

# Tower Hamlets & City of London Youth Justice Service Improvement Plan 2022



## 1. Youth Justice Improvement Plan Introduction

The Tower Hamlets and City of London Youth Justice Improvement Plan has been informed by the outcome from the HMIP Inspection that took place in April 2022. This improvement plan focuses on strengthening the Youth Justice Management Board and the Youth Justice Service to ensure there is a child first approach to meet the needs of children and to protect the public.

The inspection raised seven recommendations that need to be implemented to impact positively on the quality of the Youth Offending Service of Tower Hamlets and the City of London.

### The Tower Hamlets and City of London Youth Justice Management Board should:

- Recommendation 1.** Review its membership to ensure that the right people, at the right level of seniority, are included to engage actively in achieving better outcomes for YJS children
- Recommendation 2.** Ensure that there are comprehensive quality assurance arrangements to understand performance and respond to the profile and needs of all children supervised by the YJS
- Recommendation 3.** Make sure that all data and management information is accurate, reliable, and enables informed decision-making
- Recommendation 4.** Review its out-of-court provision to ensure that the arrangements are effective and support diversion.

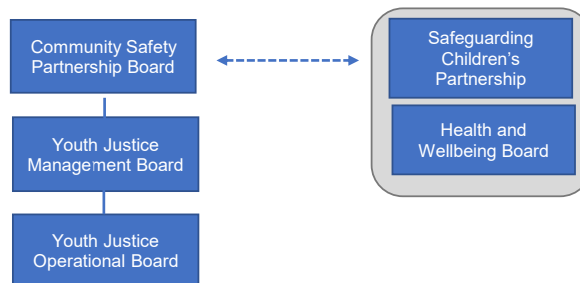
### The Tower Hamlets and City of London Youth Justice Head of Service should:

- Recommendation 5.** Improve the quality of assessment, planning, and service delivery work to keep children safe and manage the risk of harm they present to others
- Recommendation 6.** Ensure robust contingency plans are in place for all children that address their safety and wellbeing, and risk of harm to others
- Recommendation 7.** Make sure safeguarding and public protection arrangements are comprehensive and understood by all staff.

This plan aims to address the areas highlighted via the HMIP inspection. It has been developed with the involvement of the Youth Justice Management Board and the Youth Justice Service.

## 2. Governance

The governance of the Youth Justice Service is provided by the bi-monthly Youth Justice Management Board which has direct accountability to the Community Safety Partnership Board, as well as strong links to the Safeguarding Children Partnership and the Health and Wellbeing Board. Below the YJMB a new monthly Youth Justice Operational Board has been set up chaired by the Director of Supporting Families to oversee the delivery of the Youth Justice Improvement Plan delivery and operational practice.



## 3. Overview of the Plan

The Youth Justice Improvement plan is broken down into the following eight areas, please see tabs at the bottom of this page:

1. Governance
2. Leadership
3. Prevention
4. APIS
5. Risk
6. Custody and Resettlement

# Governance - James Thomas

YJS Management Board	HMIP specific detail	Progress update	Actions	Expected outcomes	Linked to Recommendation	Suggested Leads	Date to be completed by
	<ul style="list-style-type: none"> <li>Review of the Board Membership</li> </ul>	<ul style="list-style-type: none"> <li>Report has been prepared for the Board on 23.06.22.</li> <li>New chair has been appointed and reviewed board member and structure.</li> <li>New governance arrangements are in place with a new Operational Board reporting into YJMB. Dates for the next 6 months have been scheduled into calendars.</li> <li>ToR agreed</li> </ul>	<ul style="list-style-type: none"> <li>Internal review of the membership in 3 months to determine effectiveness - Dec 22</li> <li>External review of the new processes to be completed by March 2023</li> </ul>	<ul style="list-style-type: none"> <li>The membership of the board ensures that it is effective at a strategic level and delivers improved outcomes for young people allocated to Youth Justice Service.</li> <li>The Operational Board will scrutinise and deliver the Youth Justice Improvement Plan.</li> </ul>	Recommendation 1	Chair of YJMB	Mar-23
	<ul style="list-style-type: none"> <li>Systems for identifying, capturing and managing issues and risk</li> </ul>	<ul style="list-style-type: none"> <li>Risk register template is in place.</li> <li>Risk agenda item to be discussed and agreed at the September Operational Board meeting.</li> <li>Interim Senior Data Officer is in post</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of a YJMB Risk register to ensure risks to the service are identified and addressed strategically.</li> <li>Operational Board to provide updates in advance to YJMB.</li> <li>Recruitment of a perm Senior Data Officer.</li> <li>Base our KPIs and datasets to ensure they are accurate</li> <li>Development of an audit framework to ensure quality and compliance is assessed across the service and partnership to identify strengths and well as areas for improvement as a learning organisation</li> </ul>	<ul style="list-style-type: none"> <li>To ensure there is a clear understanding of risks to the service and measures in place to address these at a strategic and operational level.</li> <li>Board members will have confidence in the data and have a clear understanding of the cohort to enable decision making - specifically regarding FTEs, Disproportionality and horizon scanning.</li> <li>There is a greater understanding of performance in relation to compliance with national standards and overall practice.</li> <li>Introduction and embedding of audits brings a learning culture and supports the improvement of standards and outcomes.</li> </ul>	Recommendations 2 & 3	Divisional Director	Mar-23
	<ul style="list-style-type: none"> <li>The leadership is not sufficiently focused or sighted on safety and risk of harm</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of Risk register related to areas of concern</li> <li>Introduction of Serious Incidents notification in the borough involving the cohort</li> <li>Re-design of the CSPPi process</li> <li>Attending the weekly intel meeting and the tasking meeting</li> </ul>	<ul style="list-style-type: none"> <li>Management Board Report to be comprehensive and to include partnership updates regarding higher risk children allocated within the YJS i.e. data, case examples etc..</li> <li>Task and finish group to be set up to develop a Risk Management Protocol</li> <li>Training to be given to the team on serious incidents, when and how to report them</li> <li>Arrange attendance to the daily intel</li> </ul>	<ul style="list-style-type: none"> <li>YJMB has better oversight of the incidents occurring within the cohort and can support development of the service with regards to this</li> <li>Learning from serious incidents will be embedded within the team, and shared to the wider Supporting Families division</li> <li>An additional focus will be given on the risks to our children from Black and Global Majority communities who may be experiencing greater risk</li> </ul>	Recommendation 2	Divisional Director	Mar-23
	<ul style="list-style-type: none"> <li>Decisions to be communicated and explained by Senior Leaders to staff and partners</li> </ul>	<ul style="list-style-type: none"> <li>Monthly meetings with the Deputy HoS, Case Managers and the Case Prevention Officers to discuss concerns or issues</li> <li>Weekly meetings with the Team Managers to discuss pertinent issues and ensure key messages are filtering to the staff groups and partners.</li> </ul>	<ul style="list-style-type: none"> <li>Development of communication plan to ensure decisions and messages are effectively communicated to staff teams and partners.</li> <li>Monthly team meetings to have an agenda item relating to the Board</li> <li>Board papers to be shared with the team as a matter of interest</li> </ul>	<ul style="list-style-type: none"> <li>Staff have specifically requested having a comms plan everyone will be commuted the right messaging at the right time.</li> <li>Operational Board will bridge that gap between the staff and the YJS Management Board</li> <li>Staff members will report feeling more informed and having their voices heard via a number of different forums and opportunities.</li> </ul>	Service improvement	HoS	Mar-23
	<ul style="list-style-type: none"> <li>The YJMB to undertake a review of Out of Court provision to support Out of Court provision.</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Head of Service is now chairing the Out of Court Decision Making Panel.</li> </ul>	<ul style="list-style-type: none"> <li>Review of the out of court decision making panel to ensure correct multi-agency representation and decision making is in place</li> <li>Embed Out of Court decision making panel policy to be devised and implemented with staffing team and partnership with a focus on safety and wellbeing.</li> <li>Training on non statutory and statutory disposals with the staffing team and partnership.</li> <li>Improve intervention offer for young people subject to out of court disposal to support their distance and safeguard them from</li> </ul>	<ul style="list-style-type: none"> <li>Embedded into practice an out of court disposal policy.</li> <li>Interventions will support the distance of young people.</li> <li>Safeguard young people from harm.</li> <li>There will be improved co-ordination of intervention plans for young people who are subject to out of court disposal utilising Team Around the Family meetings.</li> </ul>	Recommendation 4	DHOS YJS	Mar-23

# Leadership - Kelly Duggan

	HMIP specific detail	Work completed so far	Actions	Expected outcomes	Links to Recommendations	Suggested Leads	Date to be completed by
Staff	<ul style="list-style-type: none"> <li>Staff feel that morale is poor and they feel that their voices are not heard</li> <li>There are weaknesses in the strategy for identifying and developing fully the potential of individual staff to support succession planning</li> <li>Supervisory support is not consistent</li> </ul>	<ul style="list-style-type: none"> <li>A specific Training Needs Analysis of the staff has been completed and liaising with the Learning Academy is under way</li> <li>Appraisals are currently being completed</li> <li>Staff have been included in the development of the Youth Justice Improvement Plan</li> <li>A review of the Group Reflective Supervision period 2021-2022 has taken place</li> </ul>	<ul style="list-style-type: none"> <li>Development of a Workforce Development Strategy as well as identifying opportunities within the directorate for staff to take on acting up responsibilities.</li> <li>Appraisal targets to be collaborated and considered at monthly Management meetings</li> <li>Group Clinical Supervision to be reviewed and checked that it is meeting the needs of the staff</li> <li>Staff Charter to be created</li> <li>Staff state they would like to have caseload weighting</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of staff from Black and Global Majorities being supported in more direct ways to ensure that they are able to progress</li> <li>Staff meet appraisal targets and feel more satisfied in their roles</li> <li>Feedback from Staff Survey reflecting the changes that have been made</li> <li>Staff state that better retention will demonstrate success and that they would like better opportunities in career progression</li> </ul>	Service Improvement	HOS	Apr-23
	<ul style="list-style-type: none"> <li>Staff feel that the merge of Youth Justice and Young People's Service is in name only</li> </ul>	<ul style="list-style-type: none"> <li>Joint 'anchor day' of YJS and YPS staff has been introduced to build personal relationships</li> <li>Development of the management team to include DHOS and Team Managers from YPS and YJS</li> <li>Joint opportunities to work together informally - Cherry Blossom event as well as end of inspection lunch</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for Youth Justice and Young People's Service staff to work closer together are being developed (reparation opportunities and Referral Order panels in the Youth Hubs)</li> <li>Whole Service development opportunities (Team meetings and Team Building)</li> </ul>	<ul style="list-style-type: none"> <li>Better joined up working between the service as a whole</li> <li>Greater inclusion of the YPS team - specifically in relation to targeted work (BTC, CLICC and Young Carers)</li> <li>Evidence of Universal Offer in exit plans</li> <li>YJS see themselves as part of the wider Adolescent Offer and understand where they fit in the model</li> </ul>	Service Improvement	HOS	Mar-23
Services / Statutory Partners	<ul style="list-style-type: none"> <li>The YJS does not consistently review and evaluate the quality of all services and does not always take remedial actions where required</li> </ul>	<ul style="list-style-type: none"> <li>Review of the BTC offer was completed prior to the inspection</li> <li>Review of the OOCd system was completed prior to the inspection</li> </ul>	<ul style="list-style-type: none"> <li>Review of the Prevention offer needs to be completed - incorporating BTC, street community resolutions and the formal OOCd.</li> <li>Review to be completed of all partnerships involved with the YPS+YJS - including Safer East, Step Forward, SALT and CAMHS to identify where our strengths and weaknesses are.</li> <li>Development of joint protocols setting out partnership's role in Youth Justice</li> </ul>	<ul style="list-style-type: none"> <li>Spotlight session to be offered to the Board in Spring 2023.</li> <li>Decisions to be made in regards to amending, developing and changing services as deemed appropriate.</li> </ul>	Service Improvement	DHOS - YJS	Aug-23
	<ul style="list-style-type: none"> <li>The YJS staff face challenges in regards to relationships with children social care and the exploitation team</li> </ul>	<ul style="list-style-type: none"> <li>Development and sharing of the Harm Outside the Home offer from Exploitation</li> <li>Changes to information sharing sessions which Case workers now attend</li> <li>Weekly and Daily information sharing meetings have been agreed but yet to be embedded</li> </ul>	<ul style="list-style-type: none"> <li>Embedding of new practices and review in 12 months time</li> </ul>	<ul style="list-style-type: none"> <li>Greater working relationship between YJS and Exploitation</li> </ul>	Recommendation 5 & 7	TM YJS (CO)	Mar-23
	<ul style="list-style-type: none"> <li>The YJS Police officers provide daily briefings but inspectors noted little evidence of their footprint in the casework we reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>Liaison with the exploitation team in attending daily intel briefings with the police.</li> </ul>	<ul style="list-style-type: none"> <li>Review of the service provided by the YOT Police - comparisons made with other YOTs and what is needed at TH+CoL</li> <li>Duty process to be developed.</li> </ul>	<ul style="list-style-type: none"> <li>YJS Police to undertake training for staff</li> <li>YJS Police to lead on appropriate interventions - for example driving interventions</li> </ul>	Recommendation 7	TM YJS (NS)	Nov-22
	<ul style="list-style-type: none"> <li>Staff are unaware of the pathway to the Educational Psychologist</li> </ul>	<ul style="list-style-type: none"> <li>Initial meeting has taken place on developing a clear pathway</li> </ul>	<ul style="list-style-type: none"> <li>Education to create guidance in relation to the pathway and share at a team meeting</li> </ul>	<ul style="list-style-type: none"> <li>Greater understanding of resources</li> <li>Evidence on Childview of children accessing Educational Psychologist</li> </ul>	Service Improvement	Head of Virtual Schools	Nov-22
	<ul style="list-style-type: none"> <li>Relationships with children's social care are described not always positive, although they are improving. There is a sense that thresholds are too high when considering YJS children whose vulnerability is not always recognised. Some YJS staff report that they are not consistently invited to strategy meetings which makes management of risk difficult</li> </ul>	<ul style="list-style-type: none"> <li>Use of Practice week to share learning amongst the teams</li> <li>Development of the YJS Training Offer to Children Social Care</li> <li>Changes in language in documents across Supporting Families, recognising that not everyone is a Social Worker in the service</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Adolescent Offer will be embedded the YJS+YPS into the mindset of the wider Supporting Families</li> <li>All cases on Mosaic and Childview to have the relevant named co-worker on the system</li> <li>YJS to be invited to strategy meetings etc as a matter of course. This will be reflected and included in the QA process for both CSC and YJS</li> </ul>	<ul style="list-style-type: none"> <li>Better working relationships between the services, including YJS involvement to be included and reflected in the CSC audit process</li> <li>Evidence of shared plans and interventions</li> </ul>	Recommendation 7	Principle Social Worker	Mar-23
Volunteers	<ul style="list-style-type: none"> <li>Volunteers are used well in Referral Order Panel work</li> </ul>	<ul style="list-style-type: none"> <li>Volunteers receive regular supervision and training.</li> </ul>	<ul style="list-style-type: none"> <li>It is recognised that our Volunteers are a strength, however, we should continue to develop this in order to achieve outstanding</li> <li>Recruitment to target specifically the Bengali and Somali communities</li> <li>Developing the Volunteers opportunities to assist in other parts of the service - possibly the YPS or the OOCd Scrutiny Panel</li> </ul>	<ul style="list-style-type: none"> <li>The volunteers voice being observed throughout the service</li> </ul>	Service Improvement	Referral Order Coordinator	Mar-23

# Leadership - Kelly Duggan

	HMIP specific detail	Work completed so far	Actions	Expected outcomes	Links to Recommendations	Suggested Leads	Date to be completed by
Data	<ul style="list-style-type: none"> <li>•Access to the CACI Childview case management system is efficient and supports timing recording of information</li> </ul>	<ul style="list-style-type: none"> <li>•CACI training days have been arranged for the BSO team</li> <li>•CACI training days have been arranged for the Data team</li> <li>•CACI will be sitting with the YJS team one day a month to offer on hands support and training.</li> </ul>	<ul style="list-style-type: none"> <li>•All training to be embedded into practice</li> <li>•Greater use of Childview when recording specific details regarding ethnicity, service access, exploitation etc</li> <li>•Redesign of the CACI support documents in the shared drive so that staff feel enabled to seek information when they need it</li> </ul>	<ul style="list-style-type: none"> <li>•Greater recording accuracy</li> <li>•More in-depth information relating to data analysis and identifying trends</li> </ul>	Service Improvement	•YJS+YPS Data Analysis	Dec-22
	<ul style="list-style-type: none"> <li>•FTE data needs to be explored by ethnic breakdown</li> </ul>	<ul style="list-style-type: none"> <li>•Data cleaning with CACI has taken place to ensure that the FTE data is correct</li> <li>•Data team have been requested to provide a report in relation to this</li> </ul>	<ul style="list-style-type: none"> <li>•Once full data is provided, we will be able to explore any disparities between ethnicities and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>•Potential changes in delivery for children from a Black or Global Majorities background</li> <li>•Greater drive for the Deferred Prosecution scheme</li> </ul>	Service Improvement	•YJS+YPS Data Analysis	Dec-22
	<ul style="list-style-type: none"> <li>•The YJS has access to a range of management information, but it's reliability is questionable....This leads us to question the accuracy of other management information used and held by the YJS such as analysis linked to desistance needs, safety and wellbeing, diversity, and patterns of sentencing</li> </ul>	<ul style="list-style-type: none"> <li>•Recruitment has started for a permanent YJS+YPS Data Analysis (funded from YJB Core Grant). An experience temporary member of staff has been recruited in the interim and will start in September 2022</li> <li>•Work is being completed with the current Data team and the YJS+YPS Management team about what information they want on performance for the Board as well as the staff</li> <li>• The Police have started to provide the under-18 Stop and Search data</li> </ul>	<ul style="list-style-type: none"> <li>•Performance reports need to be provided on a monthly basis</li> <li>•A deep dive needs to be completed, along with guidance on maintenance, for recording data on Childview</li> </ul>	<ul style="list-style-type: none"> <li>•Better understanding of the cohort</li> <li>•Greater ability to horizon scan and understand patterns</li> <li>•Greater ability to performance manage and develop training plans</li> <li>•Greater understanding of where resources need to be put in place</li> </ul>	Recommendation 2 & 3	•YJS+YPS Data Analysis	Dec-22

# Prevention - Kelly Duggan

Out of Court Disposal Policy and Provision	HMIP specific detail	Work completed so far	Actions	Expected outcomes	Links to Recommendations	Suggested Leads	Date to be completed by
	<ul style="list-style-type: none"> <li>Review of the O OCD Policy developed in March 2022 with a view to update, communicate and embed across YJS and Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Initial review of the process and policy has been completed. Children are now assessed prior to the O OCD Decision Making Panel therefore enabling the panel to have a better understanding of the child's needs.</li> <li>HoS has been sitting on the panel to review every decision made to ensure that we are minimising children's exposure to the wider CJS. Escalation processes is included within the policy</li> </ul>	<ul style="list-style-type: none"> <li>The Policy and Process to be reviewed with the O OCD partnership team to obtain their opinions and plan next steps to improve</li> <li>Communicate updated policy across YJS and Partnership</li> <li>As part of induction for new starters within the YJS and partnership panel members</li> <li>Development of an escalation tracker to track themes</li> <li>Comms to be available in different languages</li> </ul>	<ul style="list-style-type: none"> <li>Greater use of triage as a disposal</li> <li>More consistent decisions made with regards to risk across the partnership</li> <li>Lower number of children becoming a FTE</li> <li>Clear understanding of escalation processes that has a clear 'Child First' focus.</li> </ul>	<p>Recommendation 4</p>	<ul style="list-style-type: none"> <li>Deputy HOS</li> </ul>	<p>Mar-23</p>
	<ul style="list-style-type: none"> <li>Improved understanding of the Community Resolution Offer</li> </ul>	<ul style="list-style-type: none"> <li>Our Break the Cycle Intervention Team have completed the intervention for children that have received Community Resolutions.</li> </ul>	<ul style="list-style-type: none"> <li>Process of intervention for children that receive a street Community Resolution</li> <li>Processes to be reviewed on a quarterly basis and informed and amended by data</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of pre-court offer to children</li> <li>Higher numbers of children engaging on CR</li> <li>Lower number of children</li> </ul>	<p>Recommendation 4</p>	<ul style="list-style-type: none"> <li>Deputy HOS YPS</li> </ul>	<p>Dec-22</p>
	<ul style="list-style-type: none"> <li>Data with regards to understanding the entry point of children in the O OCD and FTEs need to be understood more effectively</li> </ul>	<ul style="list-style-type: none"> <li>Analysis has already started with regards to our understanding of FTEs, including outcomes broken down by ethnicity.</li> <li>We need to understand our re-offending rate with this cohort specifically in order to see if there is an opportunity to intervene earlier or where to place resources</li> </ul>	<ul style="list-style-type: none"> <li>Next steps in analysis - looking at the reoffending rates of these children, looking at the types of offences committed by children as FTEs who are dealt with at Court</li> <li>Assessment for Triage and Break the Cycle to be incorporated into datasets</li> <li>Report outlining themes and trends to intervene earlier - and will be regularly included within the YJMB report.</li> <li>Deep dive into the data to be scheduled into take place in January</li> </ul>	<ul style="list-style-type: none"> <li>Greater understanding of the cohort</li> <li>Greater focus on the disproportionate outcomes for Black and Global Majority communities</li> </ul>	<p>Recommendation 3 &amp; 4</p>	<ul style="list-style-type: none"> <li>YJS + YPS Data Officer</li> </ul>	<p>Dec-22</p>
	<ul style="list-style-type: none"> <li>O OCD Scrutiny Panel to be reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement made with Hackney YJS and the TH YJMB that we will work together to scrutinise each other's panels in order to provide a 'critical friend' and outside expert knowledge. This has been agreed by both TH and Hackney HoS</li> </ul>	<ul style="list-style-type: none"> <li>October's scrutiny panel will be addressed in this way, followed by a reflective session to understand learning that can be gained from this.</li> </ul>	<ul style="list-style-type: none"> <li>Greater oversight and scrutiny of disproportionate outcomes for Black and Global Majority children</li> <li>Opportunity to learn from Hackney YJS whose O OCD service has been deemed as exemplary by</li> </ul>	<p>Recommendation 4</p>	<ul style="list-style-type: none"> <li>Chief Superintendent</li> </ul>	<p>Sep-22</p>

# Assessment, Planning, Intervention and Supervision - Kelly Duggan

	HMIP specific detail	Work completed so far	Actions	Expected outcomes	Links to Recommendations	Suggested Leads	Date to be completed by
Assessment	<ul style="list-style-type: none"> <li>When assessing a child's safety and wellbeing and risk of harm, staff need to be much more disciplined in identifying and analysing the risks to and from the child as well control measures to effectively manage risk and safety.</li> <li>Assessments do not fully capture the child's acknowledgement of responsibility, attitudes towards, and reasons behind their offending behaviour. This meant that practitioners did not always understand how adverse childhood experiences and experiences of trauma may have contributed to the child's offending</li> <li>Information from external providers was not sought out enough and therefore information was missed in regards to understanding patterns of behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Training Needs Analysis has been completed</li> <li>Training budget has been identified in order to look into appropriate support</li> <li>Auditing process and procedures need to be firm up allowing us to identify any trends that we are missing etc.</li> <li>Development of the Harm Outside the Home processes</li> </ul>	<ul style="list-style-type: none"> <li>Development of the links between the Police and the YJS in order for Police to have a greater footprint in the casefile.</li> <li>Staff to look towards other YJS and YJB Basecamp in order to identify what is 'good practice'</li> <li>Data team to meet with the Team in order to identify what is needed from the Monthly Caseworker Tracker to assist in ensuring that caseworkers have an overview of the work that is needed</li> <li>Training to be included in the workforce development plan</li> <li>Case file audits and in-depth data analysis to be undertaken considering safety and wellbeing themes and identifying trends</li> <li>Ensuring that CSC are aware of the purpose of the YJS and what services we offer</li> <li>Holistic health screening by health care professional (Spotlight/KitKat)</li> </ul>	<ul style="list-style-type: none"> <li>Better risk assessments with evidence of information relating to the Police.</li> <li>Assessments and Plans are clear with improvement trends happening.</li> <li>Better outcomes for children</li> <li>Peer Review to be booked in which will show that we are completing the APIS in a more efficient way.</li> <li>Greater involvement of the Police in casework</li> <li>Greater involvement of up to date evidence in relation to risk</li> <li>Greater information sharing between the YJS and Exploitation Police with the team</li> <li>Reduction in the number of FTEs</li> <li>Welfare of the child is evident throughout assessments, plans and is captured in audits</li> <li>Better co-working between Children Social Care and Youth Justice Services</li> </ul>	Recommendation 5, 6 & 7	HOS	Dec-23
Planning	<ul style="list-style-type: none"> <li>Greater account of the child's strengths and levels of maturity to engage with the services provided</li> <li>Plans need to be clearer with a greater focus on sequencing and aligned with clear areas of responsibility identified - what are the key interventions, who will deliver this and the expected timescale.</li> <li>Planning needs to support the safety and wellbeing of children. There is not enough evidence to demonstrate comprehensive plans that would support children in staying safe and promote wellbeing</li> <li>There was a lack of necessary controls and interventions to support safety and wellbeing</li> <li>Contingency planning was poor in too many cases</li> </ul>	<ul style="list-style-type: none"> <li>Training Needs Analysis has been completed</li> <li>Training budget has been identified in order to look into appropriate support</li> <li>Auditing process and procedures need to be firm up allowing us to identify any trends that we are missing etc.</li> <li>A Workshop with the staff team has been completed identifying the aspects of intervention that are needed.</li> </ul>	<ul style="list-style-type: none"> <li>Training to be identified and commissioned in order to refresh staff's knowledge and understanding</li> <li>Staff to see examples of what 'good' looks like</li> <li>Team Managers to use Basecamp as a way of finding support</li> <li>Regular audits undertaken to ensure that the child's voice is being captured</li> <li>Thematic auditing will be taken on Contingency planning in March 2023</li> </ul>	<ul style="list-style-type: none"> <li>Assessments of risk in all contexts is considered better and results are shown in audits and Learning Reviews</li> <li>Children understand their risk and why certain elements of plans have been chosen</li> <li>Audits will demonstrate the improved planning for children</li> <li>Evidence to be collated via the Referral Tab screen</li> </ul>	Recommendation 5, 6 & 7	TM YJS (NS)	Dec-23
Interventions	<ul style="list-style-type: none"> <li>Services being delivered are often not contributing to keeping children safe.</li> <li>Greater clarity is needed in ensuring the roles and responsibilities of services working with children</li> </ul>	<ul style="list-style-type: none"> <li>Start of the Adolescent Offer</li> <li>Review of the Management and operational Board to help understand people's roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Information sharing and joint working protocols to be refreshed</li> <li>Review of all of the services and reflecting on the success of external contracts to see if it is working effectively</li> <li>Further development of the local offer across the partnership</li> <li>Staff requested a Family worker, which will be developed with Early Help with the current provisions</li> </ul>	<ul style="list-style-type: none"> <li>Better value for money and a greater oversight</li> <li>Staff have requested further development of the Local Offer</li> <li>Staff requested a Family worker</li> </ul>	Recommendation 5, 6 & 7	DHOS YJ	Aug-23
	<ul style="list-style-type: none"> <li>Range of interventions used is too limited</li> <li>Better understanding of broader familial and social context considerations needs to be given</li> </ul>	<ul style="list-style-type: none"> <li>Funding has been received in order to commission an Identity programme for children from all backgrounds.</li> <li>Work has started happening with regards to what 'good' is and how to improve upon this</li> </ul>	<ul style="list-style-type: none"> <li>Increase in specialist staff who are able to provide specialist provision</li> <li>Increase in the number of reparation projects</li> <li>Increase in cross working with the Youth Service in relation to exit planning, projects and accredited and recorded outcomes</li> <li>Consideration of accessing needs for children is tailored to the child and family</li> <li>Evidence of the child's voice and input in their intervention plan.</li> </ul>	<ul style="list-style-type: none"> <li>Audits will demonstrate the improved planning for children</li> <li>Evidence to be collated via the Referral Tab screen</li> </ul>	Recommendation 5, 6 & 7	YJS TM (NS)	Mar-23
	<ul style="list-style-type: none"> <li>The availability and variety of reparation projects is limited</li> </ul>	<ul style="list-style-type: none"> <li>Start of links being made with YPS and Reparation</li> <li>RJ &amp; Victims Worker recruited into the service July 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Reparation offer to be significantly increased - looking at the offer that we from our volunteers and how to improve it</li> <li>Reparation offer to be developed with the Young People's Service, local religious organisations and community groups.</li> </ul>	<ul style="list-style-type: none"> <li>Greater involvement within the community</li> <li>Using accredited outcomes to hang reparation on; i.e. AQAs and Duke of Edinburgh Awards</li> <li>Staff have requested a better range of reparation projects for children</li> <li>Staff have requested an additional staff member.</li> </ul>	Recommendation 5, 6 & 7	RJ & Victims Worker	Dec-22
Reviews	<ul style="list-style-type: none"> <li>Where and when required, reviewing did not consistently respond appropriately to changes in the personal and wider circumstances of children, which did not support informed changes in plans to pretext others from harm. Of particular concern was the absence of effective information gathering and sharing, particularly with the Police</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at the weekly intel partnership briefing, tasking meeting and daily intel meeting - dynamic risk is being shared with the partners.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews to be captured in the monthly data updates and on significant incidents that impact the child</li> <li>A review process is created and developed with staff to ensure that they are capturing all of the information that is needed</li> <li>Training identified</li> <li>Introduction and use of the High Risk Panel</li> </ul>	<ul style="list-style-type: none"> <li>Reviews are completed more regularly and with better information used in them.</li> <li>Staff review ASSETS+ not just at the National Standards timeline but also when significant incidents occur for the child.</li> </ul>	Recommendation 5, 6 & 7	DHOS YJ	Dec-22
on	<ul style="list-style-type: none"> <li>Staff feedback would be to strengthen our ISS offer particularly for NEET children</li> </ul>		<ul style="list-style-type: none"> <li>Development of education offer with Education Service</li> <li>Build upon the ISS 5 core elements</li> <li>Utilising the VCS</li> </ul>	<ul style="list-style-type: none"> <li>More robust delivery offer</li> <li>Reduction in the youth remand</li> <li>Continue with low custody numbers</li> </ul>	Staff Feedback	DHOS YJ	Mar-23

# Assessment, Planning, Intervention and Supervision - Kelly Duggan

	HMIP specific detail	Work completed so far	Actions	Expected outcomes	Links to Recommendations	Suggested Leads	Date to be completed by
Supervisic	Risk assessment when working with children to be more structured e.g. home visits, reparation		<ul style="list-style-type: none"> <li>Refresh and launch of lone working policy ensuring it is fit for purpose across the partnership</li> <li>Staff wellbeing survey</li> <li>Exploration of check in out devises when on visits</li> <li>Review of safe spaces procedures for children</li> </ul>	<ul style="list-style-type: none"> <li>Staff and children report they feel safer</li> </ul>	Staff Feedback	Police Sergeant	Mar-23
	To ensure the voice of children are captured throughout their journey and to move towards co-production through out all aspects of the Youth Justice Service	<ul style="list-style-type: none"> <li>Child feedback forms are in place and operational receiving good feedback.</li> <li>Child already co-develop their intervention plan</li> </ul>	<ul style="list-style-type: none"> <li>Involving the Youth Participation Team to create a Youth Justice Young Peoples Board</li> </ul>	<ul style="list-style-type: none"> <li>Co-produced Youth Justice Plan - 2023/24</li> </ul>	Service Improvement	DHOS YPS	Mar-23

# Risk - Kelly Duggan

	HMIP specific detail	Work completed so far	Actions	Expected outcomes	Links to recommendations	Suggested Leads	Date to be completed by
Risk	<ul style="list-style-type: none"> <li>Management Oversight is not consistently effective.</li> <li>The YJS does not have its own Risk Management panel or process to address safeguarding and public protection concerns. This impacts negatively on risk management planning and YJS oversight of the management of risk</li> </ul>	<ul style="list-style-type: none"> <li>Training is being sourced by the Learning Academy to tackle this area</li> <li>Initial discussions with the team regarding a Risk Panel has been held</li> <li>Staff have been attending Gangs Panel to present on their cases</li> </ul>	<ul style="list-style-type: none"> <li>Training to be delivered as a matter of urgency</li> <li>Risk of Serious Harm policy and practice guide to be completed</li> <li>Fortnightly Risk Management Panel meeting to be set up ensuring there are clear minutes and actions</li> <li>This needs to be in line with the change of auditing processes</li> <li>Greater involvement of partners in the risk management</li> <li>Greater oversight of the children that give us the most concern</li> <li>Responsibility of risk is shared amongst the team</li> <li>Greater management oversight</li> </ul>	<ul style="list-style-type: none"> <li>Greater management oversight, better understanding of risk evidence via case audits and learning reviews</li> </ul>	Recommendation 5 & 6	•DHOS YJS	Dec-22
	<ul style="list-style-type: none"> <li>There are significant gaps in up-to-date and effective policies</li> </ul>	<ul style="list-style-type: none"> <li>A policy tracker has been developed and been presented at the next YJS Management Board in June 2022</li> </ul>	<ul style="list-style-type: none"> <li>Policies to be updated and launched with the service and partnership.</li> <li>Policies to be presented at YJMB and Ops Board</li> <li>Use of Senior Leadership, partnership, service and team meetings to ensure that they are being embedded.</li> </ul>	<ul style="list-style-type: none"> <li>Policies will provide the service with clear guidance and processes to support greater service delivery</li> <li>YJS Management Board will have greater oversight of practice</li> <li>All policies will include an Anti-Racist statement and be explicit in how these policies are inclusive of all staff, families and the communities needs</li> <li>All policies will be updated and signed off in the next financial year</li> </ul>	Recommendation 7	•HOS	Aug-23
	<ul style="list-style-type: none"> <li>Learning from Serious Incidents is not harnessed</li> </ul>	<ul style="list-style-type: none"> <li>CSPPPI processes have been updated</li> <li>YJS Management team have been made aware and have started to complete these already</li> <li>Serious incidents now have a clearer process within the wider Supporting Families and tracked by the Service Lead</li> </ul>	<ul style="list-style-type: none"> <li>Training to be provided to staff on CSPPPI</li> <li>Process to be developed regarding how learning is shared</li> <li>Auditing process to be developed and include CSPPPI</li> </ul>	<ul style="list-style-type: none"> <li>On all serious incidents in the YJS+YPS, the case will be audited for learning which will be shared at YJS Board, Management Team and with the wider teams at Team Meeting.</li> <li>Process guide to be created and shared with the team</li> </ul>	Recommendation 7	•HOS	Dec-22
	<ul style="list-style-type: none"> <li>The absence of a consistent probation resource in the YJS for 4 years is unacceptable</li> </ul>	<ul style="list-style-type: none"> <li>Probation services are currently recruiting</li> <li>Invoice has been raised in order to back fill this post</li> </ul>	<ul style="list-style-type: none"> <li>The Probation Service to recruit to the YJS post</li> <li>Transition resource and processes to be put in place asap</li> </ul>	<ul style="list-style-type: none"> <li>Smoother transitions between YJS and Probation</li> </ul>	Recommendation 5, 6 & 7	• Head of Service Probation Tower Hamlets	ASAP
	<ul style="list-style-type: none"> <li>Staff were unclear about the thresholds and criteria in relation for referral to the exploitation team and the Multi-Agency Child Exploitation Panel (MACE)</li> </ul>	<ul style="list-style-type: none"> <li>The Harm outside the Home processes have been redesigned and developed.</li> <li>Training around referral processes, and the new Harm Outside the Home processes has been completed</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the training and processes have been embedded via feedback from staff and audits.</li> <li>Sharing of daily and weekly information from the exploitation team</li> </ul>	<ul style="list-style-type: none"> <li>Greater oversight of risk</li> <li>Better working practices between teams</li> </ul>	Recommendation 7	•TM YJS (CO)	Dec-22
	<ul style="list-style-type: none"> <li>There are very few robust quality assurance and auditing processes to support service improvement</li> </ul>	<ul style="list-style-type: none"> <li>Work completed with regards to serious incident notifications and linking that into the wider Supporting Families system</li> <li>Work is being completed to create data to support managers with performance oversight</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of the High Risk panel which will be based on trauma informed practices</li> <li>Development of an Audit tool that takes into account the concerns raised in the inspection</li> <li>Development of group supervision and case discussion away from the Clinical Supervision</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel more supported and listened to and risk is shared</li> <li>Management oversight is increased and evidenced on Childview</li> <li>Trends in practice brought into line and highlighted in the audit reports</li> <li>YJS Board is updated about trends in practice - positive and negative</li> </ul>	Recommendation 2	•Principal Social Worker	Dec-22



# Custody and Resettlement - Kelly Duggan

	HMIP specific detail	Work completed so far	Actions	Expected outcomes	Links to Recommendations	Suggested Leads	Date to be completed by
<b>Policy and Procedures</b>	<ul style="list-style-type: none"> <li>Guidance to support effective resettlement work needs to be enhanced and to include escalation - for example in addressing structural barriers for those children from Black and Global Majorities</li> </ul>	<ul style="list-style-type: none"> <li>London Accommodation Resettlement Programme has been agreed to and should support us in addressing some of the structural barriers for boys aged 16-17</li> </ul>	<ul style="list-style-type: none"> <li>Review the Policies and Guidance (inc when young people go into/out from custody) inc 1 min guides</li> <li>Ensure once the LARP House is open, staff to visit</li> <li>Once new policy and procedure is in place, refresher training to be undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Better re-offending rates for the children that have been in custody</li> <li>A possible reduction in our custody figures (our figures are very low so this project may not have a statistical impact on these figures) - particularly with regards to use of remands</li> </ul>	Service Improvement	TM YJS (CO)	Jun-23
<b>APIS</b>	Information exchange between the police and the YJS did not always take place and was not timely	Initial conversations have begun with regards to our expectations from the Police and ensuring that the whole team are aware of this.	Policies and practices document to be reviewed, disseminated and shared amongst the network	Staff are confident in the information that they receive being timely and appropriate	Recommendation 5, 6 & 7	TM YJS (CO)	Dec-22
	Reviewing of resettlement arrangements with relevant partners to be more effective in delivery	Greater working together in relation to the LARP with YJS and Placements and Resources to ensure that the needs of the YJS cohort are being met	<ul style="list-style-type: none"> <li>LARP to be jointly completed with the Placements and Resources Service to ensure better working together and greater oversight</li> <li>Launch to LARP will be in October</li> <li>Evidence how resettlement process are working and impacting</li> <li>Lived experience and feedback from children</li> <li>Partnership to attend resettlement meeting and be part of the planning arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Greater reduction in the number of remand bed nights used</li> <li>Greater reduction in the use of custody as a sentencing option</li> <li>Greater reduction in the re-offending rates of those children who have previously been in custody.</li> </ul>	Service Improvement	TM YJS (CO)	Mar-23

# Victims - Kelly Duggan

Victims	HMIP specific detail	Work completed so far	Actions	Expected outcomes	Suggested Leads	Date to be completed by
	<ul style="list-style-type: none"> <li>•A more consistent approach needs to be taken with regards to attention given to promoting the safety of other people and addressing risk of harm factors</li> <li>•The needs of victims needs to be more of a consistent priority</li> <li>•Greater attention to be given to internal and external controls used to manage risk of harm and contingency planning, especially in regards to actual and potential victims.</li> </ul>	<ul style="list-style-type: none"> <li>•RJ and Victims worker has been appointed and the process is being worked through</li> </ul>	<ul style="list-style-type: none"> <li>•RJ worker to have a solid and formal induction to the team, allowing for those relationships to be made</li> <li>•Table top discussion with the team once the RJ worker is in post regarding what information they need</li> <li>•Programme of work to be developed by the RJ worker to ensure that we capture the victim's voice throughout the different stages of the Criminal Justice System</li> <li>•Training to be identified and good practice from other areas to be looked into</li> <li>•Greater involvement of direct victims in the</li> </ul>	<ul style="list-style-type: none"> <li>•Greater evidence of the voice of the victim and how this has influenced intervention</li> <li>•Greater use of RJ principles within the service</li> <li>•Understanding of the child's experience as a victim and how this has impacted on their offending behaviour</li> </ul>	RJ & Victims Worker	Mar-23
	<ul style="list-style-type: none"> <li>•A greater understanding of the impact of being a victim upon the children that we work with</li> </ul>		<ul style="list-style-type: none"> <li>•Better recording of victims on Childview - including for children who are on orders and have been victimised previously</li> <li>•Greater understanding of the information exchange between the Police and the YJS</li> </ul>	<ul style="list-style-type: none"> <li>•Better understanding of a child's journey so that we can identify more effective early intervention opportunities.</li> <li>•Better evidence of 'child first' including understanding children who commit offences as victims</li> </ul>	•YJS+YPS Data Analysis	Aug-23

# Disproportionality - Kelly Duggan

Disproportionality in the Youth Justice Service by improving data, recording practices and reporting	Detailed of expected service delivery	What steps have been taken/are planned to achieve objective and who will lead these?	Agreed date for completion	Suggested Lead
	Local and national disproportionality data to be continuously analysed. That senior leaders within Tower Hamlets and the City have disproportionality high on the corporate agenda to support with systemic change.	<b>Information Team to incorporate disproportionality evidence in routine reporting. This data will include the following:</b> <ul style="list-style-type: none"> <li>• Ethnicity group breakdown of pre-court decisions</li> <li>• Ethnicity group breakdown of post-court decisions</li> <li>• Postcode breakdown of pre-court decisions</li> <li>• Postcode breakdown of post-court decisions</li> </ul>	Dec-22	*YJS+YPS Data Analysis
		<b>YJS to ensure that Nationality and Ethnicity information is taken from the child's self-definition rather than the Police or Court</b> <ul style="list-style-type: none"> <li>• BSO to be updated that this information needs to come from the child's self-definition rather than the Court or the Police</li> </ul>	BSOs have been trained next step is to include in the audit process in December 22	*YJS+YPS Data Analysis
		<b>Disproportionality with regards to breach and compliance is proportionality relating to compliance and enforcement in the monthly YJS Management Board. This will then feed into the report for the Youth Justice Board.</b> <ul style="list-style-type: none"> <li>• There is some evidence that BAME children are being disproportionately breached or appear not to comply as efficiently as their white counterparts. This information needs to be interrogated further</li> <li>• Initial evidence to be found to support the theory and then to cross reference with SALT / Education / life experiences to see if the children that are being breached have the same support offers as their white counterparts.</li> <li>• New compliance and engagement policy to be completed once the data is provided - potentially with the HoS having to agree all breach appearances if deemed appropriate.</li> </ul>	Report will be provided to Board in December 2022 reviewing the figures for the first 3 quarters to identify any patterns. Any improvements/good practice will be adapted and amended following results	*YJS+YPS Data Analysis
		<b>Victim data to be analysed annually through a disproportionality lens to identify trends and barriers to their participation in youth justice processes</b> <ul style="list-style-type: none"> <li>• Data to explore the ethnic breakdown of victims</li> <li>• Data to track children that are victims as this is an indicator that they may go on to demonstrate similar behaviours themselves if they do not receive any appropriate support or intervention</li> </ul>	Reporting is reviewed annually. The lead will be the new RJ and Victim's worker - August 23	*RJ & Victims Worker
		<b>Data analysis to review the correlation between deprivation and criminal activity.</b> <ul style="list-style-type: none"> <li>• Recording of Free School Meals to be captured on Childview</li> <li>• Postcode data in Childview to be used to identify particular areas of deprivation within the borough</li> <li>• If initial data reflects that certain areas have high numbers of children from these areas committing offences, further work will be completed in order to identify youth offers around these areas</li> </ul>	Monitored quarterly at Tower Hamlets Management Board - June 23	*YJS+YPS Data Analysis * Public Health
		<b>YJS Management Board to review welfare indications and how data can be used to shape decisions;</b> <ul style="list-style-type: none"> <li>• Review what is being done in other boroughs</li> <li>• Review with CACI about good practice being completed in other boroughs</li> <li>• Review with CACI about what can be recorded on Childview and how this data may assist</li> </ul>	Initial Feedback provided in the Service Manager's report in Dec 2022	*YJS+YPS Data Analysis
	Stop and Search data to be analysed to understand the experiences of children according to their recorded ethnicity	<b>Board Police representatives to prepare a performance report on children who are stopped and searched to include:</b> <ul style="list-style-type: none"> <li>• Breakdown of positive search findings for children, including what the outcomes of positive searches were and the ethnic appearance of these children</li> <li>• Information about what work is done with children who do not have a positive search and have not committed an offence;</li> <li>• Information about decision making process and criteria to undertake a stop and search</li> </ul>	Bi-annual feedback	*Chief Superintendent
Disproportionality and links to contextual safeguarding	<b>Stronger partnership links between the YOT and the Exploitation Team to ensure that the new Harm Outside the Home strategy and pathway is understood and embedded within the service:</b> <ul style="list-style-type: none"> <li>• YJS and YPS to be physically sat near the Exploitation team in the move to the New Town Hall</li> <li>• YJS to be a part of any data analysis work that Exploitation team creates.</li> <li>• Exploratory work to establish how case-holding staff work with the Exploitation Team and to establish pathways for shared learning.</li> <li>• Links to be established between YOT and the recently created Context Intervention Unit set up to embed practice in addressing extra-familial harm. Exploratory work to establish how case-holding YOT practitioners work with the Context Intervention</li> </ul>	Presentation to the YJS Management Board in Winter 2022 once the new pathway is embedded - March 23	*TM YJS (CO)	

# Disproportionality - Kelly Duggan

	Detailed of expected service delivery	What steps have been taken/are planned to achieve objective and who will lead these?	Agreed date for completion	Suggested Lead
Improve the evidence base around disprop	An understanding of evidence around disproportionality in the outcomes for children who offend	<b>Continuing the OODC Scrutiny Panel:</b> •Working with the Police to ensure that the Scrutiny Panel is fit for purpose and supports our interrogation of working with children who have potentially received disproportionate outcomes •Consideration of completing the panel on a quarterly basis to enable scrutiny of more cases, especially with the introduction of our new OODC process and new YJS Police officer •KD to speak with LS to discuss the availability of this	Initial discussion around the increased number of scrutiny panels to be held between LS and KD by June 2022 - completed Scrutiny Panel is confirmed to take place in September 2022.	+HOS
		<b>Using the Court Users Group and the meeting of the local YJS leaders to explore the possibility of compiling regular data reports for local courts detailing disproportionate outcomes for children from Black and Global Majority communities.</b> •KD to discuss with HoS from Hackney, Waltham Forest and Newham about the possibility of this happening; •Introduction of individual Information Officers and an agreement of who will take this piece of work forward; •Consideration as to how to provide this information to the Court needs to be considered - KD to speak with Dapo (Lead Court Officer at Stratford Youth Court)	Update provided at Winter Management Board - Dec 22	+HOS
		<b>Disproportionality with regards to Knife Crime Prevention Offers and Criminal Behaviour Orders</b> •There is growing evidence suggesting that KCPO's are disproportionately targeting black boys. This is despite the programme being subject to an ongoing Equalities Assessment •The management team will begin to track KCPO applications, as well as that of CBO	Dec-22	+DHOS YJS
		<b>In-depth analysis into the OODC and their reoffending from the last 5 years</b> •The Lammy Report was published in 2017. We need to understand if the findings of this, and the changes that we have made, have made a difference and if so, how much •Consideration to be given to potentially working with a University to explore this further and understand our data	General update provided by Autumn Board - Nov 22	+YJS+YPS Data Analysis
		<b>In order to increase understanding of the impact of school exclusions;</b> •YJS and Education to review information about exclusion rates on a school by school basis	Education service to undertake the analysis and present to YJEB in March 23	+Virtual Schools Head Teacher
School exclusions data analysed in context of disproportionality				
Improve the awareness of disproportionality within the Youth Justice System and the wider partnership	YJ Service attendance at key strategic boards to produce presentations on the YJS disproportionality data	•YJS and YPS Deputy Heads of Service both attend the Board as standing members. •YJS and YPS Team Managers to attend the Board when required	Completed Aug 22	+HOS
		YJS to ensure that disproportionality data is shared with the team via All Service Meetings	October	+YJS+YPS Data Analysis
		Creation of Anti-Racist Practice statement in Supporting Families Service	To be completed by Autumn 2022	+Divisional Director
	YJS work linked to MOPAC disproportionality action plan	All YJS Management Strategic Board partner agencies to submit their anti-racist practice statements to the Board	To be raised as an agenda item at the next Board meeting	+Divisional Director
		Review MOPAC plan and London Councils action plan and present paper to YJS Management Board	Jun-22	+HOS Exploitation
Improve outcomes for BAME children in relation to Out of Court Disposals and Low Level offences being heard at Court	YJS to explore a deferred prosecution scheme	To be raised at YJEB for decision Nov 22	+HOS	
	<b>NFA Intervention Offer:</b> •Due to the high levels of Youth Violence recorded by the Met in Tower Hamlets, we have been approached to be a pilot in offering intervention to children after they have received two No Further Action (NFA) results following arrests; •This intervention will be offered by the Break The Cycle team in order to keep children away from the Youth Justice Service and recognising that a Youth Work approach will be more effective for a child at this moment of their lives; •The programme will run for a minimum of 12 weeks with a review and will be children will be reviewed at the end of the programme.	To be raised at YJEB for decision Nov 22	+HOS	
Awareness and improve Youth Justice Service.	Training for the Youth Justice Services Board Members in Cultural Competencies/Unconscious Bias, Anti-Racist Practices, Anti-Oppressive Practices and the Adultification of Children	All partners to attend some type of training that covers this information. We will try and offer this to the Board members as an additional piece of training or it can be accessed through individual organisations.	March 2023	+Principal Social Worker
	Training for partners - magistrates, district judges. Key areas are around sentencing for children and understanding trauma. There is also a potential knowledge gap in the judiciary around speech and language issues for children. Court reports are becoming more trauma-informed and include detail around identity. It would be helpful for the judiciary to have a greater understanding of these issues.	We are unable to offer the Court 'training' and it has to be named as 'updates'. This can be a hindrance but we should use it to our advantage to push the boundaries with the information that we provide to them. Newham YJS are currently leading on the first 'update' and will feed back to the 4 Borough meeting once this is completed. We will continue to utilise the Stratford Youth Court Users Group in order to have our voices heard and be able to influence changes to practice.	Youth Court Users Meeting monthly where this is reviewed.	+DHOS YJS

# Disproportionality - Kelly Duggan

	Detailed of expected service delivery	What steps have been taken/are planned to achieve objective and who will lead these?	Agreed date for completion	Suggested Lead
Training for staff and partners to increase practice around disproportionality in the	Increase staff knowledge of disproportionality, Conscious and Unconscious Bias, structural racism, culture and demographics	Ongoing staff training on the trauma informed approach, unconscious bias and contextual safeguarding should be undertaken to ensure these approaches are embedded and inform and add value to interventions. Staff should use Scaled Approach intervention levels in alignment with the trauma informed approach and measure progress.	Nov-22	•DHOS YJS
	Training for other practitioners (Social Workers, Youth Workers, 3rd Sector) around the commonly used Police Powers and what is appropriate	This will be a 2 day training programme that will be online <ul style="list-style-type: none"> <li>•Day 1 - training provided by Bhatt Murphy Solicitors who will explore the following areas: Commonly Used Police Powers, What is Acceptable, What to do when it is not acceptable</li> <li>•Day 2 - training provided by the Youth Justice Service Management Team regarding the Prevention and OOC offer and how to explain this process to children and their families</li> </ul>	Completed May 22	•Learning Academy
	Hate Crime Champion Training	YJS to have four members of staff trained in this area and to act as leads for the rest of the team. This will include one member of the OOC team, one member of the Post-Court team and one member of the management team	Dec-22	•DHOS YPS
Providing additional support for young people and families, and improving trust and engagement	To engage young people who are BAME with interventions that inspire, educate, and gives them a voice  boosting parental trust and engagement. Parenting provisions for BAME parents is crucial to rebuild trust and support. A safe space is what is needed to create a new culture of support  Investment to promote parental understanding and engagement so that parents of children from black and minority ethnic backgrounds feel more supported.	Ether programme	Mar-23	•TM YJS (NS)
		Summer Arts	Mar-23	•TM YJS (CO)
		I.am... Identity Programme	Mar-23	•TM YJS (NS)
		ASDAN accredited reparation projects	Mar-23	•TM YJS (CO)
		Parenting offer to be developed and explored	Mar-23	•TM YJS (CO)
		Parenting offer to link with other developments across Early Help	Mar-23	•TM YJS (CO)
		Clinical Service and YOT to provide concrete proposals on Parental Engagement, and submit a report to the Board for consideration at a future meeting	SYH Board Update March 2023 and service offer starts in April 2023	•TM YJS (CO)