2024 highlighting 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."

Our Youth Justice Service was also rated 'Outstanding' by HMIP in 2022, praised for its clear child-first and systemic approach to working with children and families. We place great value on the voices of children and families, regularly gathering feedback from young people, parents, and carers, and involving them in broader consultation efforts to shape and improve our services.



Councillor Alex Sanderson
Deputy Leader of the Council

A handwritten signature in black ink, appearing to be 'Alex Sanderson'.



Jacqui McShannon
Executive Director of People's Services

A handwritten signature in black ink, appearing to be 'Jacqui McShannon'.

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, attended the Butler Trust Awards 40th Anniversary as a Butler Trust Alumni to deliver a keynote speech.
- We continue to tackle Serious Violence as a partnership – developing creative strategies and solutions and securing additional investment in services.



Alison Sabaroche, H&F Youth Justice Head of Service delivering the keynote speech at the Butler Trust Awards 40th Anniversary as a Butler Trust Alumni.



Our Youth Justice Team at the All-Service Meeting, hosted at our Family Hub, Tudor Rose Centre



1.0 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

The mid-year estimate for 2023 suggests H&F is home to 31,788 children and young people under the age of 18. This is 17.1% of the total population and a notable reduction from 17.3% (-237 children) in 2022. The largest decrease was recorded in the 10-14 age group (-2.1%; -187 children). 23 out of 33 London boroughs have experienced the aged 0-17 decline between 2022 and 2023, with H&F having the 11th highest rank.

Children and young people from minority ethnic groups account for 64% of all children in the borough. This is a significant increase from the 2011 census. The largest minority ethnic groups in H&F are White Other (22%), Black Caribbean or African (12.3%) and Asian (10.5%).

28% of children under 18 are living in poverty. 1343 children and young people were identified as needing specialist support from the local authority on 31 March 2024. This is a small decrease from 1350 on 31 March 2023. Of this number 127 (rate of 40 per 10,000 children) children and young people were the subject of a child protection plan; a decrease of 6.6% from the year before; and 206 (65 per 10,000) children and young people were cared for children by the local authority; a decrease from 212 on 31 March 2023. 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.

1.1 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 Executive Director of People's Services and vice chaired by the Assistant Director for Community Safety, Resilience, and CCTV, 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 Council's 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 also Head of Early Help on an interim basis sits as part of the CYPS Departmental Leadership Team who report to the CYPS Operational Director. The YJS/EH Head of service attends the Local Safeguarding Partnership and the Community Safety Partnership. The Head of the YJS/EH sits on several strategic partnership panels and steering groups: Prevent Steering Group, Channel Panel, Modern Day Slavery and Exploitation Strategy Group, Serious Violence Duty Working Group, Tasking and Enforcement Group, Parent and Young People substance misuse forum.

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/EH managed by the Operational Director, in recognition that this cohort are children first and that their needs are responded to accordingly. Children known to the YJS benefit from the broader internal partnerships and opportunities that this structure creates. The interim joining of YJS/EH allows for even closer working relationships and an increased focus on Prevention, Early Intervention and Diversion of children from entering the youth justice system.

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.

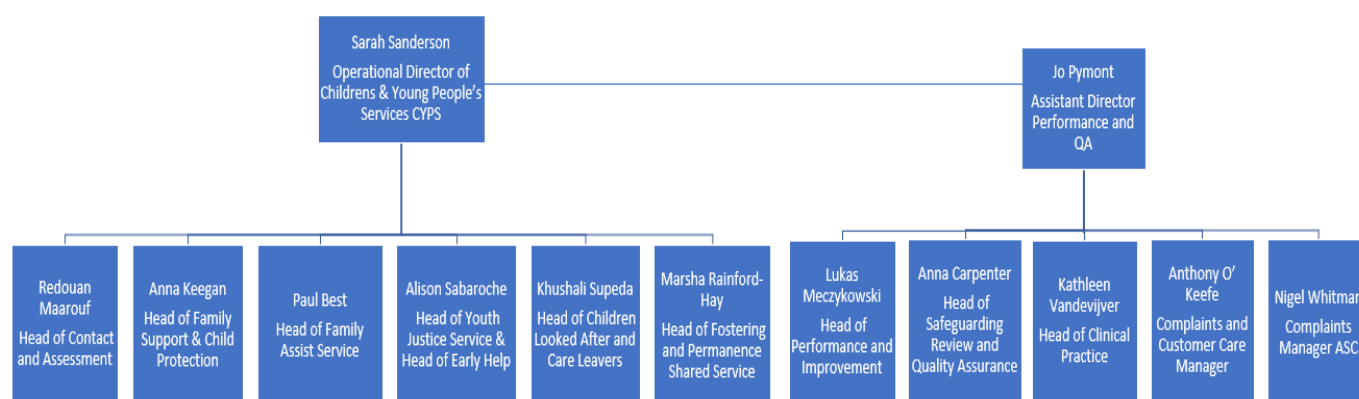
YJS management consists of a head of service; three deputy service managers; two senior practitioners, a restorative justice and inclusion lead, ENGAGE Lead and a turnaround lead project worker.

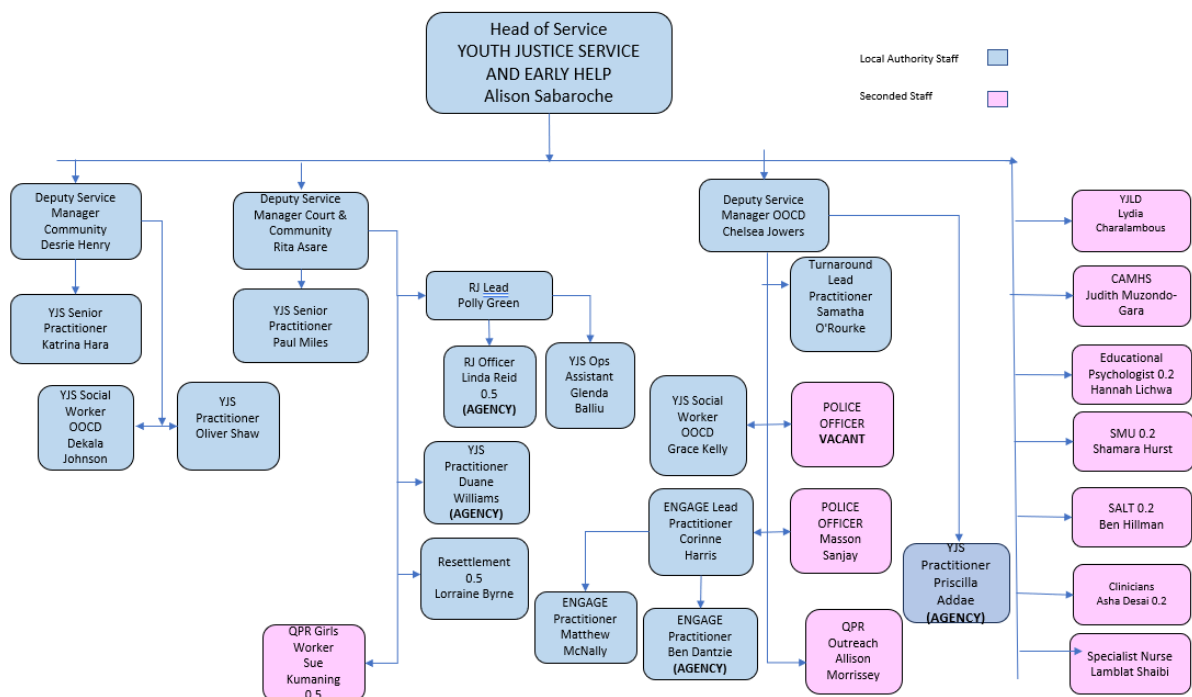
The service has three distinct teams-

- 1) Court and Community Team, including the restorative justice service.
- 2) Community Team
- 3) Out of Court Disposal team, which will be renamed Prevention and Diversion Team, reflecting the focus on prevention and early intervention with the success of Turnaround and ENGAGE programmes which this team also delivers.
- 4) 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. There is currently one seconded police officer who sits within the OOC team with Police colleagues seeking to recruit to fill a second police officer vacancy. There are currently two QPR outreach workers who are based within the community and court and OOC teams.

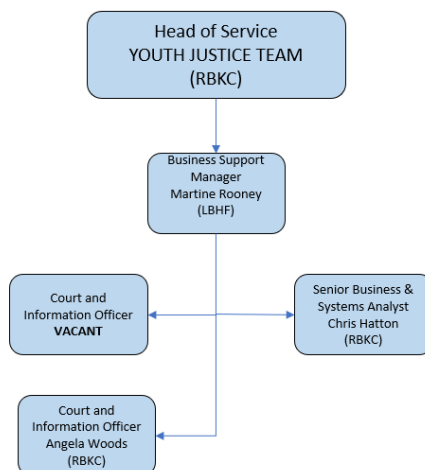
The service is diverse with regards to ethnicity, age, and skillset; the practitioners and senior practitioners are either social work or probation qualified. However, only 25 percent of staff are males.

The Service Structure is displayed in the below figures.





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.

Wipers 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. Wipers also deliver specialist mentoring across CYPS.

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 as part of Fulham Palace's get into gardening offer. Young people who show aptitude have the opportunity to undertake a paid employment/apprenticeship. More information is available here- [get into gardening video fulham palace gardens - Google Search](#).

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.

2.0 UPDATE ON THE PREVIOUS YEAR

This section comprises the Progress on priorities in previous plan, performance over the previous year, risks and issues.

2.1 PROGRESS ON PRIORITIES IN PREVIOUS PLAN

In our 2024-25 Youth Justice Plan our priorities were:

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.

2.2 PERFORMANCE OVER PREVIOUS YEAR

Supporting Young People to remain in the community (Minimising use of custody)		
Last Years Action	Current Progress	RAG
Joint working/outreach to OOB courts/YJS's Escalation/influence system.	0 Children were remanded to Youth Detention Accommodation (YDA) in OOB courts. YJS practitioners continue to attend OOB courts when aware H&F children are appearing, supporting YJS colleagues to challenge and affect change in decision making.	
Develop group work/bespoke intervention for Serious Youth Violence (SYV) offences – Embed delivery of robbery and one to one weapons awareness workbook.	Use of robbery and weapons awareness workbooks is well embedded within the service. Bespoke groupwork for Serious Violence offences still to be developed. Of 2024-25 reoffending cohort so far only 1 child has reoffended.	
Review use of Family Group Conferencing, including engagement with fathers, particularly black fathers.	There has been an increased capacity within the Family Group Conference (FGC) Team. FGCs profile across CYPS has risen with an additional focus on Safeguarding FGCs. DSMs continue to advocate for FGCs where appropriate in joint supervision with CYPS colleagues.	
Reduce disproportionality/ over representation		
Review impact of Unheard Gender Programme on YJS work/engagement of fathers	6-month review survey Practitioners indicated that they have a greater awareness of the importance of fathers in their children's lives. more acute awareness and more curious in	

	<p>general about where the father is and what their role is like. Discussions take place in supervision and in team meetings about fathers.</p>	
<p>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.</p>	<p>Whilst work is conducted within individual partner agencies the partnership has not yet come together to explore.</p> <p>This has been scoped for delivery for board development day in July 2025.</p>	
<p>Review of stop and search data for black and mixed heritage and other global majority groups to identify any themes.</p>	<p>Stop and search profile completed for the borough, with a profile developed for under 24's. Themes identified such as possession of cannabis and possession of weapons, addressed within Combatting Drugs Strategy and Serious violence working duty strategic assessment. Ongoing meetings between vice chair YCPP and Cllr with lead for Community Safety.</p>	
Prevention/Diversion (reduce 1 st time entrants)		
Last Years Action	Current Progress	RAG
<p>Embed Turnaround Programme in family hubs.</p> <p>Develop and embed Turnaround as business as usual.</p>	<p>Turnaround has been successfully embedded as business as usual. Over the 3 years of the programme 45 children have closed who received an intervention. 3 of those children reoffended a 7% reoffending rate. This demonstrates a significant impact. With a 1/3 of the YJS cohort being open on Turnaround.</p>	
<p>Develop and identify funding to ensure Turnaround sustainable post March 2025</p>	<p>MOJ have confirmed funding for Turnaround for 2025/26 although this has been reduced by 50%. ENGAGE has been successfully</p>	

Roll out delivery of ENGAGE across Hammersmith & Fulham. and Charing Cross Custody Suites.	rolled out across Central West BCU at Hammersmith and Charing Cross Custody Suites. ENGAGE has strengthened identification and referral to Turnaround as well as straight diversion activity.	
Keeping young people safe and secure, enabling them to thrive		
(Reduce re-offending)		
Last Years Action	Current Progress	RAG
Support YJS under 16s to remain/reintegrate to mainstream school.	Well-being Team continues to successfully support under 16's to remain/reintegrate into mainstream school with the numbers of children in alternative provision much reduced on 2023-24.	
Support YJS 16+ into suitable EET pathways.	This has remained challenging. The YJS 16+ cohort is most likely to be within a custodial setting and/or within the reoffending cohort, much more likely to have complex issues which make sustaining an educational or training placement much more difficult.	
Identify, assess, signpost/intervene health, and special education/additional needs.	The YJS well-being team continued to support children and practitioners to ensure needs identified and supported.	
Develop a girl's group.	Girls group delivered in conjunction with the GVEU. GVEU continues to offer a girls group Glow and Grow through My Ends funding.	
Refer for specialist mentoring support.	There continues to be a wide offer of specialist mentoring support particularly for Black and mixed heritage boys.	
Risk Outside the Home training.	Training was delivered and undertaken by the whole service.	

2.3 RISKS AND ISSUES

An emerging factor impacting the delivery of positive outcomes within YJS is the Code for Crown Prosecutors (CPS) has been updated alongside the NPCC update of the Child Gravity Matrix 2025, however whilst this has provided more guidance to police officers when considering out of court disposals/resolutions it has led to police officers referring more to CPS for consideration of an OOCR/R in the case of robbery offences and knife offences. This has led to an increase of children being referred to court for those offences and therefore less likely to receive an OOCR/R, even where the court may have referred (back to YJS) for consideration of an OOCR/R. This has meant that the first-time entrant rate is starting to rise as robbery and knife offences are amongst the top 3 offences committed by the cohort.

The YJS continues to make representations to CPS and remain in dialogue with CPS over each child who is referred back to CPS. This issue has also been raised at the London Heads of Youth Justice Services meeting held by the Youth Justice Board with the YJB Head of Oversight.

3.0 PLAN FOR THE FORTHCOMING YEAR

This section comprises, Child First, Resources and Services, Board development, workforce development, Evidence-based practice and innovation, evaluation, priorities for the coming year, standards for children and service development

3.1 CHILD FIRST

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 themes of the 2025 consultation were the level of satisfaction with our service and safety in the borough.

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



I felt I was always involved myself, as his mum.

I felt the service was clear on what was going to happen and how everything works.

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

This had never happened to me before; I had no idea. Our practitioner is a great guy, I am very happy with him, I am so glad that he is taking care of my son. I think he is very professional.

There is professional and empathic staff that provide support to families.

I like Hammersmith, it is a nice and relaxing we have a lot of nice things there. You can get a lot of support if you meet the right people at the right time.

There is support for the children and involving the myself and the rest of my children.

Previous consultation events/surveys have also 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 are continuing to work with the 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.

3.2 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 2024/25 Grant.

Youth Justice Service 2025/26

Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	517,000		47,700	564,700
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health		110,000		110,000
Police and Crime Commissioning	45,326			45,326
YJB Grant	432,629		12,000	444,629
Other QPR 1.5 fte / SMU 0.2fte		59,500		59,500
Turnaround	65,000		5,299	70,299
Engage	135,000		10,000	145,000
TOTAL	1,219,955	269,500	79,999	1,569,454

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 first 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.

3.3 BOARD DEVELOPMENT

The YCCP operates as the YJS management board and holds an annual board development workshop. In July 2024 the board development workshop was centred around the following:

- Review remand consultation and agree partnership actions
- Review progress against the 2023 workshop actions
- Review progress against 2023/24 YJ Action Plan

The table below captures the actions for the partnership arising from the board development workshop.

RECOMMENDATION	ACTION	LEAD AGENCY/PARTNER
<p>1. Review the Workforce Development to deliver training and workshops in understanding the cultural and safeguarding needs of black African and ethnic children at risk of offending to work with them and their families (East African and mixed heritage children).</p> <p>2. Commissioning of East African lead voluntary and community sector groups to deliver family support and mentoring to children.</p>	<p>CYPS/CS Commissioning to explore funding 3RD Sector Partners to deliver training and family support and mentoring interventions</p> <p>CYPS Performance and Improvement to develop Workforce training plan</p> <p>LSCP to develop training offer and identify how to monitor and target offer</p>	<p>CYPS Commissioning Workforce Development Safeguarding</p>
<p>3. Earlier identification for referrals to GEVU to be promoted within contact and assessment service as part</p>	<p>Exploration of automation of GVEU referrals</p>	<p>CSP GVEU</p>

of transfer to CIN services and to Early Help as step down offer, for more prevention and early intervention can take place with children and families at risk of serious youth violence and exploitation	Internal audit to test system post establishment of Weekly Exploitation/CSE drop-ins and consultation has been established by the Risk Outside the Home Co-ordinator	CYPS Safeguarding
4. Greater scrutiny of Mash screening tool for decision making for NFA of cases - to support increased earlier assessment/identification and interventions for families of children with earlier indicators of ACEs and SEND.	Stop and Search Safeguarding Pilot	Police Stop and Search Lead CYPS Safeguarding
5. Tracking and sharing information from LA education of children missing education or who have been missing, so early help referrals can be made for initial assessment to be completed to support prevention and Early intervention.	BI dashboard review	CYPS Operational director Education and SEND
6. Develop a working protocol between schools and YJ service to work collaboratively and preventatively to support children, a specific referral process via Turnaround for children who have SEND and are displaying offending behaviour.	Explore continuation development of existing models such as Thrive in schools Promotion/training of restorative approaches with schools	
7. Tracking and review of referrals alongside an escalation process made for NRM so timely interventions can be offered to safeguard	Referral numbers to come to YCPP Coproduction interviews	

escalation of serious youth crime and more children becoming victims.		
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The board development workshop is scheduled for July 2025 and will focus on the partnerships approach to anti racist practice.

3.4 WORKFORCE DEVELOPMENT

Youth Justice Service (YJS) workforce development and training activity over the past year, has reflected our continued commitment to staff development, systemic practice, and high-quality service delivery.

The YJS has maintained staffing stability, with all roles currently filled. Internal movement has supported the staffing of both the ENGAGE and Turnaround Projects, with several staff members achieving promotions through these transitions. This reflects our ongoing commitment to 'growing our own', exemplified by our Operations Assistant successfully completing the Youth Justice Effective Practice Certificate and being appointed to an ENGAGE Project Worker role.

Our annual skills and training audit, which includes seconded staff, has informed the training priorities for 2025–26. All practitioners and managers have access to YJB INSET training, which may be undertaken based on audit findings or appraisal outcomes. Staff are also encouraged to pursue training aligned with their professional interests.

Systemic practice remains a cornerstone of our approach. Over the past year, a Community Team practitioner and an OOCDC Team social worker completed the AFT-accredited 15-day systemic social work course. The OOCDC social worker (currently seconded as Turnaround Lead) will progress to the second year of the intermediate course this year. Additionally, Senior Practitioners from the Community and Court & Community Teams will undertake the Systemic Supervision Course, further embedding systemic principles in our relational, child-first practice.

To enhance our capacity in working with children who have displayed harmful sexual behaviour, the DSM and Senior Practitioners from the Court & Community and Community Teams completed AIM3 training. This equips them to conduct assessments and develop responsive safety and intervention plans using the AIM3 model.

Practice workshops continue to be delivered by DSMs, Senior Practitioners, and Leads for Turnaround, Restorative Justice, and Community Inclusion. These sessions address key practice areas and close the feedback loop from audits and youth justice standards self-assessments.

In the past year, the YJS has undertaken several whole service training sessions, including:

- Risk Outside the Home
- Talking Mats

- Understanding Justice Sensitivity
- Prevention and Diversion Assessment Tool
- Emotionally Based School Avoidance
- Use of Self

Monthly reflective team meetings, facilitated by systemic family therapists, provide a space for case reflection and team-wide discussions. These have included reflections on the national disorder last year and other significant incidents.

YJS staff also benefit from access to CYPS's Clinical Practice Team workshops on vicarious trauma, resilience, and self/collective care. These participatory sessions support individual and team wellbeing, which is vital for sustaining our work. Staff are also encouraged to take two well-being days per month in recognition of the demands of their roles.

Looking ahead, the service will undertake whole-service Trauma-Informed Training to refresh our approach, alongside training on online harm and safety (again) in response to the evolving digital landscape. Additionally, the Turnaround Lead will undertake the Unitas **Child First Effective Practice Award**, further enhancing our commitment to child-first principles in practice.

3.5 EVIDENCE- BASED PRACTICE AND INNOVATION

The H&F YJS has focused group work, specialist interventions this year on developing resources to help tackle weapons awareness, the sudden increase in robberies, and disproportionality. These topics and the innovative interventions used are explained below.

Weapons awareness, group work is a traditional intervention usually conducted by the YJS with support of the GVEU. It was becoming difficult to collate a cohort due to children either being co-defendants or rival peers. Therefore, YJS senior practitioner devised an 8-session workbook to complete 1:1 between practitioners and children in supervision sessions in mid-2024. Every young person/child who has been convicted of an offence or carrying/using a weapon or bladed article should complete this workbook as part of their intervention goal. To date we can confirm that the weapons awareness workbook has been used by practitioners since its implementation and feedback received from colleagues at H&F has confirmed that it has had a positive impact on how we raise awareness of the subject with both children/young people and their parents.

The YJS has seen a sudden and increasing number of children and young people being convicted of Robbery offences, H&F YJS senior practitioner as well as other senior practitioners from other boroughs completed a robbery workbook to use within their service as a part of Intervention work. This was completed towards the end of 2024. To date we can confirm that the Robbery workbook has been used by practitioners since its implementation and feedback received from colleagues at H&F has confirmed that it has had a positive impact on how we promote safety and

prevention of such offences in the community with both children/young people and their parents.

The YJS cohort reflects a high level of disproportionality when it comes to the ethnicity of the children and young people we work with. As a diverse YJS workforce we understand the significance of children and young people forming and exploring their individual identities in order for them to make sense of the world they live in. Therefore, YJS senior practitioner and educational psychologist completed an Identity workbook in March 2025. A workshop on how to use the workbook will be completed in April 2025 and from then YJS practitioners can use this within intervention sessions with their young people/children. All practitioners are expected to complete this workbook as part of their young person/child's goals and particularly at the beginning of the intervention, so a practitioner is aware on how best to support a young person/child based on their identities e.g. disabilities, spoken language etc.

3.6 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.

4.0 PRIORITIES FOR THE COMING YEAR

This section comprises standards for children and service development.

4.1 STANDARDS FOR CHILDREN

Youth Justice Service Activity in Practice Week October 2024

Four Observations	Highbury Youth Court	Referral Order Panel
Referral Order Panel Volunteer Training	Direct Work – Your Choice Intervention	We could not do audits because YJS was transitioning to its new recording system.

Highbury Youth Court

The Youth Court Team consists of a Lead Court Officer and the team of three Youth Justice Service practitioners from the three boroughs (shared court day).

We have gathered reflections after observations of the court process:

- The YJS team was very professional unit, well organized and led, and worked collaboratively together.
- Careful preparation time before court, reviewing the list and the flexible team-work during court sitting.
- Accurate recording by YJS staff on the national database - important for follow up/children aware of appointments.
- Supported the bench and decision making by explaining the family circumstances and any changes, the work completed, the maturity/attitude of the child, and the impact of coming to court etc.
- Negotiation with solicitors – providing the s10 form.

Highlighted Themes for the Youth Justice Service

Taking a Child First Approach was central to the entire Youth Court system; dealing with children before they are 18 and using this time for programmes of support and the right interventions is crucial to its success.

The Youth Justice Service meet with the Police Liaison and officer and carry out an inspection of detention cells, ensuring the welfare of children held overnight. The team also check that children have legal representation present and know how to access and navigate this process.

The team also meet with parents in the public waiting area and provide them with information and guidance at the end of court proceedings. The H&F YJS team also liaise with other YJS teams to assist with bail packages – ensuring we provide a flexible and child focused service.

We ensure that the courts have all the information available to get the best outcome for the child – this is a process the child is involved in, with the team checking that their rights are being upheld, and interpreters are present if necessary. Magistrates will also see the children from cells first.

Disproportionality and Additional Needs

The majority of children held on the list were black males. There are intersection presentation with:

- Diagnosed or outstanding assessments for learning needs, Autism Spectrum Disorder and Attention Deficit Hyperactivity Disorder.
- Children who are vulnerable to exploitation – possession of drugs/carrying knives for self-protection.
- Adulthood - most children were 17 and developmentally in a transition phase. There was reflection on their unmet needs and levels of maturity in the court, in terms of outcomes.

The observation supported the pattern of increase in more serious offences for First Time Entrants (FTE) – specifically of class A drugs/weapons. Referral Orders were given.

Referral Order Panel – An Example of Early Revocation

This case is an example of best practice – the panel acted as a celebration of her success. The young woman had a 12-month Referral Order for GBH – this was completed in 6 months. There was an impressive programme of effective support and interventions in place, which were “delivered in a compassionate manner” and “culturally aware”.

The young woman in question had completed all reparation and supervision hours. This included attending the Nourish Club where she made bracelets for charity, writing a written letter of apology, attending the West Zone Girls Group. She also utilised the Queens Park Rangers Education Advisor and is now in full-time employment. She engaged in Your Choice and CAMHS interventions, and after completing this the young woman *“gained in confidence and developed a greater sense of identity through the process. She has clear aspirations and has expressed a desire to be a social worker in the future”*.

Restorative Justice Team – Referral Order Panel Volunteer Training

The Youth Justice Service continually exhibits commitment to engaging with volunteers – these are *concerned members of the public who have a desire to supporting children involved in Youth Justice*. The training we offer is flexible and offered at the weekend and in the evenings to accommodate volunteer schedules.

The theme of the training was ‘Child First – seeing the child’. This was a creative session that used a video about the Youth Justice Board Childre First Self-Assessment tool. Our Restorative Justice Lead invited volunteers to use the assessment tool to benchmark the Referral Order panel practice. This included methods of involving children and partners, particularly the police. The session also introduced ideas about curiosity, how to stay child focussed, how to build rapport and ask questions of children, how to align with parents. It also looked at unpicking unconscious bias, confidentiality, language. Attendees were asked to read reports about the offence and then see the child in panel – this can give panel members a different view/feeling for the child. We have a particularly diverse group of volunteers; our Restorative Approaches lead ensures that we create a safe space for volunteers to share their different experiences/ideas openly and listen to others.

Reparations Direct Work – Your Choice Interventions Example

A child was on a Referral order and the Your Choice programme was part of his reparations. He was accompanied by a Restorative justice worker to his Boxing gym for a one-to-one session with his coach. He discussed his goals which included getting fitter, stronger and eating more healthy foods. He was highly motivated, whilst studying for his A Levels he was also working as a Person Trainer at the weekends.

He reflected on how the programme had supported the development of his sense of identity and how this transferred to other parts of his life. He concluded that he had developed a strong relationship with the boxing coach and RJ worker – both provided a good balance of challenge and support. The benefits of Your Choice are that *“Young person receives intensive support, engages in an activity of their own choosing to develop confidence, motivation and self-esteem.”*

Next Steps and Recommendations

We are re-circulating the YJS/SW team Referral Pathway to ensure YJS is aware that young people have been arrested and may attend court (2 H&F boys were added to the list – but no information). We are also planning future auditing work of with YJS and the Front Door. We will strengthen communication and the offers of early intervention and preventive programmes and embed the YJS Referral Pathway.

We are going to roll out training on adultification to partner agencies, including the police, health staff and A&E to strengthen their child first approach. We will also introduce peer mentoring – using the positive experiences of YJS to motivate other young people in similar situations. Finally, we will further share the Child First RO Panel assessment.

4.2 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 will success look like
Intervening early to reduce first time entrants	<ul style="list-style-type: none"> *Rename OOCd Team to Prevention and Diversion team in recognition of the focus on early intervention of this team. *Rename OOCd to Out of Court Resolutions (OOCR) *Increase offer of Turnaround as per expanded criteria from MOJ *Embed use of mandatory YJB Prevention, Diversion and Assessment Tool (PDAT) 	DSM Prevention & Diversion Turnaround Lead Head of YJS/EH	December 2025	<ul style="list-style-type: none"> *Increased numbers of children accessing turnaround *Increase in children diverted from YJS *Reduction in OOCR *Reduction in FTE
	<ul style="list-style-type: none"> *Increase diversion intervention offers for ENGAGE cohort *Implement learning from Stop & Search Pilot including strengthening links with MASH to divert children at the earliest opportunity *Embed Children's social care reforms 	DSM Prevention & Diversion ENGAGE Lead Head of YJS/EH CYPS	March 2026	<ul style="list-style-type: none"> *Increase in numbers of children diverted/referred to Turnaround Program *Reduction in OOCR *Reduction in FTE

Reducing Disproportionality	<p>*Black and Mixed-heritage boys are overrepresented in stop and search in H&F, implement learning from Stop & Search Pilot including strengthening links with MASH to divert black and mixed heritage boys particularly from YJS at the earliest opportunity</p>	<p>YJS DSM's Head of YJS/EH CYPS</p>	<p>March 2026</p>	<p>*Increase in black and mixed heritage boys diverted from YJS *Increase in black and mixed heritage boys accessing Turnaround</p>
	<p>*Black and mixed heritage boys are overrepresented in stop and search in H&F and higher than the London rate for overrepresentation. Work with police colleagues to implement recommendations from Racial Disproportionality Youth Endowment Fund Around intelligence led stop and search and hotspots and problem orientated policing. Reviewing and monitoring the</p>	<p>YCPP Police Rep AD Community Safety Resilience and CCTV & Vice Chair YCPP Head of YJS/EH Cllr Harvey</p>	<p>March 2026</p>	<p>*Reduction in stop and search of black children *Increase in police positive outcome rate for stop and search of black children *Reduction in the numbers of black and mixed heritage boys entering the YJS</p>

	policing of black and mixed heritage children particularly boys at YCPP/CSP			
	*Continue to deliver culturally appropriate interventions such as Ether Programme and mentoring	Senior Practitioner Community Team DSM Community Team	December 2025 & ongoing	*Increase in black and mixed heritage boys accessing interventions *Reduction in reoffending by black and mixed heritage boys undertaking the programmes
	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	December 2025	Delivery of Exploring Decision Making in Anti-Racist Organisations to YCPP and attendance by Senior Leaders from CYPS, Police, Probation & Health
Supporting Young People to remain in the community, minimising use of custody	*Embed youth remand concordat, reviewing YCPP practice in relation to remand concordat . The concordat brings together learning from the MOJ Review of Custodial Remand for Children (2022)	YCPP Police Representative YCPP vice chair Operational Director of CYPS DSM Court & Community Team Senior Practitioner Court &	March 2026	*Reduction in children kept overnight in police custody *Reduction in children remanded/sentenced to custody

	and the HMIP Joint Thematic Inspection of Work with Children Subject to Remand in Youth Detention Accommodation (2023), both of which highlighted the importance of partnership working between relevant agencies to support children in the remand process.	Community Team Resettlement worker		
	*Join London Accommodation Pathfinder (LAP) either as a partner or spot purchase. LAP offers a robust community alternative to custody for children who may otherwise be remanded or sentenced to custody	HoS YJS/EH Children's Commissioning Operational Director CYPS - Vice Chair YCPP	September 2025	*Reduction in children remanded/sentenced to custody
	*Continue to attend OOB courts to support H&F children	DSM Court & Community Team, Senior Practitioner Court & Community Team	March 2026	*Improved outcomes for H&F children who appear in OOB courts *Continued reduction in H&F children remanded into custody at OOB courts
Keeping young people safe and secure in the community,	*Undertake whole service trauma informed training.	YJS	September 2025	*Increased engagement of children with complex and

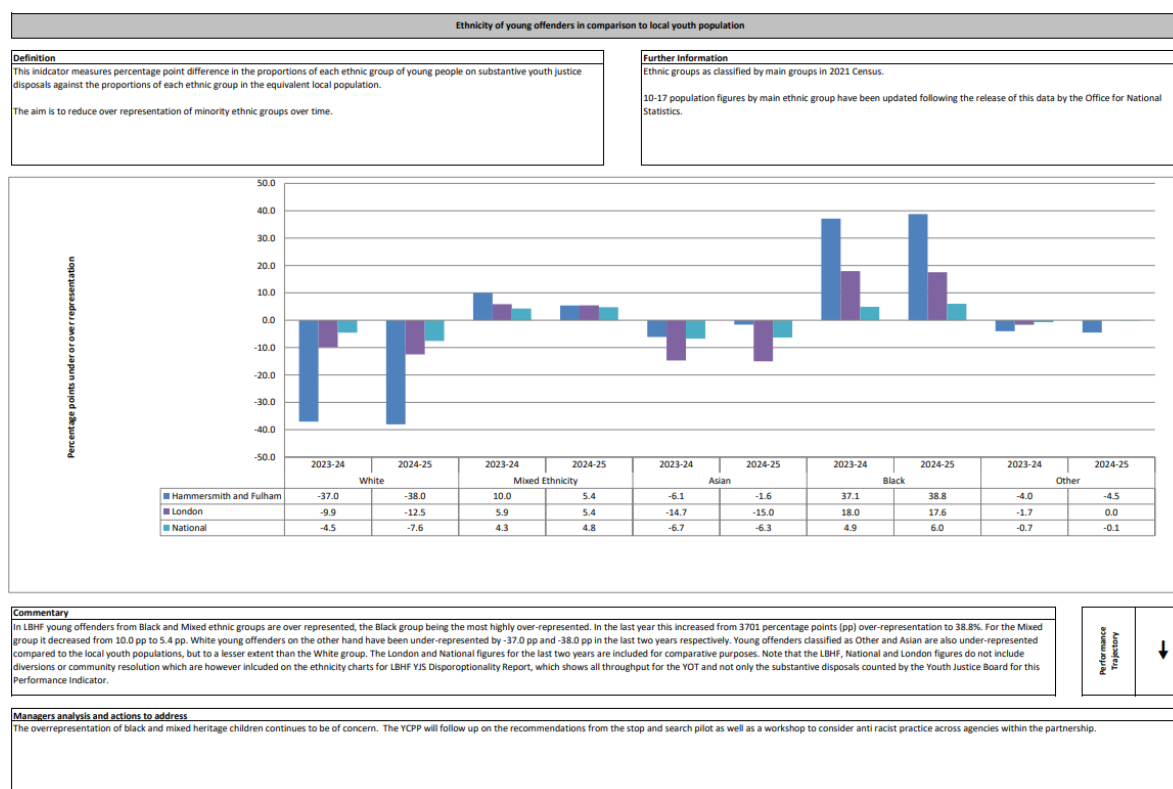
enabling them to thrive and reducing re-offending.	Refresh and update training for whole staff group on understanding trauma approaches and trauma in children			intersecting needs and increased/refreshed practitioner understanding of the impacts of trauma
	*Knife enabled crime Virtual Reality group work	YJS Senior Practitioner Community Team, Early Help Team Manager	September 2025	*Reduction in reoffending with a knife or knife enabled crime
	*Robbery profile completed for H&F shows in 2023-24 25% robbery suspects are under 18 and 49% of all robbery suspects were black. Numbers of children entering YJS for commission of robbery offences has remained consistent over the last few years but significantly reduced on 2019-20 figure. An identity booklet will be rolled out to all children within YJS but specifically aimed at black and mixed heritage children to facilitate building a pro social identity	Senior Practitioner Community Team	September 2025	*Reduction in black and mixed heritage children reoffending

	*Therapeutic approaches can reduce violence. All children in the YJS receive screening to identify their specific needs, capacities, and rights, and to ensure that all work with children is developmentally informed and child focused.	YJS well-being team	March 2026	*Reduction in reoffending with a violent offence
	*The Victim & Prisoner's Act 2024, came into force in March 2025 strengthening victims rights, making it clear victims should receive their rights under the Victims code of Practice 2020. Victims and RJ practice and policy will be reviewed, audited and refreshed to ensure practice is victim and child first focussed.	HoS, DSM's, RJ Lead, RJ Practitioner	October 2025	Increase in victim engagement

5.0 NATIONAL PRIORITY AREAS

This section comprises, children from groups which are overrepresented, policing, prevention, diversion, education, restorative approaches and victims, serious violence and Risk Outside the Home, detention in police custody, remands, use of custody and constructive resettlement, and working with families.

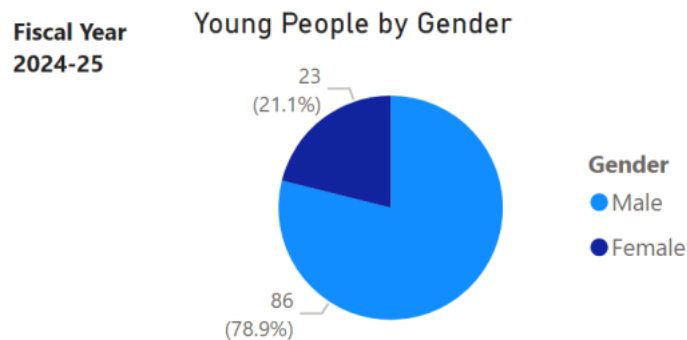
5.1 CHILDREN FROM GROUPS WHICH ARE OVERREPRESENTED



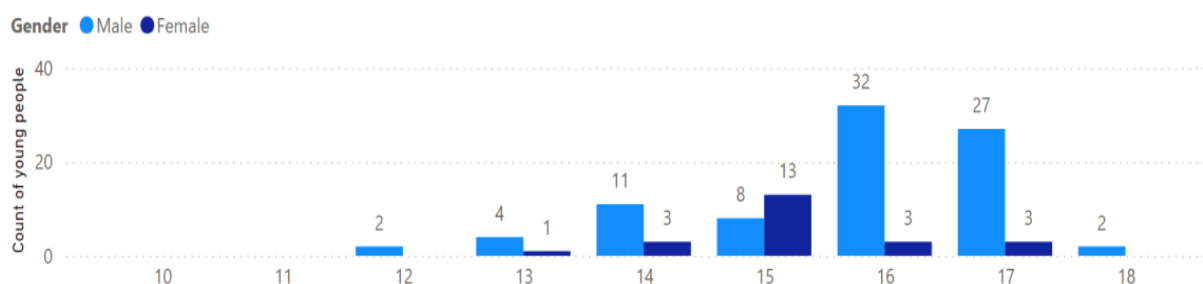
Despite local actions to address disproportionality/overrepresentation black and global majority groups continue to be over-represented, with the over representation of black children increasing to 38.8% with a decrease for mixed heritage children from 10.0 to 5.4%. Other children from other global majority backgrounds are also under-represented compared to the local youth populations.

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.
- Specialist Mentoring Provision from Wipers, ASE and BE Inspired
- Work on Identity
- Policing of Black and mixed heritage children



Young People by Age and Gender



The number of girls increased in 2024-25 from 15 (17.2%) in 2023-24 to 23 (21.1%). The YJS continues to have a seconded 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. In addition, the GVEU as part of the MyENDS programme offers a specific programme to girls which YJS can access.

5.2 POLICING

Update Provided by Craig Knight, Superintendent for Hammersmith & Fulham.

The police are responding to young people within the criminal justice system with increased awareness and understanding, recognising the child first strategy and ensuring victims, offenders, or witnesses are treated in accordance with their individual needs.

The Police acknowledge the ongoing issues associated with disproportionality in the system and are working alongside partners, the LA and MOPAC to build increased awareness with our officers and staff of the issues faced and react appropriately. The stop and search review, jointly conducted with the local authority has already yielded some excellent early success. The recent release of the London stop and search charter is a recent positive step in rebuilding the trust lost in young people in the use of stop and search as a tool to prevent violence against them.

The Police continue to enjoy excellent partnership relationships with the Local Authority of Hammersmith and Fulham and remain embedded within the relevant boards to improve joint services to young people.

The New Met for London Plan has continued to be rolled out. Police now embed youth intervention at Ward and Borough level with Schools and Youth Specialist Dedicated Ward Officers. This focuses the youth intervention on the neighbourhoods themselves, rather than simply within schools, and broadens the work of these officers to provide stronger emphasis on young person's safety and security in their communities.

The Police will continue to contribute to the work of the Youth justice plan throughout 2025-2026.

5.3 PREVENTION

Please see below details of our early and targeted prevention work with children and their families.

5.4 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

Additional specialist mentoring services that offer targeted 1:1 intervention for young people at risk of offending and exploitation are also available via Early Help and the Youth Justice Service. These are provided by VCS organisations including Wipers, Be Inspired and QPR. These organisations can also introduce their mentees to additional groups and activities they operate in H&F, including the Ether programme and careers taster days (Wipers), boxing sessions (Be Inspired) and football and employment, education and training programmes (QPR).

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.

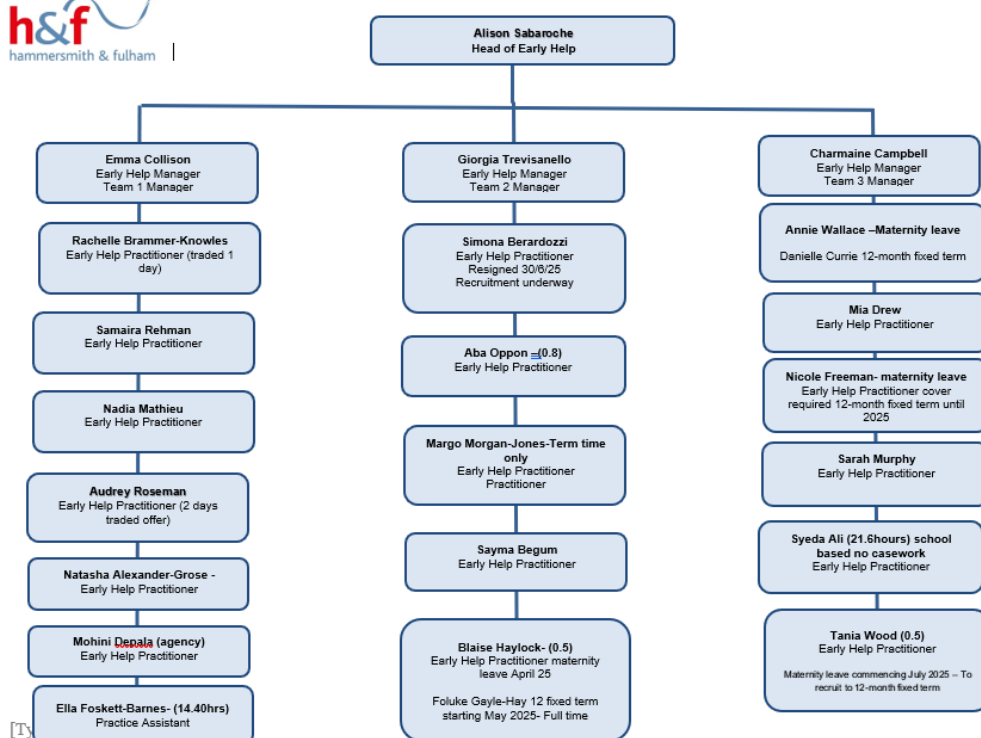
We have some great activities that we run both in holiday's and during term time from cinema trips, indoor golf, GoApe, sports day to KidZania and some science workshops with the Royal institution and cooking classes. YJS can again liaise with Early Help to agree best way forward. YJS will be encouraged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

The Violence Intervention Project (VIP)

The VIP (the Violence Intervention Project) offers therapeutic outreach to an older cohort of young people affected by Serious youth violence, using the AMBIT model. Working closely also with the GVEU, they provide 1:1 support to a small number of young people and adults and can continue to work with individuals even when they move out of the borough.

Early Help Staff Structure

Please see the diagram below for the 2025 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.

5.5 DIVERSION

At Hammersmith and Fulham Youth Justice Service, we are fully committed to embedding the Child First approach across all areas of our work. This framework underpins everything we do by placing children's rights, strengths, and needs at the heart of our prevention and diversion offer. We see each child as children, whilst focusing on their interests, strengths and their potential, rather than their behaviour or circumstances.

The Child First approach is not just a principle, it's the foundation of how we operate as a Youth Justice Service. We align our practice with the six key tenets outlined by the Youth Justice Board.

1. Prioritise the best interests of children, recognising their needs, capacities, rights and potential

We recognise each child as an individual, not defined by their offence. Our assessments, planning, and interventions are designed to be systemic, holistic, strengths-based and rooted in a deep understanding of children's lived experiences. Our multidisciplinary team benefits from a comprehensive Health and Wellbeing Team which enables us to identify and meet unmet needs that may sit behind behaviour, including trauma, neurodiversity, speech and language needs, and mental health challenges at the earliest opportunity.

2. Build on children's individual strengths and capabilities as a means of developing a pro-social identity for sustainable desistance, promoting positive child outcomes.

We focus on identifying what's strong, not just what's wrong. Through partnerships like QPR's mentoring and community outreach, and tailored work with specialist workers and practitioners, we help children rediscover purpose, interests and aspirations. We support them in building positive narratives about themselves and their futures.

3. Encourage children's active participation, engagement and wider social inclusion.

We co-create plans with children and their families, ensuring their voice shapes the support they receive. We actively involve them in decision-making processes, from assessments to intervention planning. We also help them re-engage in education, training, employment and pro-social peer networks, supporting wider inclusion and belonging.

4. Promote diversion.

We're committed to keeping children out of the criminal justice system wherever it is safe and appropriate to do so. Our partnership with the police, early help, and children and young people services ensures robust pre-court pathways. We deliver the Turnaround Project, working with children on the edge of offending and offering voluntary, early support. We also support the Engage Project, where Engage practitioners offer support at Hammersmith and Charing Cross custody suites during key 'reachable moments.'

5. Promote the importance of relationship-based practice.

Strong, trusting relationships are at the heart of everything we do. We prioritise consistency, empathy and collaboration. Whether it's through our practitioners, specialists, mentors or health and systemic therapist, we know that positive relationships are key to engagement, safety, and long-term change.

6. Encourage and support children to navigate positive constructive life journeys.

Our role is not just to supervise or enforce, but to guide and walk alongside children as they move forward. We connect them with opportunities, remove barriers, and offer support that enables them to achieve their potential whether that's through positive activities, education, employment, creativity, or stable family life.

We've embedded this philosophy in multiple ways. For instance, our Health and Wellbeing Team, made up of speech and language therapists, educational psychologists, CAMHS workers, family therapists and a school nurse, provides a wraparound, multidisciplinary response to the complex needs of children encountering our service. This ensures that we're not just responding to the behaviour but understanding and addressing the underlying causes.

Our commitment to early intervention is reflected in our support of the Engage Project, now operating out of Hammersmith and Charing Cross police stations. This initiative places trained Engage practitioners directly in custody suites, where they engage with children at crucial 'reachable moments' following arrest. The engage practitioners work independently from the police and focus on building trust, offering immediate emotional support and connecting young people with services that can help them move forward positively.

Following on from that, we also deliver the Turnaround Project, which offers voluntary support to children on the periphery of offending. This early intervention initiative, funded by the Ministry of Justice, allows us to work with children before they reach statutory thresholds. It's designed to be flexible and responsive, allowing us to co-create tailored support plans with each young person, addressing issues such as education, emotional wellbeing, family relationships, and access to positive activities. The goal is to strengthen protective factors and reduce the likelihood of future offending.

We also work in close partnership with QPR's community outreach team, who deliver mentoring, sports, music, and engagement activities, helping to inspire young people and foster positive identity development. 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.

All of this reflects our broader ambition: to respond to the child behind the behaviour, to understand their story, and to work alongside them and their families to create real, sustainable change. For us, Child First isn't just a framework, it's the foundation of our culture and our practice. It guides how we think, how we plan, and how we support children to move forward with hope and opportunity.

Out of Court Disposals and Panel Process

Our commitment to diversion is supported by a robust and collaborative Out of Court Disposal (OOC) Panel. The panel brings together representatives from the YJS, Metropolitan Police, and partner agencies to review cases and agree proportionate, child-centred outcomes that avoid unnecessary escalation into the formal youth justice system.

We take a holistic and systemic view of each child, considering the child's background, needs, strengths, and the context of the offence. Restorative principles underpin our approach, ensuring the victims needs and wishes are heard. Also, whilst ensuring accountability and reparation where appropriate, while also promoting learning and positive change. Wherever possible, we offer tailored interventions through community resolutions, triages, youth cautions, or youth conditional cautions that are meaningful and rehabilitative rather than punitive.

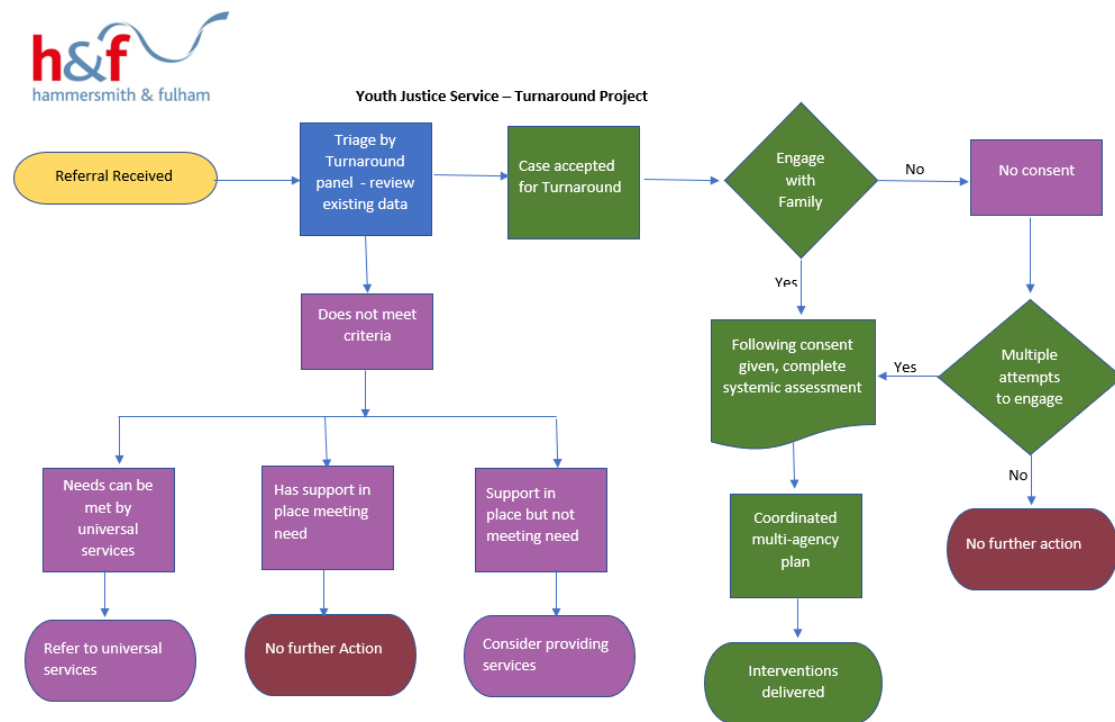
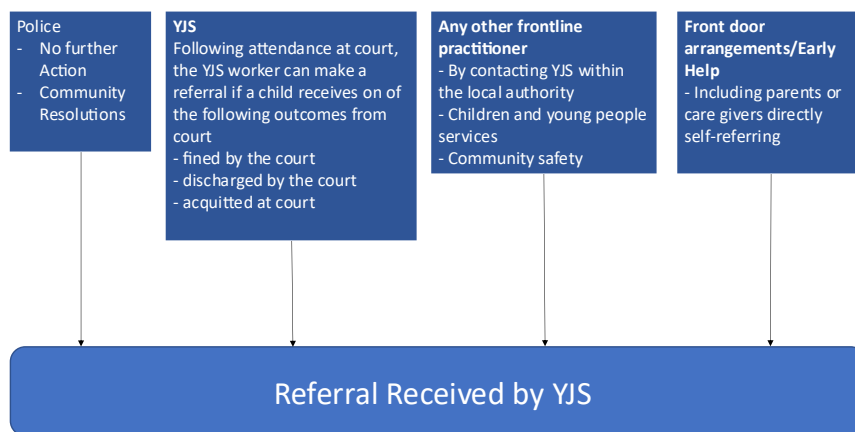
We place great emphasis on timely intervention. The panel meets regularly, and decisions are made swiftly to ensure that responses remain relevant and impactful for the child involved. We also ensure that the child and their family are kept fully informed and engaged in the process.

Turnaround Panel

In addition to our formal OOC process, we operate a dedicated Turnaround Panel as part of our delivery of the national Turnaround Project. This panel focuses specifically on children who are at risk of entering the criminal justice system but do not yet meet the threshold for statutory intervention.

Referrals come from a range of partners including police, court, early help, and children and young people's services. The panel provides a space to explore concerns collaboratively and identify the most appropriate voluntary support pathways. We ensure each decision is child-focused, taking into account individual vulnerabilities, risks, and protective factors.

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.



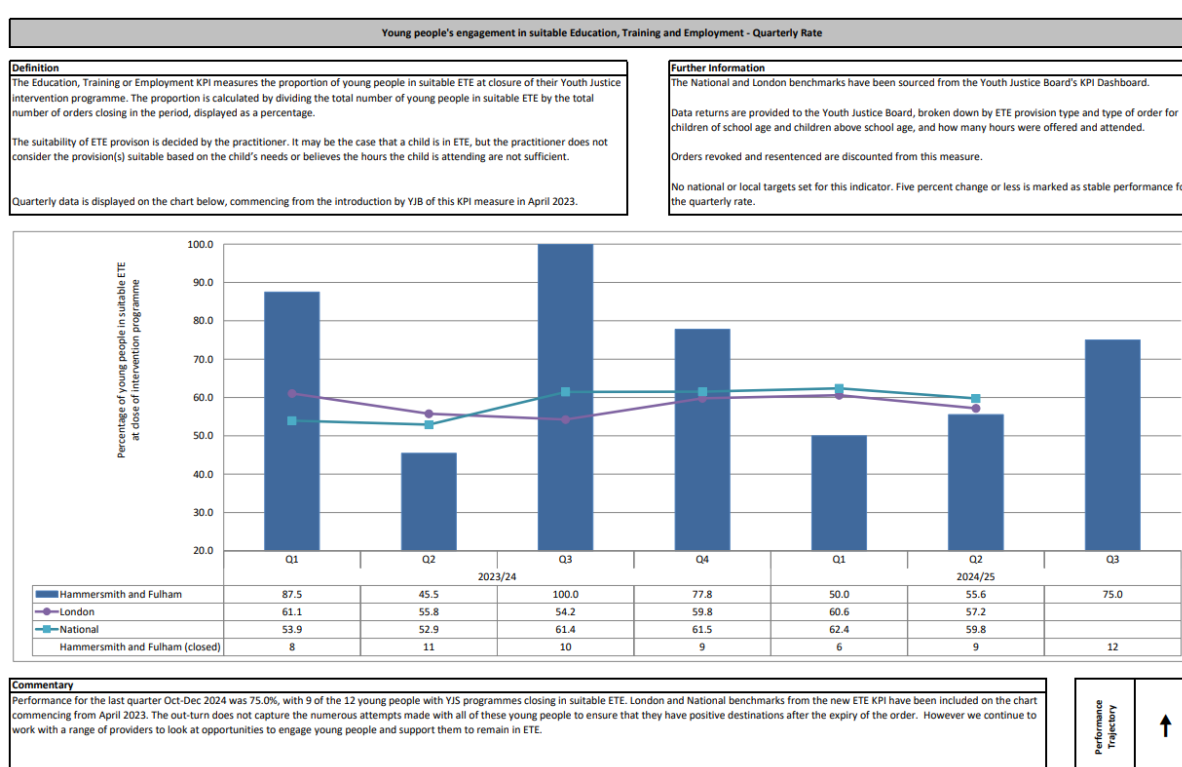
This early intervention model allows us to act quickly, reducing the likelihood of further escalation. It also provides a joined-up forum for professionals to share information, avoid duplication, and ensure that children receive the right support at the right time.

Both the OOCd and Turnaround panels reflect our wider commitment to diversion, collaboration, and child-first practice. They ensure we are consistently considering the whole child, not just the offence or presenting behaviour, and that we are offering interventions that are proportionate, relational, and focused on long-term positive outcomes.

5.6 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.



According to the data there has been an improvement in this year's ETE performance. However, we still have not managed to match or exceed the previous year's performance. The data shows a shift in patterns which are reflective of traditional academic year transition periods. For example, there was an increase during Q3 of young people closing to YJS being in secure ETE provision which coincides with the start of the academic year. Whilst this may reflect a normal trend there has also been ongoing resources targeted at our NEET cohort to ensure that all children and young people are given maximum opportunity and support to start the academic year with an ETE provision/placement. Our challenges as a YJS have been supporting young people to sustain and build upon their ETE provision/placement and avoid becoming NEET.

As a YJS we remain committed to exceeding both Local and National average ETE performances by working with our ETE partners and brokerage agencies. Our goal this

year is to support aspirational opportunities that provide quality and sustainable ETE pathways.

5.7 RESTORATIVE APPROACHES AND VICIMS

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

Changes in the law have meant that from our perspective the victim has been given more rights and a stronger voice. The Victims Code of Practice 2020 and The Victim & Prisoner's Act 2024, and, which came into force in March 2025, strengthen and extend the rights of victims. We are training practitioners in these newer developments as well as using this to work more closely and better with our own YJS police colleagues.

Our work focuses on involving victims of youth crime with bespoke restorative processes that seek to put right the harm they have experienced. Where it is possible, the 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, care-homes, and other community links, such as Sands End and Nubian Life. 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 were 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.

5.8 SERIOUS VIOLENCE, EXPLOITATION & CONTEXTUAL SAFEGUARDING

At Hammersmith & Fulham, we refer to Contextual Safeguarding as 'Risk Outside the Home', for the purpose of this document we have used the language set out in the Youth Justice Plan guidance as well as our preferred language.

Thank you for the contributions of our Community Safety Unit colleagues to the sections below.

Serious Violence and Exploitation

The YJS/EH 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. The strategy is updated annually, the latest version was published on the website in January 2025. which was published on the council's website on 31 January 2024. Additional aims and objectives under the Serious Violence Duty involve:

Taking account of the Strategic Needs Assessment and the consultation responses, the Serious Violence Duty Working Group agreed the following strategic objectives to prevent and reduce serious violence:

- Engage young people who are vulnerable to violence and exploitation in meaningful and accessible support
- Deliver early intervention initiatives and diversion activities to prevent violence
- Improve support for victims both within and outside of the criminal justice system
- Enhance our collaborative partnership network to improve information and data sharing
- Deliver crime prevention and reduction strategies in our town centres and other key areas
- Improve the safety of public spaces particularly where there have been reports of sexual violence
- Help build trust and confidence between our communities, young people and statutory services

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.

In 2024, there were over 5,000 offences related to violence against the person (including domestic abuse), of which 71% were for violence without injury and 29% were for violence with Injury. Violence with Injury offences include more serious offences such as murder, ABH (actual bodily harm) and GBH (grievous bodily harm) whilst Violence without Injury includes more offences such as assault without injury or harassment.

There has been a statistically significant 7% increase in Violence without Injury offences in 2024 for the second year in a row, with violence without injury offences now 18% higher than pre-pandemic levels. Over half of all violence without injury offences are for assault without injury.

There was a 5% decrease in offences that involved a victim or suspect aged under 25.

Achievements this year:

- 'My Ends' 2024/25: As part of the 2024/2025 'My Ends' funding from London's Violence Reduction Unit (VRU), the GVEU have delivered various projects for young people in and around the wider West Kensington area. The GVEU successfully collaborated with Minaret Community Centre in Fulham to fund a year's worth of weekly Parent & Carer sessions to raise awareness on identifying signs of gang involvement, violence, and exploitation among young people, and signpost support services. We have also funded Minaret to deliver 12 months of weekly sessions to young people in West Kensington, equipping them with the knowledge to recognise and avoid gang involvement, violence, and exploitation.
- As part of this fund, the GVEU is also collaborating with local youth club, The Harrow Club, to deliver a motor-vehicle training programme designed to attract young people who have engaged in or are at risk of engaging in the theft of bikes or other vehicles. The GVEU and the Harrow Club have also collaborated to provide an opportunity for young people to leave London and spend a week in a rural location engaging in 'Debate Boxing', encouraging young people to express themselves through reasoned debate rather than arguing and regulated boxing rather than fighting.
- Critical Incident Grant – Comeragh Road
Following the tragic murder of a young person in Comeragh Road, West Kensington, in early 2024, the GVEU successfully applied for a Critical Incident Grant to support the local community.
- As part of this grant, we are delivering physical activities for young people in the community to contribute to their physical and emotional wellbeing while promoting community cohesion and raising awareness around serious youth violence. The Unit has collaborated with Be Inspired Boxing to deliver boxing classes for young people on Lisgar Terrace and on the Queen Caroline

Estate. We are also delivering street dance classes to young people at the Queen Caroline Estate Community Hall.

- Glow & Grow
We have listened to young women and girls who have expressed their interest in the beauty industry and introduced the 'Glow & Grow' project, in collaboration with local youth organisations West Youth Zone and The Harrow Club. Through this programme we delivered a 5-week makeup course to a cohort of ten girls, followed by an accredited individual lash extension course and an accredited nail extension course.
- Following a successful delivery of Glow & Grow to the first cohort of participants, the GVEU is tailoring it to the needs of communities in and around the Clem Attlee Estate for the 2025/26 My Ends spend.
- 'My Ends' 2025/26
The GVEU has begun to deliver projects for young people and communities in and around the Clem Attlee Estate under the 2025/26 London VRU's 'My Ends' fund. Upcoming projects consist of a variety of positive diversionary activities for young people including our longstanding music production project, Rebel Records, street dance and boxing classes, a dental jewellery 'Grillz' making programme, a fashion brand design course, a theatre programme and more. The projects will provide participants with a variety of vocational and creative skills, while promoting community cohesion and raising awareness on gang activity, violence and exploitation.
- Young Person's Action Group (YPAG)
The GVEU drew inspiration from the successful practices of the VRU's YPAG to form our YPAG. The GVEU facilitates YPAG sessions with young people who are either open to the GVEU, have been open to us in the past, or who have taken part in our projects. This has enabled us to gain a fruitful understanding of the needs and interests of young people, to inform our service delivery and co-production. So far, YPAG discussions have led to the formation of our 'My Ends' 2025/26 dental jewellery making project from the recommendation of one of our young people.
- We have so far delivered taster sessions to introduce the initiative and gain an understanding of how young people would like the YPAG to function; and are looking to continue quarterly sessions over the next year.
- Community Development Outreach
Our CDOWs continue to build relationships with residents, alongside internal and external partners such as the Youth Justice Service (YJS), social services, the police, local schools, youth clubs and PRUs and the Voluntary & Community Sector (VCS). Over the last year, our CDOW's have connected with over 50 services, reaching over 1,000 residents.

Priorities for next year:

- To continue the delivery of hyper-local early intervention and positive diversionary projects under London's VRU's 'My Ends' Programme fund for 2025/26 in the Clem Attlee area.

- The GVEU have successfully bid for an increase of £300,000 under the London Crime Prevention Fund (LCPF) from London's VRU and have begun to discuss innovative ideas for spending factoring in residents' needs.
- To continue working with our colleagues in the Community Safety Unit on initiatives following the implementation of the Serious Violence Duty.
- To continue collaborating with our police colleagues on operational work and enforcement action.
- For our Community Development Outreach Workers to continue working with services and organisations linked to serious youth violence to raise awareness on the risks and signs of gang activity, violence and exploitation and signpost support.
- To contribute to the Community Drug and Alcohol Partnership and Parental Substance Misuse Hidden Harm Forum where required.
- To successfully introduce a Power BI application as a new system for the GVEU to data capture and measure service delivery and Key Performance Indicators.

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 2024 there were close to 5,000 offences relating to violence against the person, of which 76% were for violence without injury and 24% were for violence with injury.

For a second year in a row there has been a 7% increase in offences grouped under Violence without Injury over the last year, and violence without injury offences are now 18% higher than pre pandemic offences and account for 18% of all offences across Hammersmith and Fulham. Most of the offences (57%) are assault without injury, which also accounts for the majority of the increase in offences.

For the offences grouped under Violence with Injury there was a decrease by 3% in 2024.

Modern Slavery and Exploitation

H&F Council is fully committed to ending Modern Slavery and Exploitation (MSE) and in 2021 released its inaugural five-year strategy. Our strategy is split across four key objectives. These are:

- Victims identified
- Exploitation prevented
- Victims Supported
- Exploiters brought to justice

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

The delivery of our MSE strategy is monitored by the Modern Slavery and Exploitation Operational Group (MSEOG). Members include representatives from

H&F Council Children & Young People Service, GVEU, H&F Council Refugee and Asylum Team, Police colleagues, health partners and local supporting organisations. Where applicable, MSEOG meetings are utilised as a space for Police colleagues to share updates on policing operations such as County Lines Intensification Week. Due to the large number of member organisations, the MSEOG is also a useful space for partners to share local MSE patterns, trends and concerns which are fed into the wider three-borough Multi-Agency Child Exploitation (MACE) Panel.

Since the publication of our strategy over 800 council staff and local partner agencies have received training on how to recognise, respond and report MSE. These training sessions are delivered each quarter and include information on the Modern Slavery Act 2015 and the section 52 statutory 'Duty to Notify' (DTN). The DTN requires local authorities to refer all CYP into the National Referral Mechanism (NRM) if there is reason to suspect they are affected by MSE.

To support practitioners to fulfil the DTN, in November 2024 the Ending MSE Coordinator and the Community Adolescent Advisor hosted an NRM 101 workshop. The workshop provided key information on the NRM referral and decision-making process, the support available to CYP in the NRM and post-18 requirements. This session was well received, and two further sessions have been scheduled for Spring and Autumn 2025. To support CYP to understand why they have been referred into the NRM and how the NRM can support them, CYP NRM guides have been developed in six languages including Arabic, Vietnamese, and Pashto.

In March 2025, funding was provided for H&F Council Children and Young People Service to purchase an NWG membership. NWG is a national organisation providing specialist advice, guidance, and resources to support professionals working with CYP at risk of/affected by child exploitation. Membership access includes subject-specific materials such as boys and young men, adolescence, missing and parents and carers.

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

Risk Outside the Home

Risk Outside the Home 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 Risk Outside the Home approach that seeks to change the context and not just the individual.

H&F Children's services have a Community Adolescent Advisor 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 Community Adolescent Advisor 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.

5.9 DETENTION IN POLICE CUSTODY

Update provided by Emergency Duty Team Bi-Borough Colleagues.

From 1/4/24 to 31/3/25, 75 young people from Hammersmith & Fulham were recorded as detained in custody overnight. Of these 3 were remanded, 2 requests for secure placements which could not be sourced, the rest are recorded as in custody awaiting interview/decision. 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.

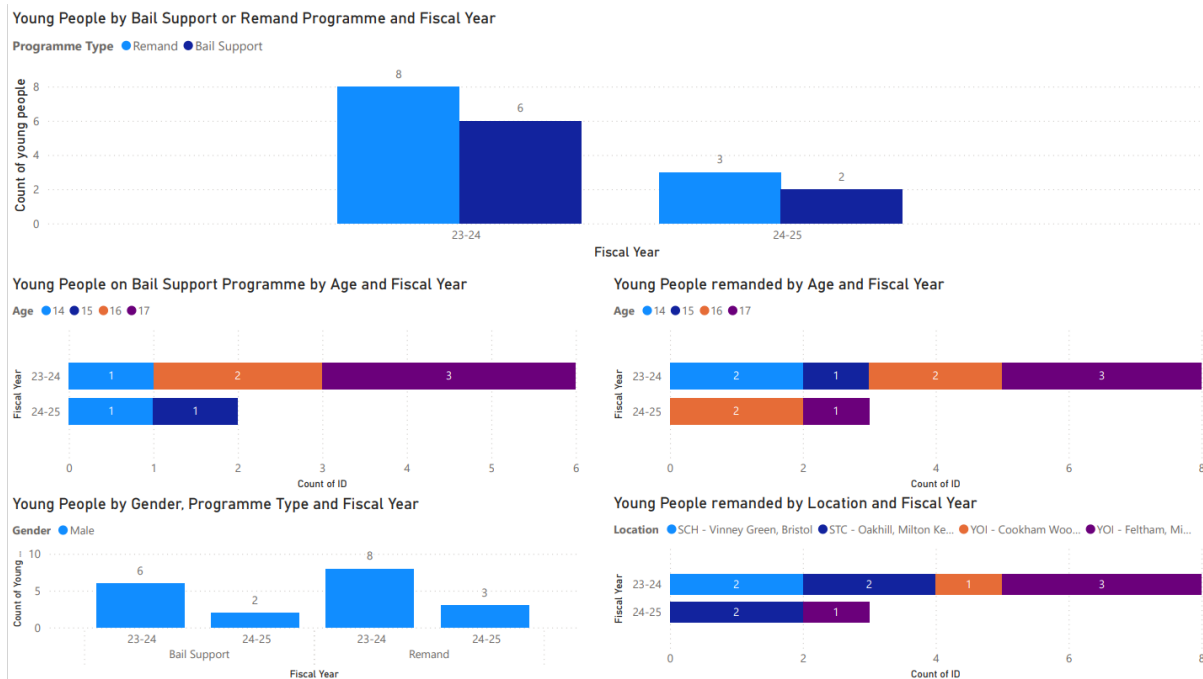
All identified issues are being addressed through work to improve communication with the custody officers on shift by the Emergency Duty Team (EDT) social workers, and regular meetings with YJS managers and CAIT for EDT adults and children's.

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.

5.10 REMANDS

The partnership is committed to reducing the use of remands by working closely and taking a child first approach 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 and the LAP to support young people to remain in the community as an alternative to custody. We continue to lead a cultural shift in decision making regarding bail and remands, via the use of the Post Sentence Review Panel where a young person is Youth Detention Accommodated or sentenced to custody.



5.11 USE OF CUSTODY AND CONSTRUCTIVE RESETTLEMENT

The London Borough of Hammersmith and Fulham (LBHF) saw a reduction in the number of children who had been remanded in 2024 compared to 2023. The narrative remains, 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 (0.5 or 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. The analysis remains that 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 actively engage in constructive resettlement planning by visiting young people in custody to provide support and conduct assessments. They maintain regular communication with secure estate staff, including practitioners, educators, and custody wellbeing teams, to ensure coordinated care. Additionally, the team have developed communication profiles tailored to each young person to facilitate effective interactions during their time in custody and upon release. The Wellbeing Team have developed communication profiles for CYP in custody.

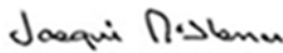
The YJS wellbeing team are involved in constructive resettlement, Members of the Wellbeing Team will sometimes visit CYP in custody. The purpose of these visits can

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.

5.12 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 3 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.

SIGN OFF, SUBMISSION AND APPROVAL

Chair of YJS Board - name	Jacqui McShannon
Signature	
Date	30/06/25

GLOSSARY OF 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
Risk Outside the Home	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

OOCD	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