

**Notice of Meeting of the**

**ASSEMBLY**

**to be held on Wednesday, 27 September 2023  
commencing at 7:00 pm in the  
Council Chamber, Town Hall, Barking**



To all Members of the Council of the London Borough of Barking and Dagenham

Date of publication: 19<sup>th</sup> September 2023

Fiona Taylor  
Chief Executive

Councillors and senior officers are also invited to attend a presentation in the Council Chamber at 6.00 pm on the topic of Knife Crime.

Contact Officer: Leanna McPherson  
Tel: 020 8227 2852  
E-mail: [leanna.mcpherson@lbbd.gov.uk](mailto:leanna.mcpherson@lbbd.gov.uk)

Please note that this meeting will be webcast via the Council's website. Members of the public wishing to attend the meeting in person can sit in the public gallery on the second floor of the Town Hall, which is not covered by the webcast cameras. To view the webcast online, click [here](#) and select the relevant meeting (the weblink will be available at least 24-hours before the meeting).

## **AGENDA**

**1. Apologies for Absence**

**2. Declaration of Members' Interests**

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.

**3. Minutes - To confirm as correct the minutes of the meeting held on 26 July 2023 (Pages 5 - 9)**

**4. Minutes of Sub-Committees - To note the minutes of the JNC Appointments, Salaries and Structures Panel held on 25 July 2023 (Pages 11 - 12)**

**5. Leader's Statement**

The Leader will present his statement.

**6. Appointments**

The Labour Group Secretary will announce any nominations to fill vacant positions on Council committees or other bodies.

**7. Appointment of Monitoring Officer**

Report to follow

**8. Appointment of Interim Statutory Scrutiny Officer (Pages 13 - 14)**

**9. Annual Youth Justice Plan (Pages 15 - 75)**

**10. Motions**

There are no motions.

**11. Questions With Notice**

**12. Any other public items which the Chair decides are urgent**

**13. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

## **Private Business**

The public and press have a legal right to attend Council meetings such as the Assembly, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant legislation (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 as amended). ***There are no such items at the time of preparing this agenda.***

- 14. Any confidential or exempt items which the Chair decides are urgent**

This page is intentionally left blank

Our Vision for Barking and Dagenham

**ONE BOROUGH; ONE COMMUNITY;  
NO-ONE LEFT BEHIND**

Our Priorities

- Residents are supported during the current Cost-of-Living Crisis;
- Residents are safe, protected, and supported at their most vulnerable;
- Residents live healthier, happier, independent lives for longer;
- Residents prosper from good education, skills development, and secure employment;
- Residents benefit from inclusive growth and regeneration;
- Residents live in, and play their part in creating, safer, cleaner, and greener neighbourhoods;
- Residents live in good housing and avoid becoming homeless.

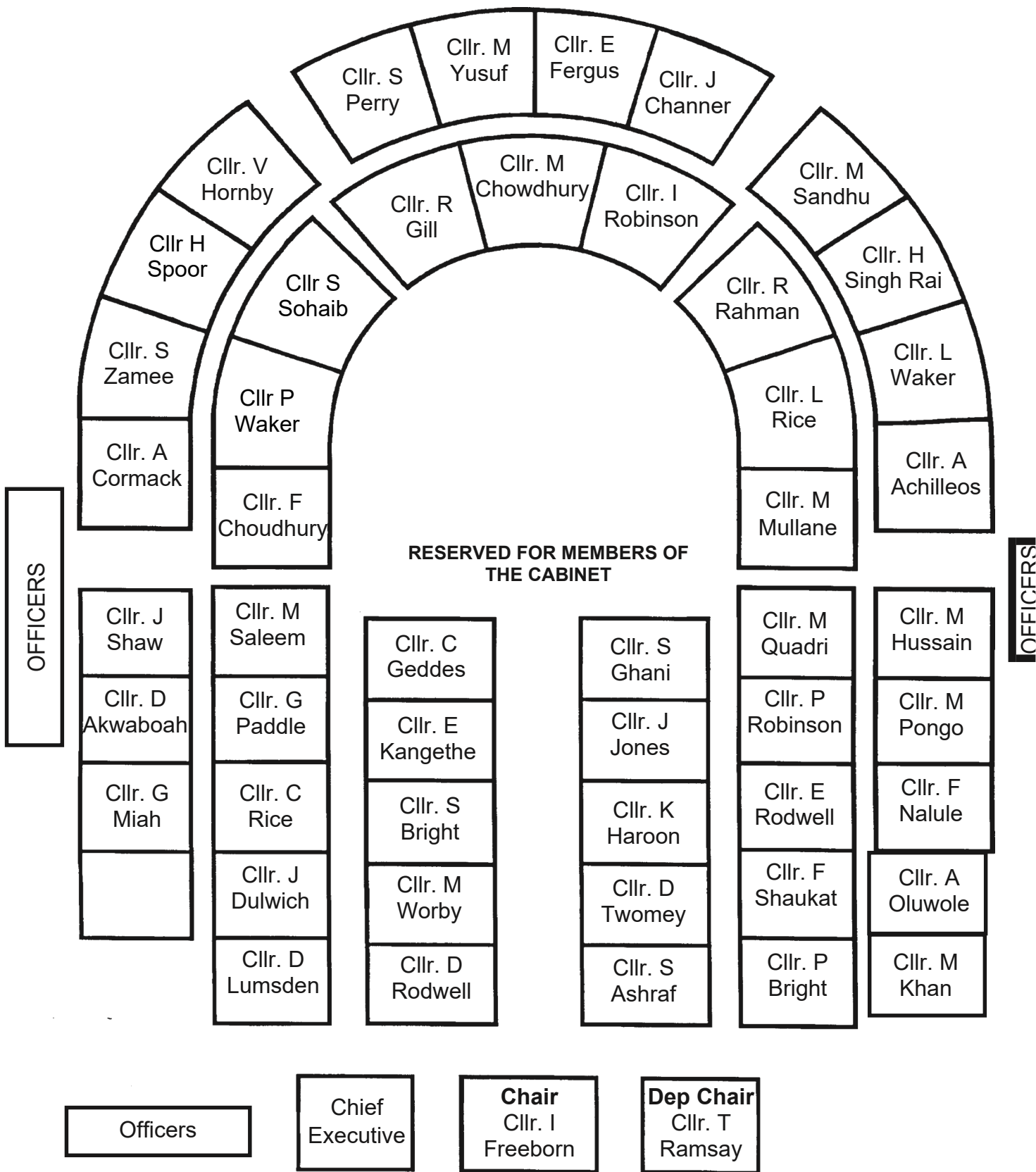
To support the delivery of these priorities, the Council will:

- Work in partnership;
- Engage and facilitate co-production;
- Be evidence-led and data driven;
- Focus on prevention and early intervention;
- Provide value for money;
- Be strengths-based;
- Strengthen risk management and compliance;
- Adopt a “Health in all policies” approach.

The Council has also established the following three objectives that will underpin its approach to equality, diversity, equity and inclusion:

- Addressing structural inequality: activity aimed at addressing inequalities related to the wider determinants of health and wellbeing, including unemployment, debt, and safety;
- Providing leadership in the community: activity related to community leadership, including faith, cohesion and integration; building awareness within the community throughout programme of equalities events;
- Fair and transparent services: activity aimed at addressing workforce issues related to leadership, recruitment, retention, and staff experience; organisational policies and processes including use of Equality Impact Assessments, commissioning practices and approach to social value.

# BARKING TOWN HALL COUNCIL CHAMBER



**SEATING PLAN FOR THE ASSEMBLY**

This page is intentionally left blank



## MINUTES OF ASSEMBLY

Wednesday, 26 July 2023  
(7:00 - 7:35 pm)

### PRESENT

Cllr Irma Freeborn (Chair)  
Cllr Tony Ramsay (Deputy Chair)

Cllr Andrew Achilleos	Cllr Dorothy Akwaboah	Cllr Princess Bright
Cllr Sade Bright	Cllr Faruk Choudhury	Cllr Muhib Chowdhury
Cllr Alison Cormack	Cllr John Dulwich	Cllr Edna Fergus
Cllr Cameron Geddes	Cllr Rocky Gill	Cllr Kashif Haroon
Cllr Manzoor Hussain	Cllr Jane Jones	Cllr Elizabeth Kangethe
Cllr Mohammed Khan	Cllr Giasuddin Miah	Cllr Margaret Mullane
Cllr Fatuma Nalule	Cllr Adegboyega Oluwole	Cllr Simon Perry
Cllr Michel Pongo	Cllr Moin Quadri	Cllr Regina Rahman
Cllr Hardial Singh Rai	Cllr Chris Rice	Cllr Lynda Rice
Cllr Ingrid Robinson	Cllr Paul Robinson	Cllr Muhammad Saleem
Cllr Muazzam Sandhu	Cllr Jack Shaw	Cllr Harriet Spoor
Cllr Dominic Twomey	Cllr Phil Waker	Cllr Maureen Worby

### APOLOGIES FOR ABSENCE

Cllr Saima Ashraf	Cllr Josie Channer	Cllr Syed Ghani
Cllr Donna Lumsden	Cllr Glenda Paddle	Cllr Darren Rodwell
Cllr Emily Rodwell	Cllr Faraaz Shaikat	Cllr Lee Waker
Cllr Mukhtar Yusuf	Cllr Sabbir Zamee	

#### 16. Declaration of Members' Interests

There were no declarations of interest.

#### 17. Minutes (17 May 2023)

The minutes of the meeting held on 17 May 2023 were confirmed as correct.

#### 18. Minutes of Sub-Committees

The Assembly received and noted the minutes of the JNC Appointments, Salaries and Structures Panel held on 22 May 2023.

#### 19. Leader's Statement

The Deputy Leader, Councillor Twomey, presented the Leader's Statement on behalf of the Leader. Amongst the issues raised were:

**Climate Emergency:** Temperatures in much of Europe and America had risen to over 50 degrees which had resulted in devastating wildfires across those areas. It

had been a year since the Borough experienced its own fire at the Leys, which resulted in 14 families losing their homes, and the Deputy Leader stressed the need for global warming and air quality issues to be taken more seriously.

**TFL Update:** A new EL4 bus route had been agreed, which would connect Thames View to Romford. A new cycle route, known as causeway 42, had also been announced that would better connect the Barking Riverside area to Barking Town Centre. Other proposals include Barking Town Centre being part in the Mayor of London's new super loop initiative, which would enhance connections with Walthamstow and North Woolwich Ferry.

**C2C Update:** C2C had now ended its consultation regarding the closure of the ticket offices at both Barking and Dagenham Dock Stations. The Deputy Leader expressed the Council's disappointment at the closures and the impact that would have on passenger safety due to a lack of station staff, especially at Dagenham Dock, and strongly urged C2C to reconsider the plans.

**Borough Celebrations:** The Deputy Leader advised on the celebrations that took place last month to mark 75 years since HMS Windrush arrived at Tilbury Docks from the Caribbean and the events to mark South Asian heritage month. The Deputy Leader also reminded colleagues that the eighth Barking Folk Festival would commence on 5th August.

**Neighbourhood Community Infrastructure Levy:** The Council had raised over £1m which had supported 120 community projects.

**Lord Kerslake:** The Deputy Leader reflected on the sad passing of Lord Bob Kerslake. Lord Kerslake had given eminent service to the local and national government sectors for over 40 years and was knighted for his services to local government in 2005 before receiving a crossbench peerage in 2015. Lord Kerslake had also been a prominent figure in Barking and Dagenham in recent years, having been appointed as Chair of the Council's regeneration and development company, Be First, on its inception in 2017 and, more recently, Chair of the Barking and Dagenham Trading Partnership.

## **20. Appointments**

Assembly **agreed** to appoint Councillor Princess Bright to the Member Development Group.

## **21. Appointment of Statutory Chief Financial Officer**

The Chief Executive introduced a report on the proposed appointment of the Council's statutory Chief Financial Officer.

In accordance with Section 151 of the Local Government Act 1972 and the Local Government Finance Act 1988, every local authority was required to appoint a suitably qualified officer to be responsible for the proper administration of its financial affairs. At Barking and Dagenham Council, that responsibility was currently designated to the post of Strategic Director, Finance and Investment.

At the JNC Appointments, Salaries and Structures Panel on 22 May 2023, it was

noted that the current postholder, Philip Gregory, had tendered his resignation with effect from 18 July 2023. By Minute 3(v) of that meeting, the Chief Executive was authorised to appoint an interim Strategic Director, Finance and Investment for a period of up to 12 months while arrangements to fill the post on a permanent basis were progressed.

Under that authority, Jo Moore was recently appointed to the role of Interim Strategic Director, Finance and Investment. In accordance with the Council's Constitution, the appointment of the statutory Chief Financial Officer (in addition to the other statutory posts of Head of Paid Service and Monitoring Officer) was the responsibility of the Assembly.

The Assembly **resolved** to:

- (i) Note the appointment of Jo Moore as the Council's Interim Strategic Director, Finance and Investment with effect from 20 July 2023; and
- (ii) Approve the appointment of Jo Moore as the Council's statutory Chief Financial Officer.

## **22. The Localism Act 2011- Appointment of Independent Persons**

The Monitoring Officer presented a report on the appointment of Independent Persons in accordance with section 28 of the Localism Act 2011.

The Monitoring Officer advised that a review of the Council's current arrangements had identified a need to increase the number of independent persons from the current number of three, to align with inclusivity and diversity requirements. The Audit and Standards Committee had considered the issue on 7 February 2023 (Minute 27) and noted that there had been only two occasions in the past six years when the involvement of an Independent Person had been required. In light of that, the Committee supported the proposal to retain the three existing Independent Persons and to make an additional appointment to enhance the gender diversity amongst the Independent Persons.

The Assembly **resolved** to:

- (i) Agree the continuation of the appointment of all the Council's current Independent Persons, namely Michael Carpenter; Dr. Gurpreet Singh Bhatia and Pastor Thomas Adeyemi Aderounmu, until the next Assembly meeting following the Annual Assembly in 2025, in accordance with section 28 of the Localism Act 2011; and
- (ii) Note that a further Independent Person appointment recommendation was pending.

## **23. Treasury Management Annual Report 2022/23**

The Cabinet Member for Finance, Growth and Core Services introduced the Treasury Management Annual Report for 2022/23 which set out the key areas of performance, borrowing levels and other treasury management issues.

Key highlights within the report relating to the 2022/23 activities and performance included:

- Total Council borrowing (excluding internal HRA borrowing) was £1,547.7m;
- The Council did not breach its 2022/23 Operational Boundary limit of £1,600m or its Authorised Borrowing Limit of £1,700m, and complied with all other set treasury and prudential limits;
- Total treasury investments held was £54.0m (2021/22: £154.9m);
- Net General Fund interest income was a surplus of £6.5m compared to a budget of -£5.2m, an outperformance of £11.7m;
- £7.0m of the outperformance from interest income was transferred to the Investment Reserve, with the remaining balance used to cover shortfalls in the Investment and Acquisition Strategy (IAS);
- Investment income from the Council's IAS totalled £1.5m (2021/22: £4.3m) compared to a budget of £6.1m, an underperformance of £4.6m (covered by the outperformance in interest);
- The Council's average return on its commercial and property loans was 3.65% (4.42% for 2021/22);
- Interest payable totalled £40.9m (2021/22: £37.4m), consisting of £13.5m for PFI / Finance leases, £11.0m for the HRA and £16.4m for the General Fund;
- The Council borrowed £30m of medium-term General Fund borrowing at an average rate of 0.77% and an average duration of 2.4 years;
- The total long-term General Fund borrowing was £729.9m, comprising of market loans, Public Works Loan Board (PWLB), Local Authority, European Investment Bank and other loans;
- The value of short-term borrowing totalled £165.3m;
- HRA borrowing totalled £295.9m of long-term debt and £30.6m of internal borrowing;
- A loan impairment of £2.4m was made in 2021/22 against the loan to Barking and Dagenham Trading Partnership (BDTP) relating to the purchase of London East UK (LEUK), as outlined in paragraph 7.9 of the report; and
- A further impairment of £7.74m was required for 2022/23 relating to additional capitalised interest on the LEUK loan and two working capital loans to BDTP, as outlined in paragraph 7.10 of the report.

The Cabinet Member also referred to the expected increase of up to 0.5%, to 5%, in the Bank of England base rate, which was likely to result in a shift in the Council's borrowing strategy towards short-term borrowing for the time being. He also alluded to a range of measures being implemented to ensure that income from new developments and other investments was realised without unnecessary delays.

The Assembly **resolved** to:

- (i) Note the Treasury Management Annual Report for 2022/23;
- (ii) Note that the Council complied with all 2022/23 treasury management indicators;
- (iii) Approve the actual Prudential and Treasury Indicators for 2022/23, as set out in Appendix 1 to the report; and

(iv) Note that the Council borrowed £140.0m from the PWLB in 2022/23.

**24. Motions**

There were no motions.

**25. Questions With Notice**

There were no Questions with Notice.

**26. Alison Stuart, Chief Legal Officer and Monitoring Officer**

The Chair placed on record the Council's appreciation to Alison Stuart, Chief Legal Officer and Monitoring Officer, who was attending her last meeting of the Assembly before taking up a similar role at another London local authority.

Several Members gave their own personal tributes to Ms Stuart, thanking her for her advice, dedication and support throughout her time at the Council and all joined in a round of applause.

This page is intentionally left blank

## **MINUTES OF JNC APPOINTMENTS, SALARIES AND STRUCTURES PANEL**

Tuesday, 25 July 2023  
(1:35 - 1:48 pm)

**Present:** Cllr Darren Rodwell (Chair), Cllr Muhammad Saleem, Cllr Dominic Twomey and Cllr Phil Waker

#### **4. Declaration of Members' Interests**

There were no declarations of interest.

#### **5. Private Business**

It was resolved to exclude the public and press from the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraphs 1 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

#### **6. Review of JNC Officer Posts**

By Minutes 3 (iv) and (vii) (22 May 2023), the JNC Panel had approved arrangements for the permanent recruitment to four vacant JNC-level posts, including that of the Strategic Director, Finance and Investment, and the creation of a new JNC-level post of Director of Law and Governance (and Monitoring Officer) to replace the posts of Strategic Director, Law and Governance and Chief Legal Officer (and Interim Monitoring Officer).

Subsequent to that meeting, the Chief Legal Officer had tendered her resignation in order to take up a director-level position at another local authority. In view of the impending vacancies for both the Strategic Director, Finance and Investment and Chief Legal Officer / Director of Law and Governance (and Monitoring Officer) posts, the Chief Executive took the opportunity to reconsider the senior leadership structure.

Accordingly, the Chief Executive presented her report on revised proposals for the senior leadership structure. The main proposal related to the redesignation of the Strategic Director, Finance and Investment post to Strategic Director, Resources. The new post would retain the role of statutory Chief Financial Officer (S151 Officer) and would be accountable for a more extensive group of functions, including the legal and governance functions currently under the Chief Legal Officer / Director of Law and Governance (and Monitoring Officer) post. The Chief Executive advised, however, that to accord with statutory requirements and encourage succession planning, the existing post of Head of Legal Services, which was below JNC-level, would be designated as the Council's statutory Monitoring Officer. It was noted that the Head of Legal Services would report to the Strategic Director, Resources for all matters except those relating to the Monitoring Officer functions, with the Chief Executive holding the 'dotted-line' line management responsibility in relation to the Monitoring Officer role.

It was further proposed to delete the post of Strategic Director, Community

Solutions, which had not been filled on a permanent basis since February 2022. The Chief Executive advised that the interim management arrangements and reporting lines for that service would continue for the foreseeable future.

Members sought clarification on a number of issues and noted that the proposals would generate a potential saving of circa £338,000 in a full year.

The JNC Panel **resolved** to:

- (i) Agree the creation of a new JNC-level post of Strategic Director, Resources which shall be responsible for the functions of the Strategic Director, Finance and Investment and the legal and governance functions of the Chief Legal Officer / Director of Law and Governance (and Monitoring Officer) post, and the subsequent deletion of the posts of Strategic Director, Finance and Investment and Director of Law and Governance (and Monitoring Officer); and
- (ii) Agree the deletion of the post of Strategic Director, Community Solutions.



## ASSEMBLY

27 September 2023

<b>Title:</b> Appointment of Interim Statutory Scrutiny Officer	
<b>Report of the Chief Executive</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Alan Dawson, Head of Governance & Electoral Services	<b>Contact Details:</b> Email: alan.dawson@lbbd.gov.uk
<b>Accountable Executive Team Director:</b> Fiona Taylor, Chief Executive	
<p><b>Summary:</b></p> <p>The Council must designate one of its officers to discharge the functions of statutory Scrutiny Officer, as required under section 9FB of the Local Government Act 2000 (amended by the Localism Act 2011). The statutory scrutiny officer's role is to:</p> <ul style="list-style-type: none"> <li>• promote the role of the Council's overview and scrutiny committee(s);</li> <li>• provide support to the Council's overview and scrutiny committee(s) and its Members; and</li> <li>• provide guidance to all Members and officers of the Council in relation to overview and scrutiny functions.</li> </ul> <p>The current Interim Director of Strategy, Alex Powell, was designated as the Council's statutory Scrutiny Officer by the Assembly on 27 July 2022 (Minute 19 refers). Mr Powell is due to leave the Council on Friday 29 September and although the recruitment of a permanent Director of Strategy is underway, it is unlikely that the new postholder will be in place for several months. The statutory Scrutiny Officer cannot be the Council's Head of Paid Service (Chief Executive), the Monitoring Officer (Chief Legal Officer) or the Chief Financial Officer (Strategic Director, Finance and Investments) and, therefore, the intention is that the new Director of Strategy will become the Council's statutory Scrutiny Officer.</p> <p>In the meantime, it is proposed that Leanna McPherson, who is responsible for the governance and support to the Council's Overview and Scrutiny Committee and Health Scrutiny Committee, be designated as the Council's interim statutory Scrutiny Officer from the point that Mr Powell leaves the Council. Once a new Director of Strategy is in post, a further report will be presented to the Assembly seeking to designate that individual as the statutory Scrutiny Officer.</p>	
<b>Recommendation(s)</b>	
The Assembly is recommended to designate Leanna McPherson, Principal Governance Officer, as the Council's statutory Scrutiny Officer with effect from 29 September 2023.	

**Reason(s)**

To accord with the requirements of section 9FB of the Local Government Act 2000 (as amended).

**1. Financial Implications**

Implications completed by: Katherine Heffernan, Head of Service Finance

- 1.1 There are no financial implications associated with the proposal in this report.

**2. Legal Implications**

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

- 2.1 As set out in the summary of this report the Council is obliged by law under section 9FB of the Local Government Act 2000 (amended by the Localism Act 2011) to appoint a Scrutiny Officer who will be tasked with promoting the role of the Council's overview and scrutiny committee(s) and supporting them in their business. In addition, the statutory Scrutiny Officer shall provide guidance to all Members and officers of the Council to in relation to overview and scrutiny functions, which can be found in the Constitution at Part 2 Chapter 8.
- 2.2 The Local Government Association gives further guidance on the role in that the statutory Scrutiny Officer activities could include as providing, or managing, administrative work, undertaking research, analysing data and preparation of reports.
- 2.3 The statutory Scrutiny Officer cannot be either the Council's Head of the Paid Service, the Monitoring Officer or the Chief Finance Officer (s151 officer). They do not need the word 'scrutiny' in their job title and similarly, someone with the job title 'Scrutiny Officer' will not necessarily be the Council's Statutory Scrutiny Officer.

**Public Background Papers Used in the Preparation of the Report:**

- Section 9FB, Local Government Act 2000 (as amended)  
<https://www.legislation.gov.uk/ukpga/2000/22/section/9FB>

**List of appendices:** None

## ASSEMBLY

27 September 2023

<b>Title:</b> Annual Youth Justice Plan 2023/24	
<b>Report of the Cabinet Member for Children's Social Care and Disabilities</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Angie Fuller, Head of Service Adolescent and Youth Justice Service	<b>Contact Details:</b> Tel: 020 227 5202 E-mail: <a href="mailto:Angie.fuller@lbbd.gov.uk">Angie.fuller@lbbd.gov.uk</a>
<b>Accountable Director:</b> April Bald, Operational Director Children's Care and Support	
<b>Accountable Executive Team Director:</b> Elaine Allegretti, Strategic Director, Children and Adults	
<b>Summary</b>	
<p>The Youth Justice Service is a multi-agency statutory service set up in line with the Crime and Disorder Act 1998 to deliver services to children involved in the criminal justice system. The Youth Justice Plan is an annual plan that reports on the work of the youth justice service within LBBd and the strategic management board that oversees this service. It highlights the performance of the team in meeting the three national performance targets and standards as well as local indicators and expectations.</p> <p>It is an annual report that is submitted to the Youth Justice Board in line with our conditions of grant to show how we are delivering youth justice services and meeting expected standards. It outlines the achievements of the service over the last 12 months and how this has impacted:</p> <ul style="list-style-type: none"> <li>• First time entrants into the criminal justice service</li> <li>• Re-offending of children and young people</li> <li>• Reducing the numbers of children in custody</li> </ul> <p>Overall, the service is positively impacting all three areas with all three performance indicators decreasing over the last five years but are still higher than London and National averages with regard to use of custody and first-time entrants.</p> <p>The plan sets out the priorities for the coming year and how they align with local and national priorities. Focus areas for the coming year are:</p>	
<b>Priorities</b>	
<ul style="list-style-type: none"> <li>• Continued work focusing on reducing first time entrants and children in custody.</li> <li>• Continued focus on Education training and employment with a new education worker in post, ensuring good education, employment, and enrichment</li> </ul>	

opportunities for young people with a focus on the expansion of the AQA accreditation.

- Develop targeted and effective interventions in collaboration with young people, particularly focusing on children with differing needs and young women and girls.
- Focused work on robbery, serious youth violence that also understand and young people as victims as well as perpetrators and links to substance misuse.
- Focus on achieving consistently good quality practice against all the practice standards. Meeting new KPIs and improved performance reporting through partnership engagement and delivery

### **Governance and partnership**

- Involvement of young people at a strategic level on the board
- Embed anti -racist practice standards striving to achieve equity for our black and global majority children known to the Youth Justice Service.
- Improved partnership recording and sharing of information and impact of service delivery to inform wider issues affecting young people and to influence future work and commissioning.
- Strengthened quality assurance processes ensuring clear line of sight and understanding of quality of practice.
- Ongoing scrutiny of research and reports to inform the work of the board and the Youth Justice Service to ensure practice improvement is in line with most recent thinking and learning.

The Cabinet considered and endorsed the Youth Justice Plan 2023/24 at its meeting on 19 September 2023.

### **Recommendation(s)**

The Assembly is recommended to adopt the Barking and Dagenham Youth Justice Plan 2023/24 as set out at Appendix 1 to the report.

### **Reason(s)**

To assist the Council to achieve its priorities with regard to residents being safe, protected and supported at their most vulnerable, as well as helping children prosper from good education and skills development as well as living healthier and happier lives.

## **1. Introduction and Background**

- 1.1 The annual Youth Justice Plan until this year has been a document agreed by the local multi agency youth justice management board and submitted to the Youth Justice Board in line with the conditions of grant and in line with the national expectations.
- 1.2 One of the expectations of the Youth Justice Board this year is that the annual plan is presented to and agreed by the Council. This is a new expectation by the Youth Justice Board who have also agreed that plans can be submitted once agreed by the Youth Justice management board with the expectation that it will also be ratified

by the Council. This is the first year that this plan has been submitted to the Cabinet and Assembly.

## **2. Proposal and Issues**

2.1 The proposal is that the Annual Youth Justice Plan is ratified and signed off by the Council with agreement that the priorities set out within the plan adequately address the needs of children and young people involved with the service. The service is meeting outcomes and delivering positively against national indicators with regard to:

- Reducing First time entrants into the criminal justice system
- Reducing re-offending by children and young people
- Reducing the use of custody for children

2.2 The plan is in line with national and local priorities and has been agreed at a partnership level. The plan outlines how it will continue to improve services where audit and quality assurance has highlighted areas for improvement and areas of future development to continue to improve the service. The plan clearly outlines the structure and financial envelope within which it works and delivers in accordance with these.

## **3. Options Appraisal**

3.1 An options appraisal is not required due to the fact that this plan is an expectation of the Youth Justice Board who govern youth justice and set out the expectations for the delivery of youth justice services.

## **4. Consultation**

4.1 Consultation on this report was completed with the Youth Justice Service management board and young people on 5 June 2023 and their ideas and comments have been included in the plan.

4.2 The Cabinet considered and endorsed the Youth Justice Plan 2023/24 at its meeting on 19 September 2023.

## **5. Financial Implications**

Implications completed by: Paul Durrant, Finance Manager

5.1 The original 2023/24 annual budget plan for the Youth Justice Plan is £2.827m. The LBBG General Fund contribution is £1.663m, with further contributions from other parties listed below.

Agency	Total
Youth Justice Board	£505,789
Local Authority	£1,663,388
Police	£230,540
Police and Crime Commissioner	£200,000
Probation	£29,750
Health	£158,000
Other	£40,000
<b>Total</b>	<b>£2,827,467</b>

5.2 Recent correspondence from the Youth Justice Board states that they are increasing their contribution by a further £0.002m. LBBD is the custodian of the fund, with either direct funding provided from other parties or commitments to seconding their staff to the programme at level of funding stated.

5.3 The delivery of the programme is statutory under the Crime and Disorder Act 1998.

## 6. Legal Implications

Implications completed by: Nicola Monerville, Principal Solicitor

6.1 The local Youth Justice Plan is for review and consideration by the Council, setting out the work of the youth justice service in addressing youth crime in the borough and the priorities for the forthcoming year.

6.2 Part I, Chapter I, s.5 of the Crime and Disorder Act sets out the authorities responsible for strategies. This includes, amongst other statutory partners, the council for each area (s.5(1)(a)).

6.3 Part III, Youth Justice, s.37 (1) states that it shall be the principal aim of the youth justice system to prevent offending by children and young persons. Sub section (2) states that In addition to any other duty to which they are subject, it shall be the duty of all persons and bodies carrying out functions in relation to the youth justice system to have regard to that aim.

6.4 Local authorities have a statutory duty to submit an annual youth justice plan relating to the provision of youth justice services. Section 40 sets out the youth justice partnership responsibilities in producing a plan which should be in consultation with partner agencies. This plan should set out how use justice services in their area ought to be provided and funded and how they will operate and what functions will be carried out.

## 7. Other Implications

7.1 **Risk Management** – Potential risks associated with the recommendations could be that if the priorities of the plan are not agreed that services would not be delivered in accordance with expected standards and does not address the needs of the borough. This may negatively impact any future HMIP inspection of the service alongside any potential impact on current positive performance which could impact crime and disorder in the borough. These risks have been taken into account when

developing the plan and consulting with partners in the hope that they are mitigated against in the priorities and actions set within the plan.

- 7.2 **Corporate Policy and Equality Impact** – The Youth Justice Plan at its very core has the expectation of ‘children first, offender second’. The youth justice service and plan outlines the inequality that can exist for young people within the criminal justice system and the measures taken to mitigate against this wherever possible. It outlines our work specifically with more marginalised young people in our communities and the efforts made to ensure that all children involved in the youth justice system are treated fairly and equitably. The Youth Justice Plan will ensure that services are being developed and delivered to take into account the views of children and their families and improve outcomes for those children involved in the criminal justice system. One of the priorities this year is to increase our feedback processes to ensure that children are heard in our strategic boards as well as our operational practices.
- 7.3 **Safeguarding Adults and Children** – The Youth Justice Plan outlines the commitment of the Youth justice Service to improve outcomes for children involved in the youth justice system. It focuses specifically on the adverse childhood experiences of these children and identifies how the trauma that they have experienced has impacted their current behaviours. The service continues to advocate for children who have been marginalised and is committed to having high aspirations for those children who are more likely to experience poor outcomes due to their involvement in crime. The Service sits within Children’s care and support directorate and is always focused on the safeguarding and wellbeing of children that access the service.
- 7.4 **Health Issues** – The priorities within this plan also include expectations of health colleagues seconded into the service to provide health services for children involved in the criminal justice system in line with National key performance indicators which will impact children and young people in a positive way.
- 7.5 **Crime and Disorder Issues** – The Youth Justice Plan has been written to align with the National priorities outlined by MOPAC and YJB and local priorities set out by partners in the Community Safety Partnership. The work of the Youth Justice Service and its performance is monitored and governed by the Youth Justice Management Board with representation from across the partnership. The YJS Board also reports into the Community Safety Partnership Board and provides regular updates on pertinent issues related to crime and disorder.

**Public Background Papers Used in the Preparation of the Report:** None

**List of appendices:**

- **Appendix 1** – Annual Youth Justice Plan 2023/24

This page is intentionally left blank





# BARKING AND DAGENHAM YOUTH JUSTICE PLAN 2023/24

**April Bald**

Director of Operations -  
Children's Care & Support

**Angie Fuller**

Head of Adolescent & Youth  
Justice Service

<b>Introduction, vision, and strategy</b>	<b>2</b>
<b>Child First</b>	<b>5</b>
See children as children.	5
Develop pro-social identity for positive outcomes.	6
Collaboration with children & the child's voice	7
Promote diversion.	8
<b>Governance, leadership, and partnership arrangements</b>	<b>9</b>
<b>Progress on previous plan</b>	<b>12</b>
First Time Entrants (FTE)	12
Disproportionality	12
Improved Aspirations and Educational Outcomes for Young People.	13
SEN	13
AQA	14
Creative Collaboration	14
Development of formal and informal feedback processes to continually inform service development.	14
Improved quality of plans and interventions, with particular focus on diversity, knife carrying and girls and young women	15
<b>Resources and services</b>	<b>16</b>
<b>Performance</b>	<b>18</b>
<b>Priorities</b>	<b>22</b>
Ethnic Disparity	22
Ethnic Disparity – Seriousness of Offending	24
Ethnic Disparity – Community Resolutions and Triage	25
Girls in the Youth Justice Service	26
Prevention	26
Turnaround project	27
Diversion	27
Education	27
SEN	29
Restorative approaches and victims	29
Serious violence and exploitation	30
Detention in police custody	37
Remands	38
Use of custody	38
Constructive resettlement	39
<b>Standards for children in the justice system</b>	<b>40</b>
<b>Workforce Development</b>	<b>41</b>
<b>Evidence-based practice and innovation</b>	<b>42</b>
<b>Service development plan</b>	<b>44</b>
<b>Challenges, risks, and issues</b>	<b>50</b>
<b>Signoff</b>	<b>51</b>

# Introduction, vision, and strategy

The London Borough of Barking and Dagenham continues to be a borough that embraces challenges and creatively designs and develops services to meet these challenges and demands. The Adolescent and Youth Justice Service is one of the services in the borough that is ever changing and often at the forefront of innovative work, and the last year has been no exception.

The youth justice national performance indicators have continued to improve, and reoffending rates are now the lowest they have been in five years with binary and frequency rates largely in line with the London and National rates. Custody and first-time entrants (FTE) continue to remain a challenge. Rates continue to decrease but remain above the regional and national averages. The gap is however slowly narrowing. It is important to note this is against a landscape of being a borough with one of the fastest rates of population growth in the country and the highest under 16 age group in England and Wales, including being the most deprived of the London Boroughs.

This youth justice plan has been developed and endorsed by our Youth Justice board members and a cohort of young people during a recent board development day. Attendees took stock of achievements over the last year and looked ahead to the next 12 months, agreeing our priorities for 2023.

Over the next year we will continue to focus on getting the basics right as we respond to the ever changing and complex needs of children and young people in Barking and Dagenham. This last year has included redesign of our processes, introduction of new roles and developing staff. The year going forward will focus on firmly embedding those changes with continual self-evaluation to assure ourselves that our offer and services are right for our young people and continuing to improve.

Continuing to involve children and young people, ensuring we are obtaining their feedback at all stages remains a priority for us. Recruiting new young people's representatives to the management board is essential. Young people's feedback will be a key agenda item at the Board in the year ahead. It is imperative we see evidence of their voices shaping our services.

We have learnt much from the last year, understanding which part of our young people's community is most impacted and at risk of entering the Youth Justice Service. LBBD has a distinct demographic and has changed significantly since the 2011 Census. Black and global majority children are now the majority in our borough and when analysing our data, we are seeing our mixed heritage young people reflected most significantly in the disproportionality data. Learning from research and their lived experience, our year ahead will give specific focus to this cohort. We also want to include focus to our young women and girls who can often be missed despite their specific vulnerabilities.

The Youth Justice Service, being a part of Children's Social Care and Support has continued to enhance and support our 'child first ethos' and in turn the trauma informed, strengths focussed (pro-social) approaches applied by the Youth Justice Service has influenced our new LBBD Children's Care & Support practice framework – CARES.

CARES describes our values – compassion, accountability, respect, empower and sharing. Values which are at the heart of all practitioners working across our services. Keeping children and young people safe and supported with their families, putting the child in the centre, and ensuring they receive the right services at the right time by a practitioner with the right training, knowledge and skills set – are some key priorities of the CARES practice framework. Our 8 key principles some of which are: collaboration, cultural competence, creativity and consistent – are exactly the key principles required in everyday practice by Young Justice Practitioners to meet the needs of our young people.

At our previous year's YJ Plan development day we developed our mission statement which we all agreed remains relevant and continues to capture our aims and the focus of our work for the coming year. This mission statement is strongly aligned to our wider CARES practice framework.

## **Vision / Mission Statement:**

- *We aim to give children and young people hope, aspiration and opportunity and celebrate their success.*
- *We will work to change, challenge and support young people to be the best they can be and for them to feel connected to their community.*
- *We will provide and improve access to services for young people to divert them from the youth justice system and to help them to achieve their goals and aspirations.*
- *We will provide a service where children feel safe, listened to, supported to be brilliant and understood to be the experts through their own experiences.*
- *We will value the diversity of young people and their families and ensure that everyone is treated fairly, promoting equity at all times.*

## **About the borough**

Barking and Dagenham has become one of the fastest-changing communities in Britain. The population was estimated to be 218,900 in 2019 at Census 2021: an increase of 18% since 2011 Census – the 3<sup>rd</sup> highest growth in England and Wales. GLA projections estimate the population to increase to 264,500 people by 2030.

The age of the community is changing with the highest birth rate in London, and a large proportion of young people. Barking and Dagenham has the highest proportion of under 16-year olds in England and Wales at 26.1%. The borough becomes more diverse each year with 66% of the resident population identifying as having a global majority ethnic background compared to 19% in 2001. 41.3% of Barking & Dagenham Residents were born outside of the UK – 10.4 percentage points higher than 2011 Census.

Barking and Dagenham had the highest overall deprivation score in London and 17th highest in England (IMD 2019; MHCLG). The Census data 2021 shows that the borough has the fourth highest average household size at 2.96 and over 60% (3 in 5 households) were deprived – the highest proportion in England and Wales.

People in the borough die earlier, have poorer health and lower levels of education and skills than across London whilst too many residents are in low paid work and struggle to find suitable homes they can afford. Unemployment remains high. Barking and Dagenham has the highest percentage (12.8%) of lone parent households with dependent children in England and Wales. An increasing number of families have and are continuing to experience the effects and impact of the pandemic and now the cost-of-living crisis and as a result, are displaying an increasingly higher level of need.

## **Our child population**

Barking and Dagenham is a young borough, with around 63,509 children and young people under the age of 18 – 30% of the total population, the highest proportion in England and Wales.

76% are from black and global majority ethnic groups and the proportion of children and young people who speak English as an additional language is more than twice the national average. This level of diversity presents its own challenges when working with families and young people, where a better understanding of cultural subtleties becomes crucial.

25% of children under 16 in the borough are living in relative low-income families, significantly above the UK average of 19%. The proportion of children known to be eligible for free school meals in 2011/22 is 25.5% compared to 22.5% across England.

Domestic abuse is a significant issue in Barking and Dagenham and impacts on all service areas - 16.7 domestic abuse offences per 1,000 people – and is the highest in London. It accounts for 39% of violence with injury offences in the borough and is a presenting factor for at least 20% of children's social care contacts annually and around a third of social care assessments for children have domestic abuse as a presenting factor in the family.

Despite the challenging context, the Council and elected members are ambitious and aspirational in their commitment to improving the lives and outcomes of our residents and vulnerable children, young people, and families. Their vision being *'no one left behind'*.



These statistics are a stark reminder of the challenging context that our young people and their families are living in LBB. Our children are some of the most disadvantaged in the country. We know that those who become known to the Youth Justice System have been the most vulnerable and likely to have been exposed to adverse child-hood experiences (ACE's) such as deprivation, poverty, domestic abuse, and absent positive roles models which fathers should play in their lives. These ACE's are features for many children growing up in LBB, thus if we are to prevent them coming into the Youth Justice System, we require a call for action for the whole 'system' to work together to tackle these inequalities.

# Child First

LBBB Youth Justice Service and its partnership board uphold the four tenants of the 'Child First' principle and continues to develop the offer for young people by listening to what they tell us, identifying and responding to their needs and ensuring that the right staff are in place at the right time to help and support them toward pro social and positive behaviours and opportunities.

## See children as children.

We continue to understand the importance of recognising each's child's uniqueness. They are individuals with differing capabilities, capacities, potential and needs. Each therefore requires an individualised plan and set of interventions. We continue to advocate for children, acknowledging the structural barriers they face. We work with our partners to ensure that the interventions are child focussed and developmentally informed and meeting our responsibilities towards them. The service has moved away from the term 'offending' and has changed the name of the service to reflect this. Examples of putting a child first approach into practice includes:

The first-time entrants (FTE) multi partnership sub-group continues to look at the themes and issues that exist for young people entering the service and adapts the offer to meet the identified issues. There is also a continued focus on the wider offer for children and young people in the borough who may be at risk of entering Youth Justice Services and this has been expanded within the last year to continue to reduce the numbers of children entering statutory services.

Tri borough court meetings with Havering and Redbridge Youth Justice Service (YJS), that have taken place have explored the disproportionality of back and global majority ethnic groups in the criminal justice system. Given that a large proportion of our young people attend Barkingside Youth Court for sentencing, an exploration of ways to ensure that there is parity of sentencing across the boroughs regardless of the ethnic and gender demographic of young people. These discussions have resulted in the introduction of a Trauma informed Report template. The purpose of all YJS's using the same template was to ensure that the court will adopt a child-first approach to sentencing; through gaining an understanding of the lived experiences of the young person and the causal link to the commissioning of the offences. The use of a standardised template also ensured that there was parity with sentencing, regardless of the borough the child resides in.

In August 2022, the trauma informed pre-sentence report template was presented at our YJ service Good Practice event. The presentation set out the reasons for the change in template and allowed the practitioners to reflect on this child first approach. Overall, the new template was met with positivity, and the use of the template was rolled out at the beginning of September 2022. From 1st September 2022 to 30th April 2023, 26 pre-sentence reports have been prepared for twenty-two young people. Of the twenty-six sentence proposals, the court followed the proposal on nineteen occasions. The remaining seven young people received higher sentences because of the court being of the view that their current and previous offending history warranted a stronger sentence. The learning that can be taken from the seven cases is that more attention to detail needs to be given to the frequency and seriousness of the current and previous offending history as well as the guidance provided by the Court Bench Handbook and other sentencing guidelines. However, it is important to note that where court feedback was available for these reports, it was still felt that the report author had written a good or excellent report.

With regards to the report feedback received from the court, there is a consensus that the court view the reports to be of a good or excellent quality. Comments around the proposals are also positive in that the depth of information put forward about the individual is very good.

The target for the remainder of the year and 2024 is to carry out more trauma informed Pre-sentence report training to ensure the new members of the team have a good understanding of why such a template is being used and the standard of information that is expected to be present. Additionally, a

drive will also take place to ensure that all reports going to court have a Feedback form attached, so that we increase the volume of feedback received from the courts to ensure ongoing practice standard improvements. Further training regarding sentencing proposals will be delivered in the hope that this will result in a higher congruence rate between PSR proposals and outcomes of sentence.

Another example of taking a child first approach is the National referral mechanism Panel – a Home Office initiative where LBBB have devolved decision making for NRM decisions, meaning our young people who have been trafficked can obtain conclusive and reasonable ground decisions on their NRM status in good time. This offers the Courts further opportunity to understand their experiences, vulnerabilities, and causal links to their offending behaviours. LBBB NRM work has been seen as a front-runner in the country and recently presented to government ministers and special advisers to the Prime minister as an example of best practice in devolved delivery.

Finally, staff continue to access Trauma informed and skills training so they can better engage and understand the lives of the children that they work with. Much of trauma informed practice and its underlying principles resonate with our CARES priorities, values, and practice principles. We want to ensure a culture where individuals are not blamed or punished for adverse experiences which are beyond their control, where a survivor is not made to feel shame or stigma for the trauma they have suffered. We want to foster a culture where people experience compassion, empathy and kindness and are empowered to access the services they need to help support their recovery, and to build and strengthen trusting relationships with others. It is this trauma informed culture that provides the foundation for trauma informed practice. Our staff understand that a young person's offending and associated complex behaviours are potential responses to trauma related triggers. Practitioners prioritise building trusting mutual relationships above all else. Examples of trauma informed approach in practice this year has included: creating an inviting office space where young people can feel safe and contained, providing well decorated young people friendly rooms and garden spaces. Staff are trained in cognitive behavioural therapies and receive clinical supervision to support them in becoming reflective practitioners as well as helping them manage any vicarious trauma they experience in their role.

## **Develop pro-social identity for positive outcomes.**

Our staff understand that developing a pro social identity means they need to help the young people they work with to see themselves in ways that encourage positive behaviour and build constructive futures. Fundamental to our CARES practice framework is the strengths-based approach which lends itself to promoting pro-social identities. A strengths-based approach essentially means doing more of what works and less of what does not work – focusing on what is strong rather than what is wrong. Being a strengths-based practitioner requires a hope inducing relationship as the approach aims to increase the hopefulness of the young person. This approach encourages pride in achievements, and with this sense of pride comes an increased confidence, positive -reframing, increased trust in their capabilities and generally promotes well-being.

The recent YJ Board development day included a "show & tell walk-about " at the service base office. Our youth justice practitioners and young people were show-casing the work they had done together. There were wonderful images of young people transforming local spaces with their reparation worker, providing children with green spaces to play. Another young person proudly spoke about his first boxing match which his YJ worker attended and his aspiration to be a professional boxer. Two other young men, alongside the education worker spoke of their desire to get business degrees and were proud of



their maths skills. What shone through in the day was the sense of 'hope' that the young people had. Another who was there for the first time said he would be back as it felt like a nice place to be with 'people who will listen and help'.

Positive role-modelling is key for our young people, and many don't have this from within their families. Them being on interview panels when we recruit staff has been another means to not only develop their confidence but also giving them insights into the working world. In addition, this opportunity allows them to feel empowered and able to influence decisions on who will work with them in the future. They will and do choose staff who they can relate to and in doing so we have a diverse staff group who in many ways reflects the young people we work with. This enables pro-social working.

Recently introduced to the service is the Your choice – Cognitive behavioural programme, a new pan-London pro-social violence reduction programme. Aimed to harness young people's interests, empowering them to break the cycle. They work intensively with the practitioner focussing on what matters to them and are provided with resources to achieve their goals.

The year ahead will include further strengths-based training and skill development for all our staff. We aim to all see case records consistently reflecting young people's interests, strengths, aptitudes, and aspirations with plans which are aligned to these.

## Collaboration with children & the child's voice

Meaningful participation with young people and their families is one of our key priorities. Linked to the wider children's social care and support we embrace the mantra '*nothing about me without me*' – something our children in care council asked of us. Meaning, don't make decisions about young people without including them. As outlined above we have continued to include young people in our ongoing recruitment processes enabling them to have a say in which staff are recruited into the service to work with them. This ensures that we recruit staff that can build trust with young people and relate to them in a way that they understand and respond to. Young people also feel that their voice is heard and their opinion matters. One young person who worked with YARM said "it was like talking to a mirror, she just got me".

Unfortunately, we lost our young people's representative at the YJ Board in the last year, and his absence was felt. There have however been some good examples of collaboration more widely which has influenced the shaping of the service, this includes: a contextual safeguarding summit, inviting children from all schools in the borough to a session where we learn about what they experience as safe and unsafe spaces in the borough and their schools. This feedback has influenced partnership wide improvement plans and commissioning.

Several of our young people known to the service are discussed at the monthly Multi agency missing and sexual exploitation (MASE) group and the Criminal Exploitation group (CEG). These meetings routinely seek feedback from young people and their parents regarding what services make the most positive impact and helped the most. Youth justice or Youth at risk matrix (YARM) practitioners and local commissioned services such as Spark 2 life and Barnardos' mentors are frequently mentioned. This feedback informs our commissioning planning and applications for bids. A recent leadership event heard back from a cohort of young people who had engaged with the YARM workers, they spoke about their workers "always being there, being someone to talk to and confide in. Someone who understood them, and taught them the right things".

Within the Referral Order arena, plans have been adjusted so there is a specific part for both the young person and parent's views to be heard. There has been training delivered to the volunteers who assist with panels to ensure inclusion of the voice and views of the young person and parent within the plan.

Practitioners continue to attend the Out of Court Panel where the voice of the child is clear within the information they deliver to the panel. The police also present what the young person had said during the police initial interview on arrest.



The parenting worker has introduced new ways of working with parents. One of the worksheets delivered is 'What would you Change?' This worksheet is given to both young person (through the practitioner) and Parent/Carer at the start of both interventions to gain further insight into the family dynamics as well as to hear the voice of both. This worksheet is used to form the basis for effective interventions being delivered and informed by the family's point of view.

There is an emphasis with all reports to ensure the young person's voice is central, an example being our Court report templates which have been reviewed and have at the outset an account of the 'journey of the child', rather than the offence.

In addition to this we have introduced a participation group across the wider service to engage with children that have experienced involvement from our preventative and diversionary services as well as our statutory exploitation and Youth Justice Services. It is hoped that this will create an ongoing forum where we can get young people's views on a range of issues. We would want to also see these participants facilitating wider participation by reaching out and engaging with their peers.

The year ahead we aim to ensure ongoing collaboration in all aspects of our work, ensuring as a matter of course we are routinely receiving feedback at each stage of a young person's journey. More importantly we will create a means to collate the feedback from across the service area, delivering a coherent account of what young people have said, how we have responded and evidence what the impact and outcomes were of this collaboration.

## Promote diversion.

LBBB has continued to run its FTE subgroup to ensure that we have a focused view on those children that are entering the youth justice system and are able to understand the changing landscape as well as the issues that exist for these children. An example of diversion work in practice is the recent appointment of our Young Women and Girls Worker after we identified a growing female cohort. This worker has begun to creatively engage with young women one of whom recently attended our YJ Board development day. She spoke with confidence and was a key contributor to the day.



The Turnaround programme funded by the government is now up and running. The funding injection to local authorities is aimed at providing services that intervene early with adolescents displaying signs such as poor school attendance, substance misuse and difficulties at home. Interventions are aimed at steering them away from the youth justice system. We identify young people for the programme who have been arrested but released with no further action or bailed to return at a later date.

This continues alongside our strong preventative programme YARM that works with those children identified as at risk by the schools [YARM Feedback](#)

Together with our neighbouring boroughs we have the 'Engage' project that works with children whilst they are in police custody, recognising the importance of harnessing those reachable teachable moments.

# Governance, leadership, and partnership arrangements

The Youth Justice Service Management Board is chaired by the Director of Operations for Children's Care and Support who has held this position since coming to LBBD in 2018. The board chair is also the direct line manager for the Youth Justice Head of Service. Thus, the service sits firmly within the Children's care and support directorate. This enhances the partnership between Youth justice practitioners and social workers, ensuring improved planning for children who are known to both Youth Justice and statutory social work services. It is also our belief that the alignment of youth justice with the wider social care teams better supports the child first approach being realised. The Adolescent team was implemented in 2019/2020 and sits alongside the Youth Justice Service under the same Head of service. This joining of the two services together with the Adolescent and Youth Justice Service now being a member of the MASH (front door Multi agency safeguarding hub) has brought strength to practice in both parts of the service as well as benefitted young people who have challenges that are cross cutting e.g. are being exploited and have committed an offence. The joining of the services has further allowed for "role generosity" where specialists such as the Young Woman and Girls Worker and NRM Practitioner or CAMHS specialist and police representative can all be utilised and contribute to planning for children across the two services.

The board chair also chairs the monthly Missing and Sexual Exploitation group (MASE) and Criminal Exploitation Group (CEG) and the quarterly partnership Adolescent safety and wellbeing strategic group. The latter is a sub-group of the Safeguarding Children Partnership Board and the Community safety partnership (CSP) Board. Both the Director of Operations and Head of service attend the CSP Board and provide quarterly updates on the work of the Youth Justice Board and the strategic group.

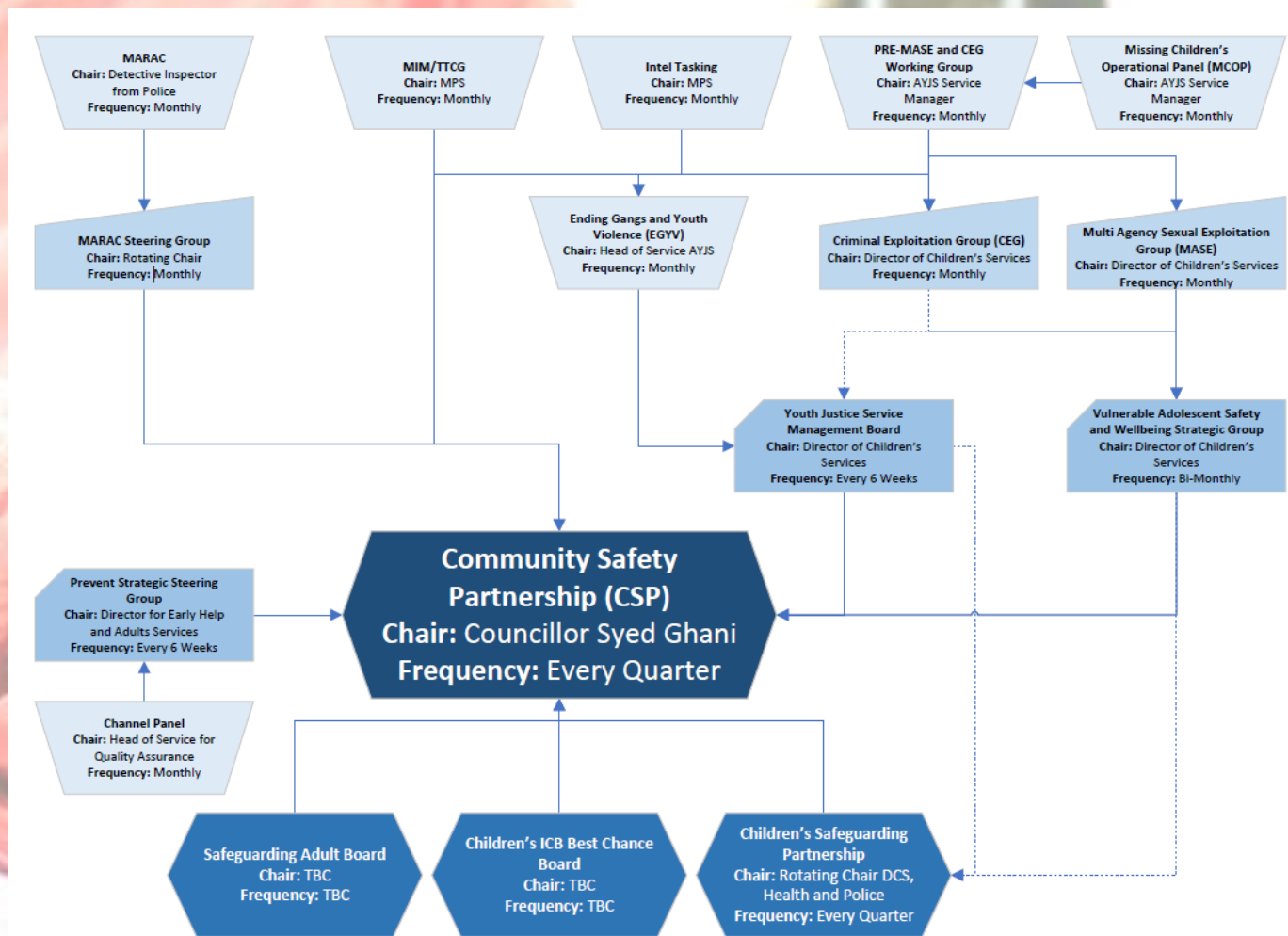
These chairing and governance arrangements further ensure that children within the Youth Justice Service are very much considered in a child first context and safeguarding issues are identified at the earliest opportunity.

The Youth Justice Management Board meets on a six-weekly basis with every quarter there is a key focus on the performance data and what it means for our children. Outside of important business items the agenda's intermittently take on a workshop style where we focus on topical issues and regularly use research and audit findings to facilitate partnership discussions and collaboration to address key areas of practice. We hold an annual Board development day reminding ourselves of what a 'Good' Board looks like and the roles and responsibilities as members. The day also involves reflections of the year gone by and planning for the year ahead. As mentioned earlier the recent Development Day had resounding positive feedback from all Members who attended. Not only was it an excellent collaborative opportunity with young people and partners but it included time to meet the practitioners in the service and young people accessing the service. The two hours at the Youth Justice premises allowed Members to get a real insight to the breadth of work being undertaken by our staff and young people. The day ended with a tour of the Ben Kinsella trust providing members a sobering reminder of the vulnerability of our young people to knife crime.

Whilst Board attendance has been overall positive, we have had to escalate concerns about the commitment to regular attendance by a couple of key partners as well as the seniority of the members attending. We have missed the regular attendance of our Youth Justice Board lead; however, our Head of Service has ensured attendance at wider London YJ meetings ensuring our Board remains abreast of improvement initiatives and directives. She is also a lead on the sector led Improvement partnership (YJSIP), offering great opportunity to share experience and learn from others. This year we have welcomed a Magistrate to our Board, who has brought good challenge and insights.

## Appendix 1: Board Members and attendance details

The Governance structure chart below illustrates how the Youth Justice Service management board is connected to a range of operational and strategic groups that focus on both criminal justice matters and wider issues that exist for children and young people such as serious youth violence, and exploitation. This highlights the pivotal role the Youth Justice Service plays in many of the local priority areas.

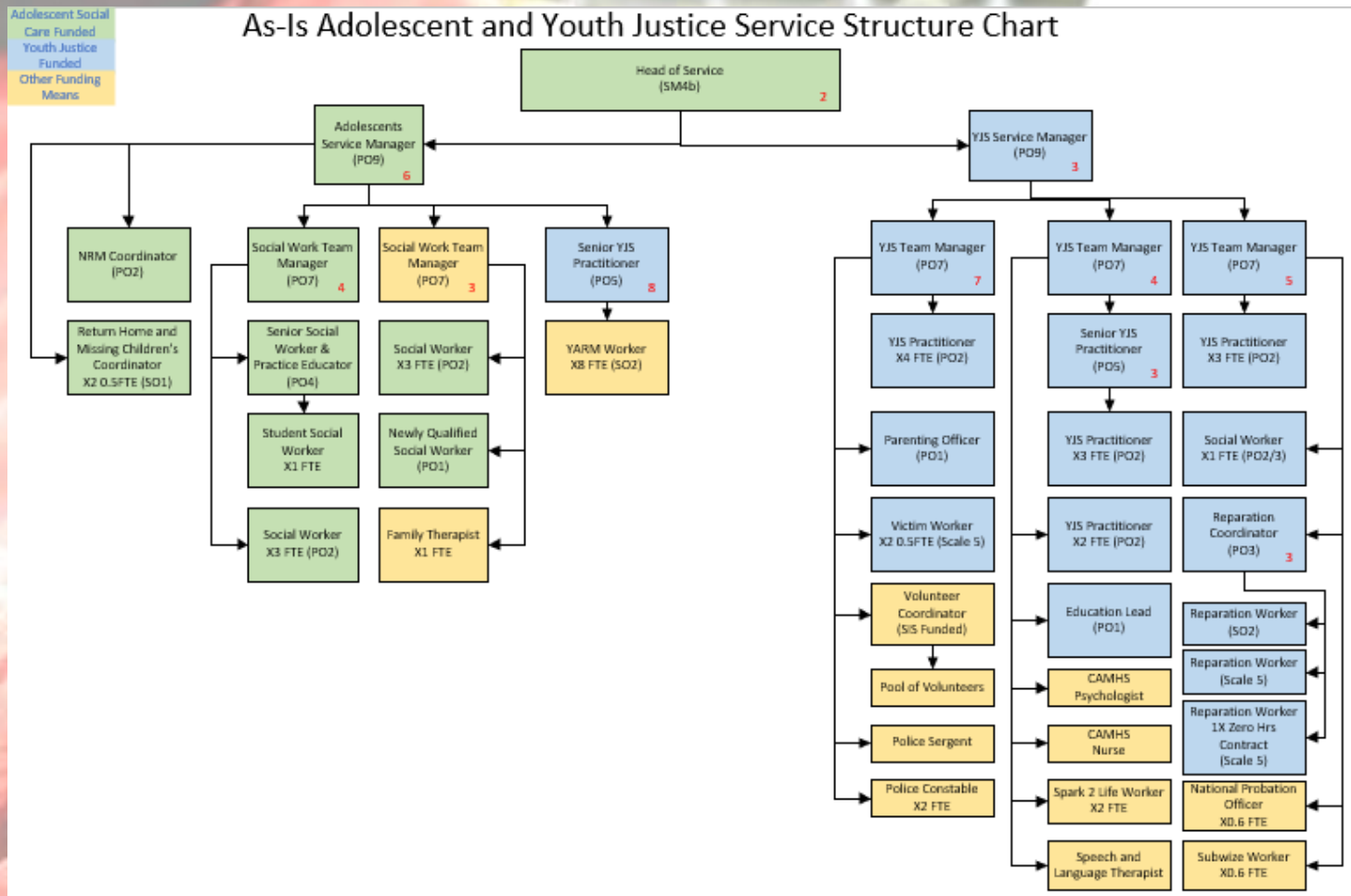


The Adolescent and Youth Justice Service structure depicted in the chart below evidences the wealth of partnership activity across the service.

Partners include:

- **Health & wellbeing** - CAMHS nurse, family therapist, psychologist and Subwize substance misuse, Young Women & Girls Worker
- **Police and Probation** – YJS police officers
- **Education** - Speech & language worker and education lead
- **Engagement & interventions** - Spark2 life mentors, Turnaround, YARM, Victims worker, Volunteers, Reparation
- **Safeguarding**- Missing coordinators, NRM coordinator, Social Workers, and Youth Justice practitioners

Services are funded by the Local authority, Youth Justice Board, Community safety partnership and through successful bids for monies from wider government initiatives. We are a service who has always embraced new initiatives that will benefit our young people and have successfully implemented several pilot projects over the year. The Head of service together with commissioning colleagues will continue to horizon gaze, making bids for pots of money where we see they will benefit our service and young people.



# Progress on previous plan

**Priority areas for the Youth Justice Service in 2022/23 were: -**

- Ongoing focus on First Time entrants
- Deliver on actions to address disproportionality.
- Improved aspirations and educational outcomes for young people
- Development of formal and informal feedback processes to continually inform service development.
- Improved quality of plans and interventions, with particular focus on diversity, knife carrying and girls and young women

Staffing changes in the last year have impacted on some of the priorities being fully delivered. The year ahead will see a restructure of the service that we believe will bring added value to service delivery and particularly to staff retention and development.

## First Time Entrants (FTE)

This is an area that has continued to remain a focus and will do for the coming year. Whilst the service has seen ongoing reductions in FTE which follows the national trend, LBBB has not yet been able to close the gap between the London and National averages in comparison. We have moved from having the 9th highest rate in London (April '21 – March '22) compared with now being 6<sup>th</sup> highest in London (October '21 – September '22). This is disappointing after moving from the highest rate just a few years ago.

The FTE partnership subgroup continues to meet and discuss themes and trends for those young people coming into the service and ways in which the partnership can collectively work to improve the potential for children to stay out of the criminal justice system. The introduction of the young women's and girl's worker into the service will offer an intervention for the girls entering the service. It is anticipated that the addition of the 'Turnaround Programme' will also impact these figures by offering a service to children who may not have had such a swift and responsive support previously. The fact that the service has continued to impact the FTE rate and over the last five years has seen an ongoing decline in the numbers of children coming into the system is positive against a backdrop of a borough with a challenging context and high levels of inequalities and young people population.

## Disproportionality

Addressing racism is a key priority set out in LBBB's Corporate plan and similarly the Youth Justice Service and its management board are committed to being an inclusive service and addressing racism and any disparities featuring in our data and quality assurance activities. We want to find ways to ensure our black and global majority children grow up safe and well and stay outside of the youth justice system.

Regularly sharing disparity data at the Youth Justice board has helped members be cognisant of the community we service, increased awareness and allowed for discussion on approaches to tackling disproportionality. Using research and learning e.g. Child Q, we have explored the prevalence of stop and searches for our children, recognising there is work to do to change the experience for our black children in the borough.

The service has introduced a monitoring tool within the court arena to understand equity of sentencing for our young people and in doing so then able to challenge any disparity with sentencers.

The introduction of pre-sentence reports focussing on trauma experienced by our young people has allowed issues of discrimination, racism, and related racial trauma to be at the forefront for the report authors mind whilst writing the report and for the sentencers in the court arena.

When considering wider intersectionality, we have considered the needs of our young women involved or on the periphery in youth offending due to their links with young men open to the service. The Girls and young women in the service have been a focus for this year and key staff have been selected to train to deliver the 'Go Girls' programme. We also have our Young Women and Girl's Worker offering a range of interventions across the service to address issues that are prevalent for young women.

In the year ahead we will take messages from the recent publication by the Staff College 'Just Fair': Leading in Colour 'to deliver services, experiences and contexts that are 'just fair' for our black and global majority children. Our workforce development will focus on developing staff cultural competence, improving their ability to view the world through the lens of others.

## Improved Aspirations and Educational Outcomes for Young People.

There have been a range of good practice events and training delivered that have focused on education and have been designed to change practitioners thinking away from what a young person has done, to one of what they can become. This way of working is designed to complement the approach taken with trauma informed assessment reports including recommendations made for court sentencing identifying individual opportunities. This also mirrors the Youth Justice Board's work around constructive resettlement.



The education worker and manager have developed and implemented the following: -

- Strategies within Educational Settings and the YJS to improve service outcomes, prevent and reduce re-offending.
- Direct work with ages 10 – 17 to improve educational outcomes.
- Secure estate liaison – Ensuring/supporting practitioners to create appropriate/high quality plans upon entry to, during a custodial sentence and before re-integration to the community.
- Work across all educational/training and employment settings to monitor and record educational outcomes and attainment.
- Work with YJS practitioners and advise on how to best support their young people to achieve successful educational outcomes.
- Representation at relevant meetings as well as creating/maintaining partnerships.
- Liaise with SALT/CAMHS/Education teams to ensure all children open in the service are screened and tracked throughout their journey.

## SEN

Both Local HMIP (2018) and National Educational Inspections (2022) have evidenced that improved Educational Training and Employment outcomes for children positively affect desistance from offending. LBBY Youth Justice Service wants to target those who have Special Education Needs (SEN) and who are detached from any education, training, or employment environment and in particular those who are in a secure setting and transitioning back into the community. These young people will be subject to all community or detention and custodial disposals. This is being achieved through: -

- Work with Specialist ETE Consultant to achieve clear policy guidance and procedures for those children identified as having SEN. These will be aligned with the new SEN KPI - This indicator concerns the number of children identified as having SEND and those with a formal plan - both for children of statutory school age and those in the post-16 cohort are counted.

- Co-ordinating the Identification of children with special educational need to ensure that they receive a swift and appropriate response with regard to educational outcomes.
- Training and arranging good practice events to identify specialist advice and guidance from areas such as Education psychologist, Autism – Specialist guidance /advice and Physical Health School nurse.

## AQA

Our Youth Justice Service is excited to have now successfully achieved registration as a certified AQA centre. The scheme is a unique way to record learner achievements. Its 'can do' approach is used to boost participants confidence, engagement, and motivation. We have now moved to commencing the development of the scheme to link achievement certificates and awards with successful completion of sessions and programmes that the YJS deliver as part of intervention plans for all young people. An example was showcased at the annual YJ Development board where the Reparation team and young people displayed their AQA Certificates alongside photographs of the work they had undertaken in the community. The newly appointed Youth Justice Education worker will lead on co-ordinating awards for all those eligible and staff will incorporate individual award plans into YPs intervention plans.

- Training is planned for the Co-Ordinator Role with the AQA Unit Award Scheme
- Current work is taking place with AQA Unit Award Scheme utilising existing YJS delivery programmes which will direct and determine LBBB awards Scheme programmes.
- Identification of other Co-Ordinator's to ensure that the process is not reliant on an individual and will ensure that risks of blockages are managed, and awards are processed in a timely manner.
- Training for all staff, including specialist services, in the use of AQA Accreditation through AQA Teacher Training

## Creative Collaboration

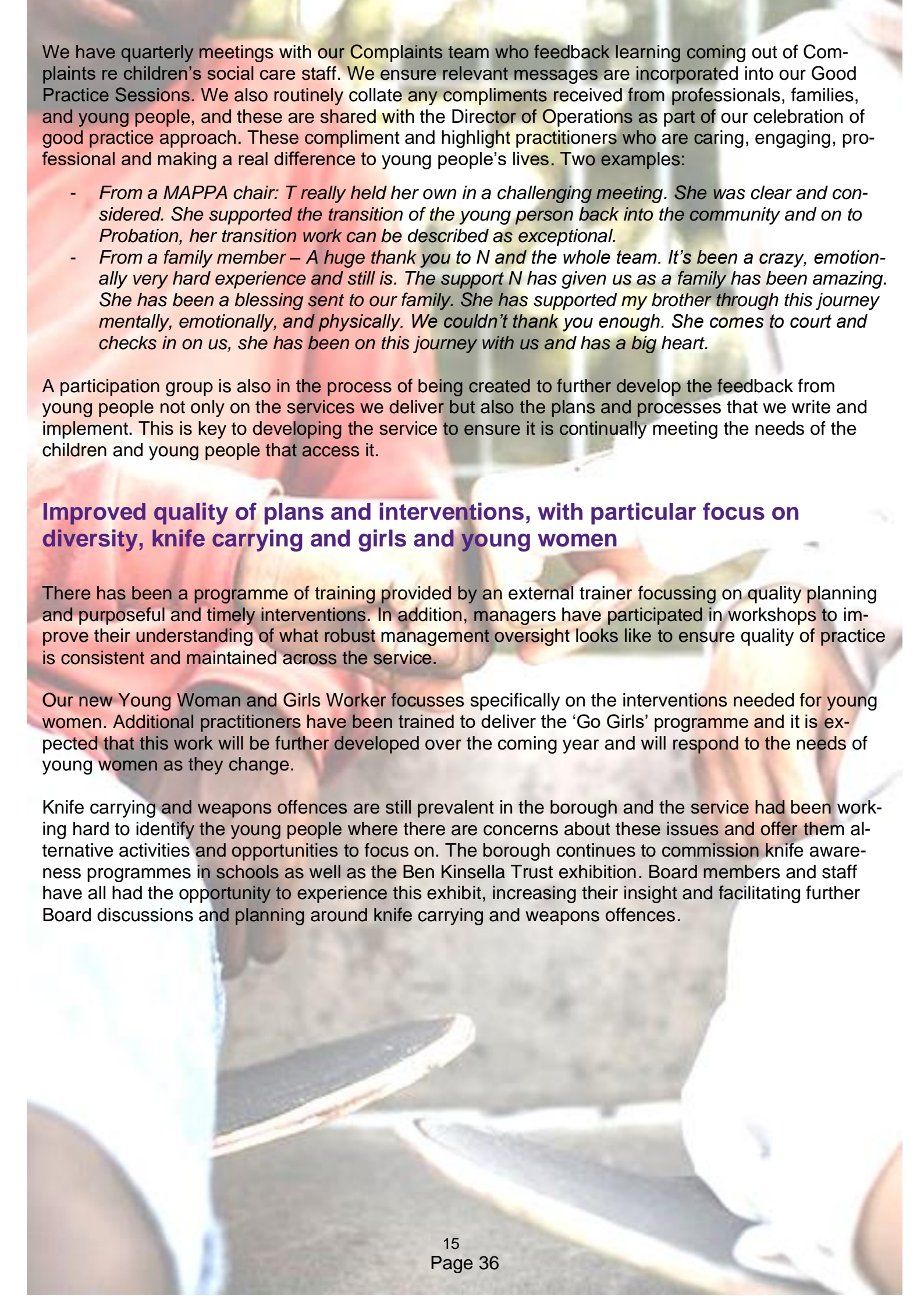
The Youth Justice Service has worked closely with New Town Culture (NTC), our cultural partner in Children's social care. This is an initiative to incorporate arts and culture into the everyday practice of social work and youth justice practitioners, enhancing the quality of direct work and engagement with young people. They are currently delivering a sound engineering Podcast and Artwork project based on the lived experience of the young person. Becontree Broadcasting has also been an effective outlet which uses music to indirectly address mental health, problem-solving and offers taster sessions and job opportunities.

The Service have been involved in further discussions with the White House in Dagenham with a view to using this unique setting as a future programme delivery hub. Ongoing work with New Town Culture is planned and our young people are supported to engage in the variety of holiday programmes delivered by NTC. Our Youth Justice Senior practitioner leads on the commissioning of joint projects with NTC.

## Development of formal and informal feedback processes to continually inform service development.

The area of feedback has been an area that the service has not made as much progress as expected this year due to changes in personnel and competing priorities. We have developed the processes across the service for the collection of feedback and are now implementing these. We anticipate improved feedback loop and improved understanding of the voice of the child and parent not only on an individual level but as a collective.

We have collated feedback on the services delivered at court and the quality of reports provided to the court which have been very positive.



We have quarterly meetings with our Complaints team who feedback learning coming out of Complaints re children's social care staff. We ensure relevant messages are incorporated into our Good Practice Sessions. We also routinely collate any compliments received from professionals, families, and young people, and these are shared with the Director of Operations as part of our celebration of good practice approach. These compliment and highlight practitioners who are caring, engaging, professional and making a real difference to young people's lives. Two examples:

- *From a MAPPA chair: T really held her own in a challenging meeting. She was clear and considered. She supported the transition of the young person back into the community and on to Probation, her transition work can be described as exceptional.*
- *From a family member – A huge thank you to N and the whole team. It's been a crazy, emotionally very hard experience and still is. The support N has given us as a family has been amazing. She has been a blessing sent to our family. She has supported my brother through this journey mentally, emotionally, and physically. We couldn't thank you enough. She comes to court and checks in on us, she has been on this journey with us and has a big heart.*

A participation group is also in the process of being created to further develop the feedback from young people not only on the services we deliver but also the plans and processes that we write and implement. This is key to developing the service to ensure it is continually meeting the needs of the children and young people that access it.

### **Improved quality of plans and interventions, with particular focus on diversity, knife carrying and girls and young women**

There has been a programme of training provided by an external trainer focussing on quality planning and purposeful and timely interventions. In addition, managers have participated in workshops to improve their understanding of what robust management oversight looks like to ensure quality of practice is consistent and maintained across the service.

Our new Young Woman and Girls Worker focusses specifically on the interventions needed for young women. Additional practitioners have been trained to deliver the 'Go Girls' programme and it is expected that this work will be further developed over the coming year and will respond to the needs of young women as they change.

Knife carrying and weapons offences are still prevalent in the borough and the service had been working hard to identify the young people where there are concerns about these issues and offer them alternative activities and opportunities to focus on. The borough continues to commission knife awareness programmes in schools as well as the Ben Kinsella Trust exhibition. Board members and staff have all had the opportunity to experience this exhibit, increasing their insight and facilitating further Board discussions and planning around knife carrying and weapons offences.



# Resources and services

Most secondment arrangements within the service continue to be maintained.

The East area BCU continues to provide a police sergeant to work across LBBD, Redbridge and Havering. There are an additional two police officers to work just within LBBD (although they cover leave and sickness across the BCU when required). The officers are fully integrated in the Youth Justice Service and attend the multi-agency panels and meetings to ensure that information is shared, and multi-agency safety plans are put in place where needed.

Health have continued to provide the roles of psychologist, mental health nurse, family therapist and speech and language therapist to the wider Adolescent and Youth Justice Service. Unfortunately, we are currently without a person in the psychologist role due to long term sickness and resignation and Health colleagues are working to fill this position. The family therapist role has also been vacant for a period but just recently appointed into. The presence of our health colleagues in the Youth Justice Service were impacted following the pandemic. Concerns about their presence in the office were escalated to the YJ Board and the Chair and Head of service addressed this with senior Health colleagues. New Standard Operating procedures were agreed setting out clear expectations regarding office presence and recording on Child view systems by the health practitioners. There is a clear expectation that young people coming into the service will receive a SALT screening and emotional health and wellbeing screening. Health colleagues are expected to have input into all multi agency panels to ensure all children receive access to good health care provision. They will also continue to offer training and workshops for staff as needed.

Subwize, our drug and alcohol service for young people, continue to provide a young people's substance misuse worker. They are closely linked to the out of court work to manage referrals for young people who are in receipt of community resolutions for possession of cannabis. The aim being to offer support at the first opportunity in the hope that children will be diverted from entering the youth justice system. They also attend multi agency panels to ensure they are focussing on the right young people identified as needing support in this area.

We have a full-time education worker within the service to focus on education, employment, and training opportunities for young people with particular focus on those young people who struggle to maintain engagement in education and/or training. There is a part time career advisor supporting post 16 young people to make choices and offer opportunities at this crucial point in their education journey.

The local authority is a key partner, and the Adolescent and Youth Justice Service sits within the directorate for children's care and support. Funding continues to be provided to support the youth justice work alongside the wider vulnerable adolescent and exploitation work. The joint work between the youth justice element of the service and the adolescent/exploitation element is strong and highlighted in audits. A restructure is underway aimed to further strengthen the work undertaken with vulnerable adolescents across the wider social care services. The Specialist intervention service sits at the heart of Children's care and support offering interventions to children and families. Their work is designed to complement the statutory roles of the social workers and youth justice practitioners e.g. family support workers, Restorative intervention practitioners, Family group conferences, therapists, and volunteers. These services would be available for some of the young people open to the Youth Justice Service.

Unfortunately, we have now been without a seconded probation officer in the service for over a year. Recruitment issues within probation have hampered the filling of this position. The capacity was reduced to two days per week, and we have not been able to attract a probation officer to this role. Next steps will be to look at how we may be able to fill this role in a different way to support the transition for young people as they turn 18. Probation are invited to multi agency panels across the service, but attendance has been sporadic, and this is being addressed with the Probation head of service who is supportive and cognisant of the concern we have regarding the gap in service.



We continue to utilise our youth justice grant, partner contributions and available resources to deliver Youth Justice Services. The youth justice grants for 2023/24 will provide the following benefits and outcomes for the service: -

- Increased user feedback to inform service delivery.
- Continued improvement in the three key performance measures
- Meet the expected new key performance indicators.
- Improved education training and employment outcomes
- Maintain and improve National Standards
- Develop and deliver services and interventions in line with national and local priorities

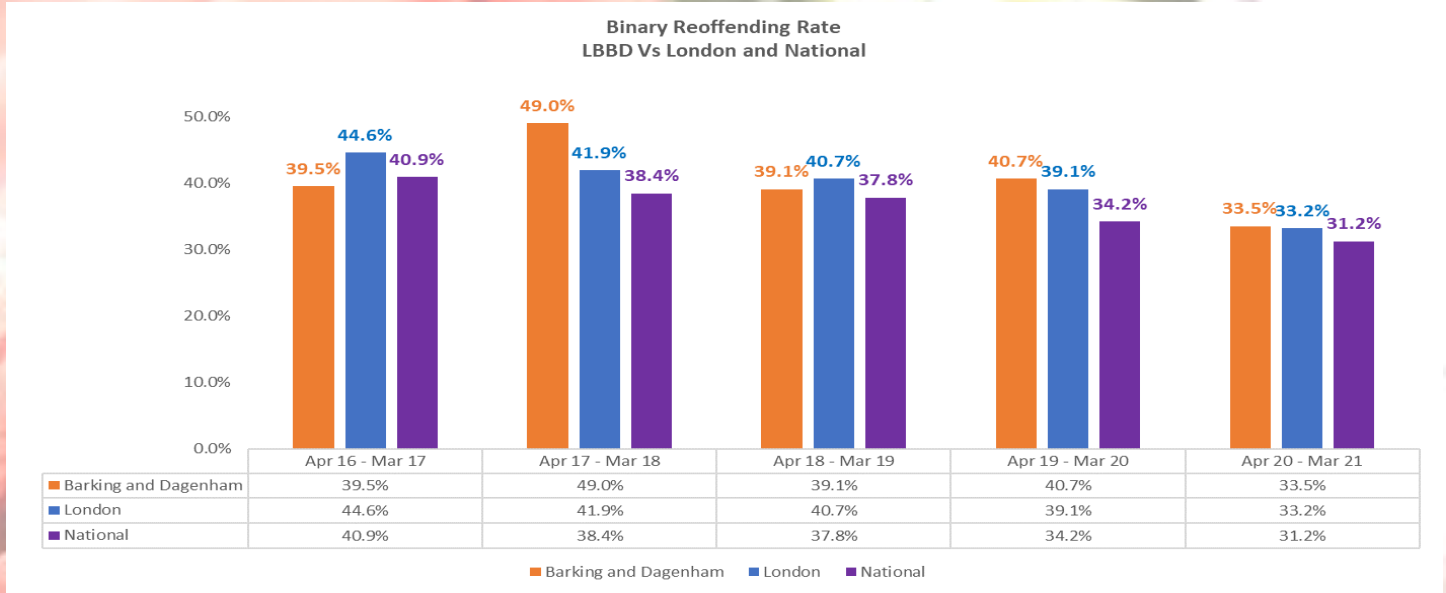
*Appendix 2: financial contributions to the Youth Justice Service*

# Performance

## Binary Reoffending Rate

Despite fluctuations, the overall trend in the binary rate of reoffending is a declining one. The data below, published by the YJB, shows the annual weighted average rate for the past five years.

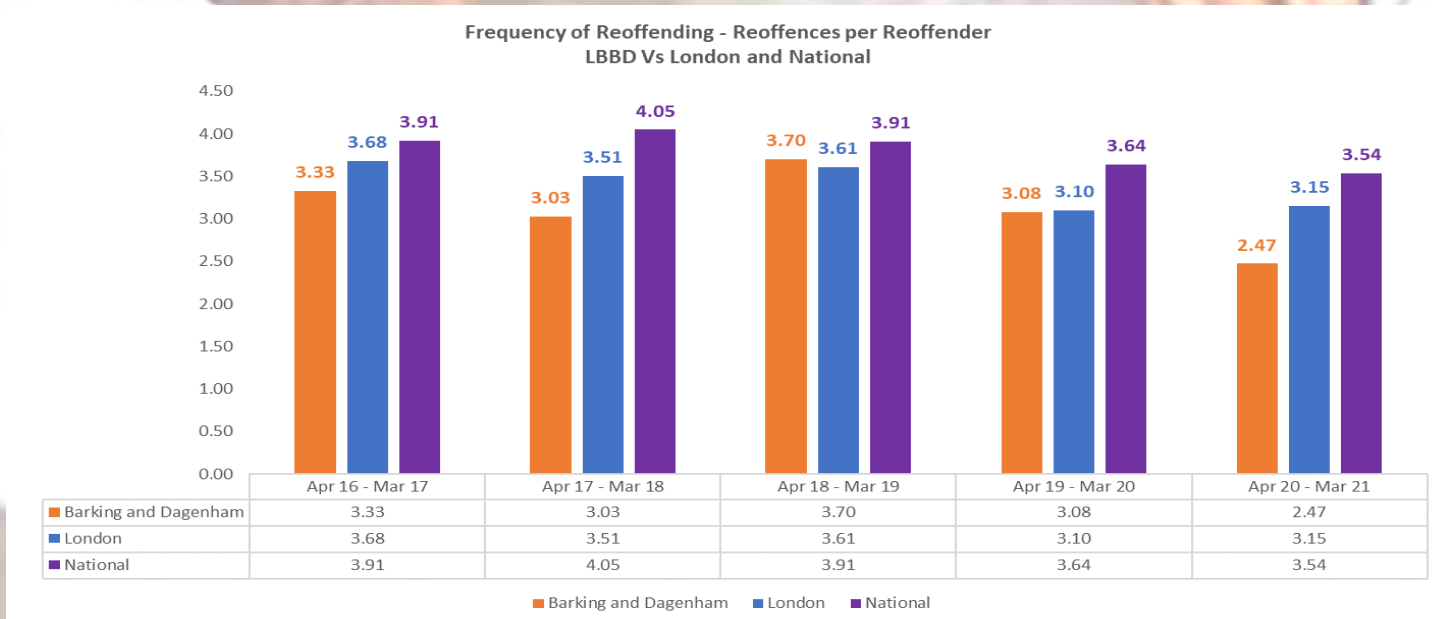
The latest data (April '20 – March '21) reports that the binary reoffending rate for Barking and Dagenham was at its lowest point in the five-year period. It was comparable to both the London and national rates.



Source: YJB Youth Justice Service Data Summary 113

## Frequency of Reoffending

This concerns the average number of proven offences per reoffender. Apart from the reporting period for April 2018 – March 2019, the frequency of reoffending was lower for Barking and Dagenham than both the London and national rates.



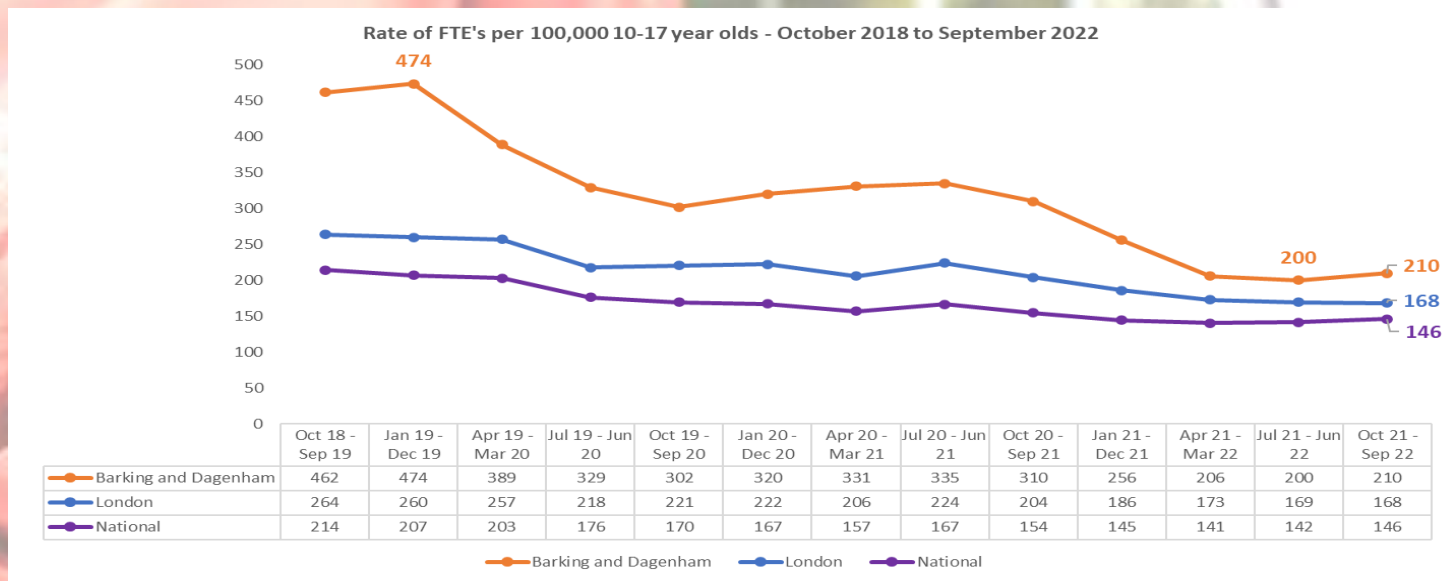
Source: YJB Youth Justice Service Data Summary 113

## First Time Entrants

Following the national trend, the rate of First Time Entrants in Barking and Dagenham is in decline. The data below shows that between the reporting periods October 2018-September 2019 and October 2021-September 2022 the rate has fallen by 54.5%

The rate in Barking and Dagenham has consistently remained above that of both the London and national rates. However, recent reporting periods indicate a narrowing in the gap.

The service continues to maintain a focus on this area and a quarterly FTE subgroup attended by partners has been chaired by the Head of Service to ensure that any themes and trends for this cohort are identified and appropriate plans put in place to impact the numbers of young people entering the youth justice system.

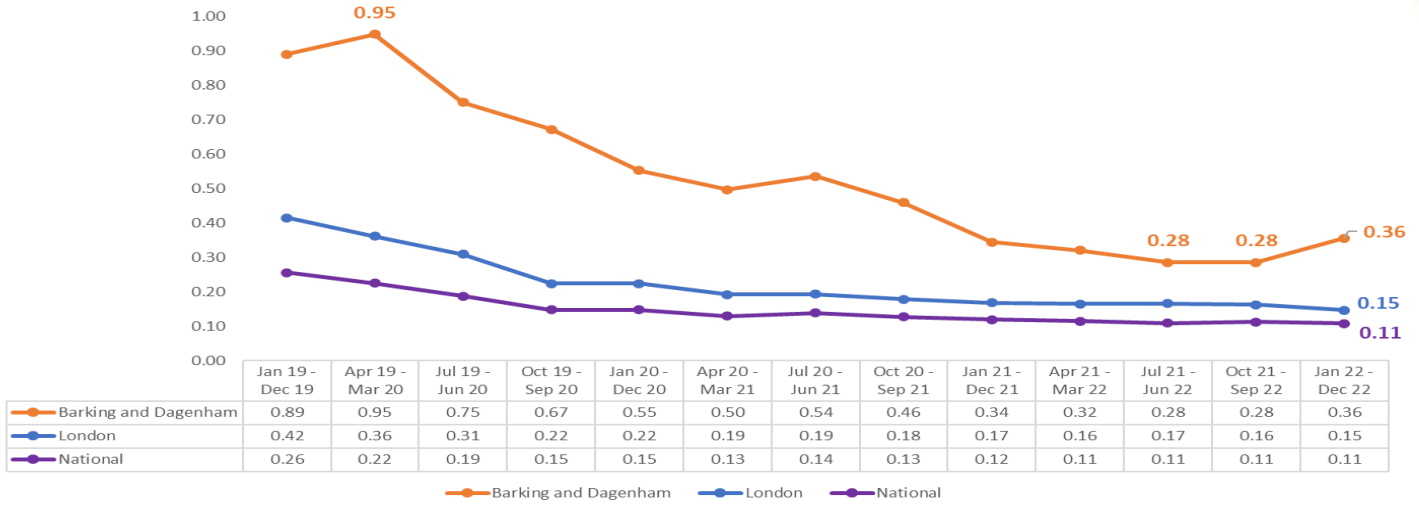


Source: YJB Youth Justice Service Data Summary 113

## Use of Custody

Despite a significant decline in Barking and Dagenham's custodial rate it remains significantly higher than its YJS Family and both the London and national rates. The service continues to monitor all children in custody and the Head of Service chairs a monthly resettlement panel to ensure that there are appropriate resettlement plans in place and that all agencies are aware of and engaged in these plans.

Rate of Custodial Sentences per 1,000 10-17 year olds - January 2019 to December 2022



Source: YJB Youth Justice Service Data Summary 113

## **Additional Key Performance Indicators (from April 2023):**

The service has a new performance officer, and we now have access to clear data and analysis helping to inform service development and improvements.

The rollout of the additional key performance indicators is being monitored and tracked closely. Steps have been taken to ensure that the case management system will be upgraded to the latest version so that the new indicators can be captured by practitioners. Training and guidance have been disseminated to the service to ensure that staff are clear on what the new indicators entail and how to collect and record this information in order that we can easily extrapolate the data needed for reporting.

**Suitable accommodation** – collection of this data remains the same as it has done historically. Improvements in the case management system now ensure that this information must be updated for each young person. In the most recent data available, 76 out of 79 young people were recorded as being in suitable accommodation at the end of their order.

**Education, Training and Employment (ETE)** – Similarly to the previous indicator, system changes have allowed for the capture of suitability of ETE provision. A specialist education worker will be assisting with the determination of suitability. In addition, ETE information is being reviewed weekly to ensure completeness and accuracy of information.

**Mental Healthcare and Emotional Wellbeing / Substance Misuse** – Partner agencies (CAMHS and Subwize) have been fully briefed on the requirements and expectations for accurately recording the screening and assessment of children and recording subsequent interventions.

**Links to Wider Services** – Data collection and recording concerning children known to Children's Services is a priority area and processes and procedures are in place to ensure that the requirements of this KPI are fully met.

**Victims** – The embedded victims workers have received an induction on the requirements of this KPI. They are being actively supported to ensure that the journey of victims, their involvement in the justice system and the support victims are offered is captured.

There is still further work to be done on the recording and relevant processes for the seconded staff within the service to ensure that their assessments, interventions and outcomes is clear to identify and report on for the new key performance indicators but work is underway to make the necessary amendments needed. The service is confident that it will have the necessary processes in place to meet the new KPI reporting requirement within timescales.

There is ongoing work underway on the recording by seconded staff to ensure that their assessments, interventions, and outcomes are clear on the child view system, allowing us to capture relevant data supporting reporting for the new key performance indicators.

The service is confident that it will have the necessary processes in place to meet the new KPI reporting requirement within timescales. We are on track to submit our first round of the new data set in August 2023. The Data lead is keeping the Youth Justice Board members abreast of progress and any anticipated hurdles.

# Priorities

## Ethnic Disparity

The Ethnic Disparity Tool published by the YJB gives an overview of the ethnicity profile of the YJS population. It is based on information about children and young people who were cautioned or sentenced. The latest tool available was published in May 2022 and includes data until the year ending March 2022.

### Headline Data:

- 27,928 children aged 10-17 in Barking and Dagenham (2021 census)
- 126 children were cautioned or sentenced in April 2021-March 2022 (YJB)
- 45% of these children are from a White background
- Children from a Mixed ethnic group have the highest relative rate index (RRI)
- Children from a Black ethnic group are most likely to commit a serious offence
- Children from a Black background are most likely to be sentenced at court rather than receive a Youth Caution or Youth Conditional Caution\*

### Ethnicity Profile and Over-Representation:

The following table shows the change in the ethnicity profile of Barking and Dagenham's offending population.

Share of total	2017	2018	2019	2020	2021	2022	2021 mid year 10-17 population by ethnic group
Asian	7%	9%	4%	6%	7%	6%	26%
Black	23%	26%	27%	31%	29%	33%	30%
Mixed	10%	8%	9%	6%	17%	15%	7%
Other	4%	4%	4%	2%	2%	0%	4%
Black and Global Majority Groups	43%	47%	44%	45%	55%	55%	67%
White	57%	53%	56%	55%	45%	45%	33%

When comparing 2017 with 2022:

- The proportion of White children has fallen by 12.2 percentage points
- The proportion of Black children has risen by 10.7 percentage points
- The proportion of Mixed children has risen by 5.9 percentage points
- The proportion of children from Black and Global Majority groups has risen by 12.2 percentage points

The data from 2022 shows that:

- Mixed children and White children are over-represented in the youth offending cohort and that the levels of over-representation is statistically significant (highlighted above). The significance level of this test is set to 5%.
- The share for Mixed children is 8 percentage points higher in the youth offending cohort compared with the 10-17 population. For White children the share in the youth offending population is 12 percentage points higher than the 10-17 population.

The Relative Rate Index (RRI) is an increasingly adopted statistical approach to the comparison of the relative difference in rates between two fixed populations and was a recommendation of the 2017 Lammy Review concerning disproportionality in the Criminal Justice System.

The RRI is used below to determine whether the outcomes for each ethnic group differ significantly compared to the White ethnic group.

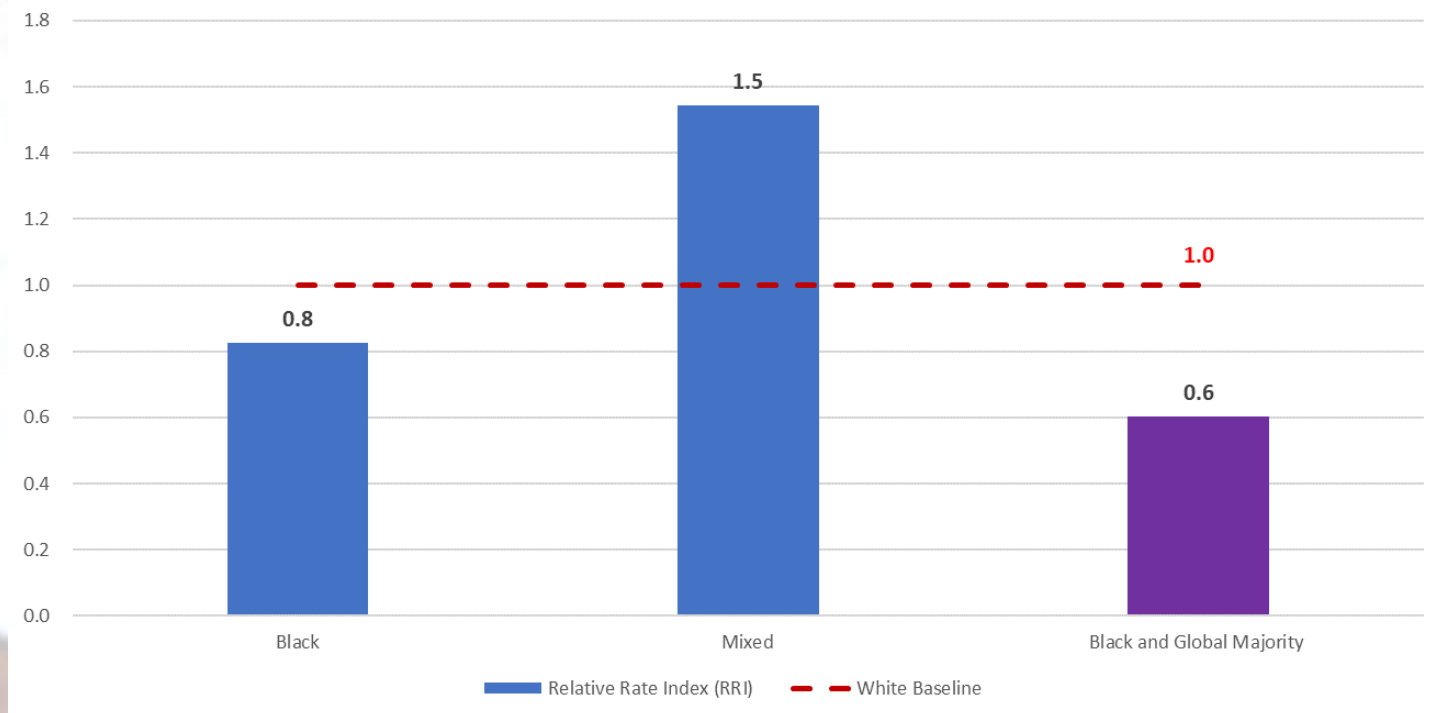
In the table below the RRI tests whether children from Black and Global Majority ethnic groups are more or less likely to be cautioned or sentenced compared with White children.

The White youth offending population is used as a baseline and given an RRI of 1. A rate of cautions/sentences for other ethnicities that is above 1 would indicate a higher likelihood of being cautioned or sentenced. An RRI less than 1 indicates the group of interest was less likely than the White ethnic group to be cautioned or sentenced.

The data for April 2021 – March 2022 indicates that children from Mixed ethnic groups are 1.5 times more likely to be cautioned or sentenced than White children.

Ethnic group	Number	Share of total (1)	2021 mid year 10-17 population by ethnic group	Rate per 1,000 population	Relative Rate Index (RRI) <sup>(2)</sup>
Asian	7	6%	7,248	1.0	n/a
Black	39	33%	8,277	4.7	0.8
Mixed	18	15%	2,047	8.8	1.5
Other	0	0%	1,052	0.0	n/a
Black and Global Majority Groups	64	55%	18,624	3.4	0.6
White	53	45%	9,304	5.7	1.0

Relative Rate Index (RRI) for cautions and sentences given to children  
Year ending March 2022



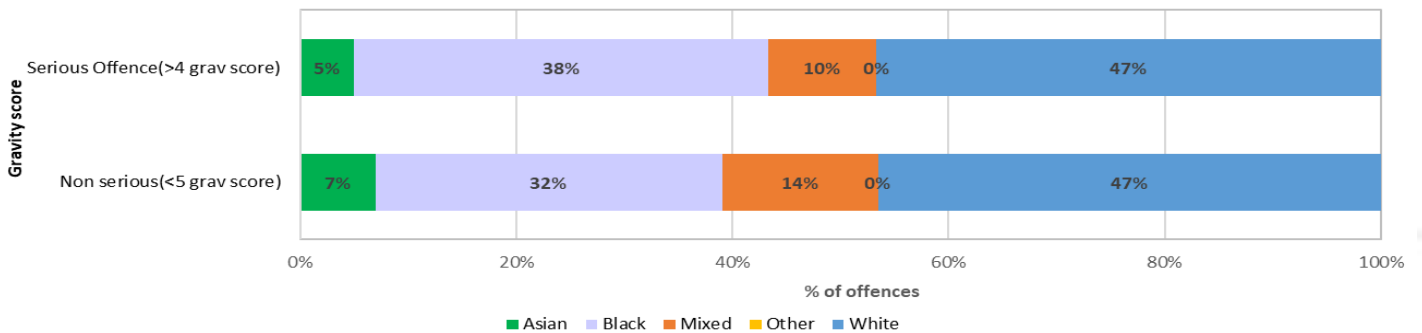


## Ethnic Disparity – Seriousness of Offending

The table below reports on the number and proportion of offences committed by children broken down by ethnic group and gravity score for the period year ending March 2022. Offences have been grouped into serious offences (gravity score of 5 or more) and non-serious (gravity score of 4 or less).

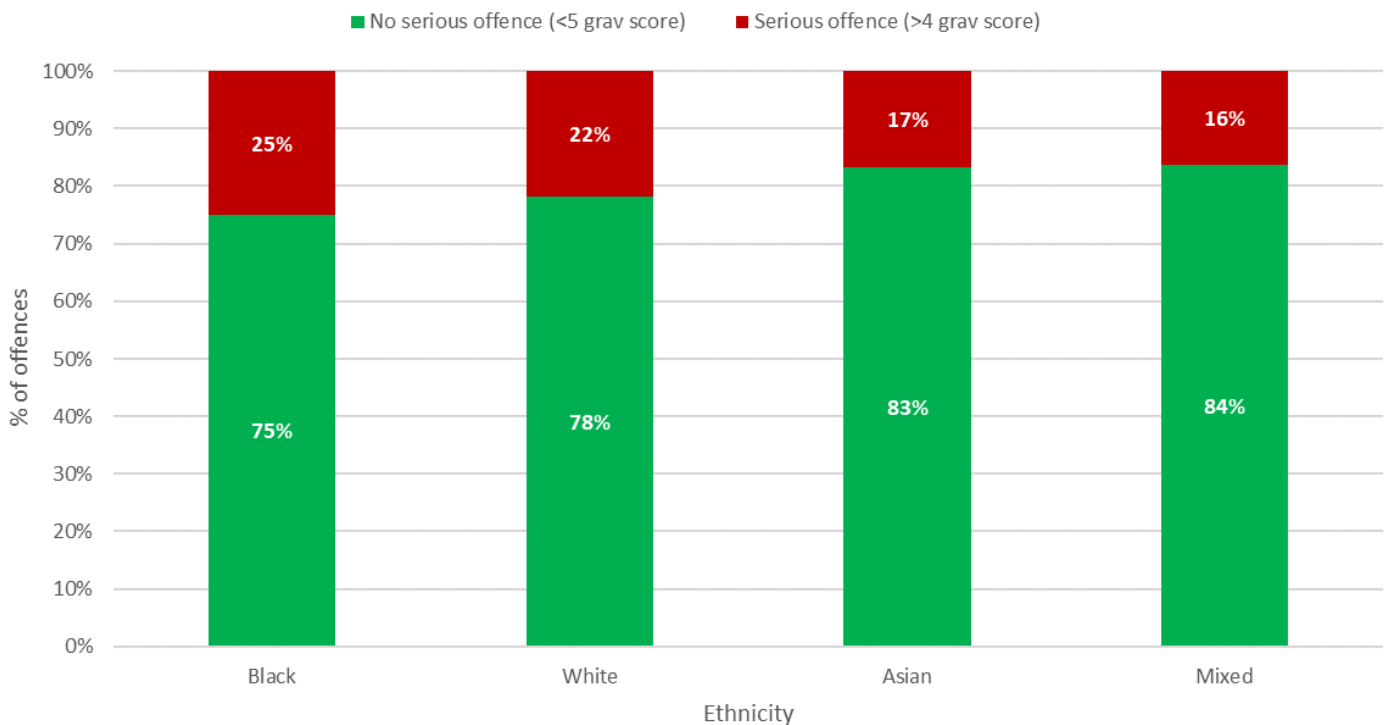
Gravity Score	Asian (18 Offences)	Black (92 Offences)	Mixed (37 Offences)	Other (0 Offences)	White (128 Offences)	Black and Global Majority Groups (147 Offences)
Serious (> 4)	3 (5%)	23 (38%)	6 (10%)	0 (n/a)	28 (47%)	32 (53%)
Non-serious (< 5)	15 (7%)	69 (32%)	31 (14%)	0 (n/a)	100 (47%)	115 (53%)

Proportion of offences committed by children by ethnicity, within each gravity score group, year ending March 2022



Proportionally, Black children were more likely to commit a serious offence with a gravity score in the higher band (of five to eight). 25% of all proven offences committed by Black children were serious offences.

Proportion of serious offences committed by children by offence gravity, within each ethnicity group, Barking and Dagenham YJS year ending March 2022



## Ethnic Disparity – Community Resolutions and Triage

The tool published by the YJB does not include data concerning informal diversion interventions. In Barking and Dagenham this are composed of Community Resolution and Triage voluntary interventions.

Similar trends exists in this cohort to those children that were cautioned or sentenced.

### Headline Data:

- 97 children had either a Community Resolution or Triage intervention
- 57% of these children were from a White background\*
- Children from a Mixed ethnic group have the highest relative rate index (RRI)\*
  - The data for April 2021 – March 2022 indicates that children from Mixed ethnic groups are 1.2 more likely to receive a Community Resolution or Triage intervention than White children. Black children are least likely to receive a Community Resolution or Triage intervention relative to White children.

\*There were 10 cases where the ethnicity was not recorded – they have been discounted from this calculation

### Ethnicity Profile and Over-Representation:

The data from 2022 shows that:

- Mixed children and White children are over-represented in the youth offending cohort and that the level of over-representation is statistically significant. The significance level is set to 5%
- The share of Mixed children is 8 percentage points higher in the youth offending cohort compared with the 10-17 population. For White children the share in the youth offending population is 24 percentage points higher than the 10-17 population.

We want our children and families from the black and global majority to be active participants in all interventions, in a way which ensures they are treated with dignity and respect. We want to build a two-way learning experience which acknowledges the unique struggles that they because of society and/or the system(s) that place them at a disadvantage due to their culture and/or ethnicity. We want our young people to be willing and able to raise their concerns about racism and discrimination, because they can be confident that we as a service takes this issue seriously. We want to reduce the disproportionality in our system, so that the cultural and ethnic background of the children and families that we work with in our system is proportionate to the diversity of our community.

We want our staff to feel confident and competent in challenging racism in all its forms, on behalf of the young people they work with. In doing so we will continue to use our Good Practice events to have conversations regarding racism and being a culturally competent practitioner. We will continue to assure ourselves the make-up of our staff group is reflective of the young people we work with. We will develop a set of practice standards as an aide memoire to practitioners supporting them in developing their practice in this space. Staff will be reminded to be curious about a young person's cultural heritage and customs and how this shape them and the world as they see it. They will be mindful of racial trauma and its impact, and case records and assessments will clearly reflect these conversations.

Through staff supervision and clinical support, they will reflect on intersectionality, thinking about the additional needs and experiences of young people from the LGBTQ+ community and our young woman. Learning from Child Q we will work with Police colleagues, helping them understand the lived experience of our young people who have been stopped and searched. We will hold our police

colleagues to account as they deliver on their 'More trust, less crime, high standards' vision. There is much to do in this space and the LBBD YJ Board will continue to scrutinise the data and challenge partners where there is disparity.

## Girls in the Youth Justice Service

Gender	2017	2018	2019	2020	2021	2022
Female	28 (13%)	21 (10%)	31 (17%)	40 (21%)	21 (14%)	22 (17%)
Male	194 (87%)	180 (90%)	155 (83%)	148 (79%)	127 (86%)	104 (83%)
Total	222	201	186	188	148	126

We still see a proportion of our children involved in the youth justice system are girls and young women and whilst the percentage remains relatively stable, we also know that they may be on the peripheries of offending by young men and witnessing and experiencing trauma as part of their life experience. We also understand that they need a different kind of intervention to support them.

The service now has a Young Women and Girls Worker who can support those females not only involved in the criminal justice process but also those unidentified young women who experience the trauma of offending in their daily lives. In addition, we have also trained some members of staff in the 'Go Girls' programme to ensure that this knowledge is widely shared.

## Prevention

The Youth At Risk Matrix (YARM) has been set up since 2018 to tackle first time entrants to the Youth Justice Service which at the time had one of the highest FTE rates in the country.

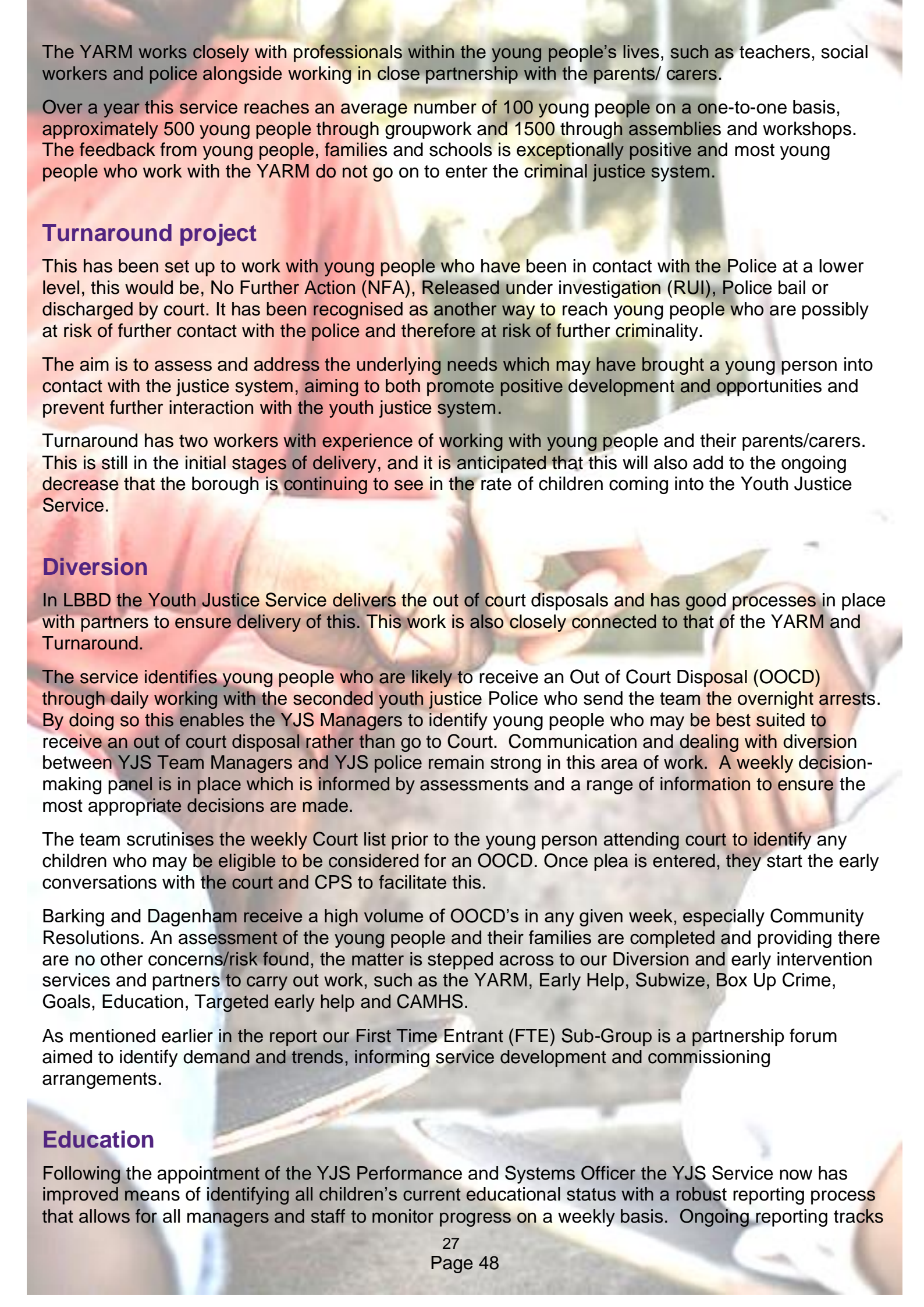
The aim of the YARM is to build a voluntary relationship with young people and divert them away from criminal behaviours with a recognition of what young people can be exposed to within their family and community environments.

Our team of 8 workers are experts in understanding the issues young people face within LBBD and have previous experience of working in a variety of settings such as, Youth work, Education, Family support, gangs' work within a prison setting and working with young people in care.

The YARM receives referrals from professionals predominantly within schools and social care settings who identify that the young people they are working with are on the edge of or at risk of criminality. They refer in using the YARM matrix which is a specific screening tool that is designed to highlight key areas and indicators of concern that would possibly lead young people towards increased risk of offending behaviours.

When working with young people we recognise "one size does not fit all " and thus varied options of interventions and approaches are available. The YARM offers one to one support for young people who need more focussed work, group work for young people that influence each other negatively and larger workshops for delivering general messages of keeping safe. Over the last year they have run specific programmes of work with groups of young people throughout school holidays that have been identified as being most at risk of offending. This has proved to be a positive experience for the young people who were able to experience things they had not previously done such as attending music events, sport events and areas of interest. We aim to replicate this throughout the summer holidays in 2023 for young people across the Adolescent and Youth Justice Service.

The key topics of work are, consequential thinking, peer relationships, general criminality, knife crime, staying safe and a strong emphasis on staying in education to improve outcomes.



The YARM works closely with professionals within the young people's lives, such as teachers, social workers and police alongside working in close partnership with the parents/ carers.

Over a year this service reaches an average number of 100 young people on a one-to-one basis, approximately 500 young people through groupwork and 1500 through assemblies and workshops. The feedback from young people, families and schools is exceptionally positive and most young people who work with the YARM do not go on to enter the criminal justice system.

## Turnaround project

This has been set up to work with young people who have been in contact with the Police at a lower level, this would be, No Further Action (NFA), Released under investigation (RUI), Police bail or discharged by court. It has been recognised as another way to reach young people who are possibly at risk of further contact with the police and therefore at risk of further criminality.

The aim is to assess and address the underlying needs which may have brought a young person into contact with the justice system, aiming to both promote positive development and opportunities and prevent further interaction with the youth justice system.

Turnaround has two workers with experience of working with young people and their parents/carers. This is still in the initial stages of delivery, and it is anticipated that this will also add to the ongoing decrease that the borough is continuing to see in the rate of children coming into the Youth Justice Service.

## Diversion

In LBBDD the Youth Justice Service delivers the out of court disposals and has good processes in place with partners to ensure delivery of this. This work is also closely connected to that of the YARM and Turnaround.

The service identifies young people who are likely to receive an Out of Court Disposal (OOCDD) through daily working with the seconded youth justice Police who send the team the overnight arrests. By doing so this enables the YJS Managers to identify young people who may be best suited to receive an out of court disposal rather than go to Court. Communication and dealing with diversion between YJS Team Managers and YJS police remain strong in this area of work. A weekly decision-making panel is in place which is informed by assessments and a range of information to ensure the most appropriate decisions are made.

The team scrutinises the weekly Court list prior to the young person attending court to identify any children who may be eligible to be considered for an OOCDD. Once plea is entered, they start the early conversations with the court and CPS to facilitate this.

Barking and Dagenham receive a high volume of OOCDD's in any given week, especially Community Resolutions. An assessment of the young people and their families are completed and providing there are no other concerns/risk found, the matter is stepped across to our Diversion and early intervention services and partners to carry out work, such as the YARM, Early Help, Subwize, Box Up Crime, Goals, Education, Targeted early help and CAMHS.

As mentioned earlier in the report our First Time Entrant (FTE) Sub-Group is a partnership forum aimed to identify demand and trends, informing service development and commissioning arrangements.

## Education

Following the appointment of the YJS Performance and Systems Officer the YJS Service now has improved means of identifying all children's current educational status with a robust reporting process that allows for all managers and staff to monitor progress on a weekly basis. Ongoing reporting tracks

both school age and post school age children known to the service. Staff have clearer pathways for communication and resolution of cases where both educational offers and/or engagement and attendance have been identified as an issue through improved links with educational teams such as: -

- Virtual Schools for children in care.
- Education Statutory Services Team for those missing or not attending school.
- Exclusion Leads and Inclusion Partners across the borough.
- The NEET Team attached to the Home and Money Hub
- Specialist Alternative school Provision – Mayesbrook

The Youth Justice Service including YARM are now present at key educational partners meetings including the Vulnerable pupil panel meetings. Our reporting confirms that in the vast majority of children referred to the service, that school age children in LBD have a suitable educational offer.

Whilst the Education Worker post was vacant, practitioners and managers remained committed to and motivating young people who were detached or missing from education, linking them in with suitable and appropriate educational and enrichment opportunities.

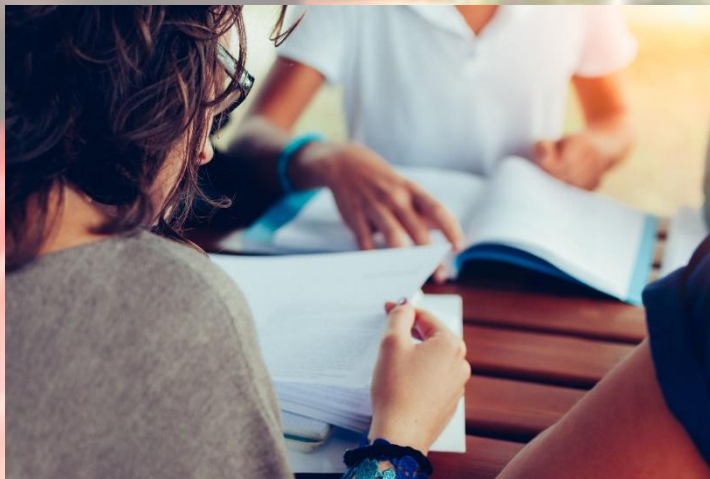
The ETE post has now been filled with an anticipated start date of June/July 2023 which will greatly assist young people (particularly those post 16) to receive additional help and assistance. This will include being present at the newly formed Assessment Case Planning Forums at which all stakeholders feed into assessments and plans at the earliest opportunity. The ETE worker will be able to identify where a need for intervention is present and plan accordingly with the case manager and young person and family.

Where practicable the careers advisor attached to the service has assisted in helping young people through direct work and advice. The careers advisor will target those in Year 11 and upwards including supporting them with college applications.

Regular reporting on the education and training status and opportunities for our young people takes place at the YJS Board and the Team Manager responsible for Education attends the board. The reporting not only includes numerical data but includes an individual story board for those identified as having an identified educational issue. The partnership board has been utilised to support when issues have needed further escalation.

We recognise that more needs to be done for the cohort of school leavers. The incoming Educational Worker will lead on this group and assist practitioners in identifying further support and guidance for young people in this age range. As well as traditional pathway support such as Colleges, there is a range of apprenticeships available alongside other organisational support methods such as St Giles Trust, Princes Trust, and Maximus. The services' partnership with New Town Culture projects has enabled young people to gain certification in Podcast Skills and Sound Engineering. Alternative and shorter programmes like this are ideal in enabling young people to realise their potential to learn new skills, engage in team working and to gain structure in their day. The service will prioritise similar joint working projects in year ahead.

It is noted that key skills like English and Maths are an issue for some young people to progress onto apprenticeships and other courses, such as areas within the construction industry. Many struggle to engage in these subjects when they have been detached from a learning environment for some time. We recognise that an alternative method of coming back to a position of learning and achievement can be through pathways such as AQA certification.



As a result of the LBBD Youth Justice Service achieving AQA Centre Award Status we will now be able to deliver a range of AQA achievement certification and where the young person has the capability knowledge and skills, higher AQA certification. The AQA scheme will allow our young people to identify their own areas of interest and with the help of their youth justice practitioner and specialist workers create their own portfolio of achievement via the AQA website. Sessions themselves can be incorporated into learning as young people use the website to research their own learning areas. These may range from

specific offence related pieces of work such as substance misuse, anger management and awareness of peer pressure to areas of support around emotional wellbeing, mindfulness, or pathways to employment. The award scheme is vast and there will be something for every learner that is put forward for an award.

## **SEN**

In order to report on the percentage of children who have an identified SEND who are in suitable ETE and have a formal learning plan in place for the current academic year we have secured the services of a specialist SEN Consultant who has started working with Service and the EHC SEND team to create a joint working protocol and processes for our young people known to both services. The protocol and processes are near completion and training on roles and responsibilities will align when the YJS education worker is in post.

## **Restorative approaches and victims**

We remain committed to understanding the experiences and needs of the victims of youth offending. In doing so we have reviewed the contracts used by volunteers at the Referral Order Panel to include a specific area for feedback from victims to ensure that their voice is heard.

More emphasis has been put on engaging and keeping in contact with the victim/s, should they desire, through the duration of the order of the young person, which includes informing the victim of the young person's start of order, progress throughout the order as well as when the order finishes.

We have supplied victims with panic alarms, referred to 'Dear Santa' and referred on to other services where needed.

We have worked closely with the parent/carer and the practitioner for the person who committed the offence focussing on safety planning needed to safeguard the victim should they live in close proximity to each other or attend the same school or both.

We recognise that many young people are both victims and perpetrators of crime and address this with these young people involved with the service. Further work is planned to focus on young people who are the victims of robbery offences which is more prevalent within the borough, particularly for children under the age of 17.

We continue to invite victims to the Referral Order Panel so that their voice is central. Where most do not want to meet the young person that committed the crime against them, most are willing to write a statement and for it to be read out at the young person's panel by the Victim Officer. We have also introduced the victims voice via MS Teams at Pre-panel stage, should they not wish to attend. Victim's views are also sought to inform reparation that they may want the young person to carry out.

We have introduced 'Dear Santa' a charity that give monetary vouchers to young people and their siblings around Christmas time. Our Victim Officer also sits on various panels such as Risk Management, Out Of Court Disposal (OOCd) panel and Resettlement panels to ensure the voice of the victim is heard at each. Moving forward, we are working on ways to engage corporate victims and how we can further support young victims of crime through positive activities.

The management board heard an excellent presentation regarding the victim services offered and the outcomes achieved. This recent presentation showed progress in levels of engagement and evidencing outcomes when compared with the previous year.

Work is underway together with the performance officer to ensure that required data is collated to meet the new key performance indicator set by the YJB with regard to victim work.

Reparation projects offered by the team have been varied and included working within a variety of settings such as community centres, parks, libraries, and contact centres to improve the quality of these venues and the services they offer to the wider community. Young people have continued to gain AQA awards and CSCS cards through this work. Reparation opportunities are now available for young people who receive out of court disposals to engage them in community provision at the earliest opportunity. The Board has seen some impressive transformations of public and personal garden spaces – before and after photos with young people proudly showing off their hard work. This work offers young people an experience of social value and the worth in contributing to the communities in which they live. This in turn is known to instil a sense of purpose, empowerment, hope and feeling fulfilled.

## **Serious violence and exploitation**

The Head of Service is a participant in a local multi agency group to focus specifically on the serious violence duty for the borough. This is a new group that has been set up by the Community Safety Partnership and is still in its infancy. The involvement of the Youth Justice Service in this group will ensure that any areas of concern for children are understood and addressed effectively by the partnership.

There is a Serious Incident notification protocol, and all such incidents are reported to the board in order that learning can be shared, and service needs and changes can be discussed and agreed. One particular incident considered resulted in a multi-agency rapid review as per the Safeguarding Children reporting procedures. Initial findings and areas for learning have been shared with staff in a good practice event and a Board meeting.

The Head of Service also has responsibility for adolescents and exploitation across LBBD and is therefore able to ensure that both parts of the service are well connected and that the issues of exploitation are understood across the service areas.

Recent audits have shown that there is a good joint working between workers in both parts of the service and they are able to work effectively together to achieve the best outcomes for young people who are exploited and also open to Youth Justice Services. The audits have also shown that there is more work to do to ensure that all workers across the wider children's care and support teams as well as partner agencies fully understand the issues of exploitation and how to work with children that have experienced exploitation. Work is currently underway to address this with the addition of a dedicated exploitation practice lead who will drive consistency of practice across the services, linking in with partners agencies and regional and national work on exploitation.

LBBD has been a pilot site for the National referral mechanism (NRM) devolved decision making process with the home office and is now in its third year of funding. This has enabled the borough to employ an NRM co-ordinator who sits within the adolescent and Youth Justice Service. LBBD has been seen as an area of good practice in this field and are able to achieve reasonable and conclusive grounds decisions within 30 days compared to many months prior to the pilot process. The monthly NRM decision making panel includes a range of agencies which includes; health, police, education, social care and the ICTG service.

As previously mentioned LBBD has received Turnaround money from the home office which is being used within the borough to focus on those children who are released under investigation or bailed to return to the police station. There is also the 'Engage' project based in the local custody suite and our Out of Court disposal team. The Turnaround workers straddle across the Adolescent team and the Youth Justice teams with close links with police ensuring timely identification, assessment, and planning with a view to the right interventions being offered.

**Knife Crime offences reported to and recorded by the police:**

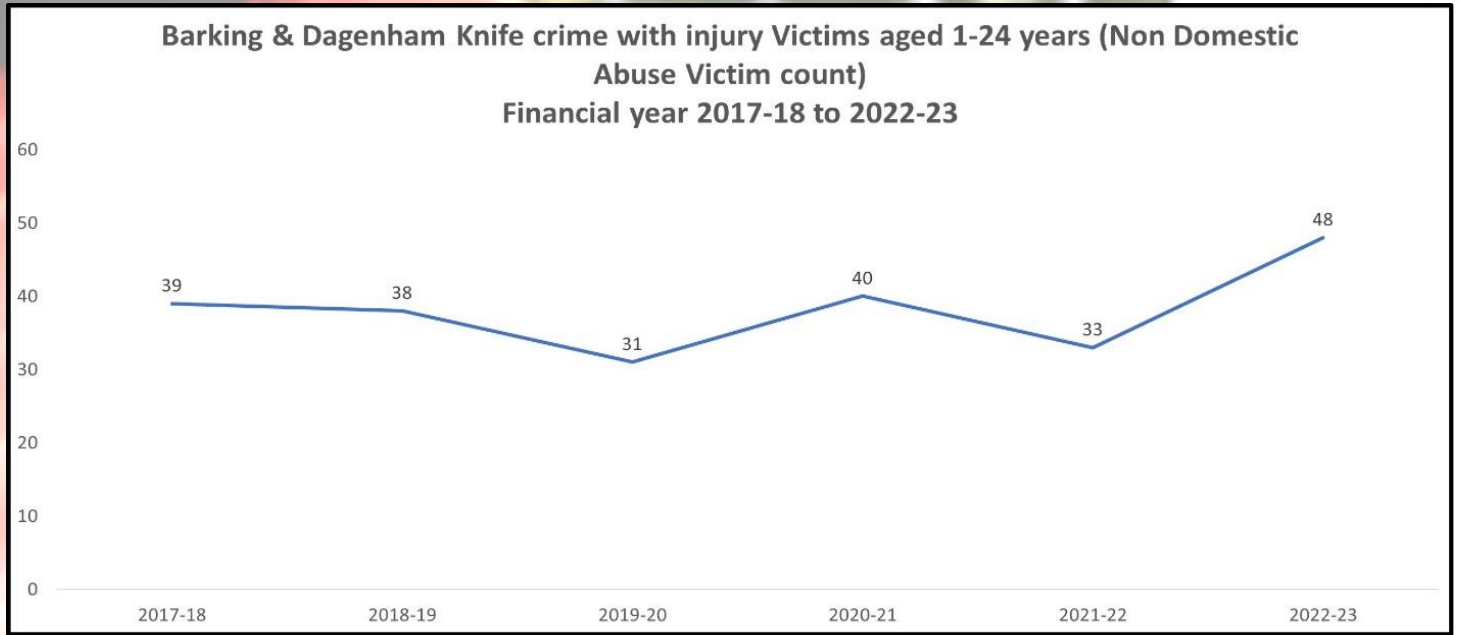
The table below shows the number of knife crime offences reported to and recorded by the police for Barking and Dagenham in April 21 to March 22 and April 22 to March 23. Caution should be taken when interpreting these figures as the country was emerging from COVID 19 lockdown restrictions in the 2021-22 period. The charts further down show offences levels from 2017/18 to 2022/23.

Knife crime offences	12m to Mar 2022	12m to Mar 2023	Change (n)	% Change	CSP Priority?	Rate per 1,000 pop in Top or bottom Quartile in London?
Overall Knife crime	329	468	139	42.2%	Y	Top
Knife crime with injury	82	127	45	54.9%	Y	Top
Knife crime with injury (Personal robbery)	11	15	4	36.4%	Y	Top
Knife Injury Victims (1-24)	35	54	19	54.3%	Y	Top
Knife Injury Victims (non-DA 1-24 Gang Flagged)	2	4	2	100.0%	Y	Top
Knife Injury Victims (non-DA 1-24)	33	48	15	45.5%	Y	Top

- **In 2022-23** there were **468** knife crime offences reported overall. This figure will include offences for victims and perpetrators of **all** ages, domestic and non-domestic offences, whether the victim received an injury or not and whether the knife or sharp object was seen or believed to be present.
- Of the 468 offences, **127** (27%) were Knife crime with injury offences which means the offence resulted in an injury to the victim, these figures will include victims or perpetrators of any age and both domestic abuse and non-domestic abuse offences.
- Of the 127 Knife Crime with Injury offences a total of 15 were personal robbery offences (12%)
- Of the 127 Knife Crime with Injury offences a total of 54 involved victims aged 1-24 years old (43%) – this will include domestic abuse and non-domestic abuse offences.
- Of the 127 Knife Crime with Injury offences a total of 48 involved victims aged 1-24 years old which were not Domestic abuse related (37%). This is one indicator used to reflect the levels of serious youth violence taking place on the streets.
- Of the 127 Knife Crime with Injury offences a total of 4 were flagged as gang related (3% of knife crime with injury offences or 8% of knife crime with injury victims aged 1-24 years non-domestic abuse offences)



**Knife Crime with Injury Victims Aged 1-24 years (non-domestic abuse):**



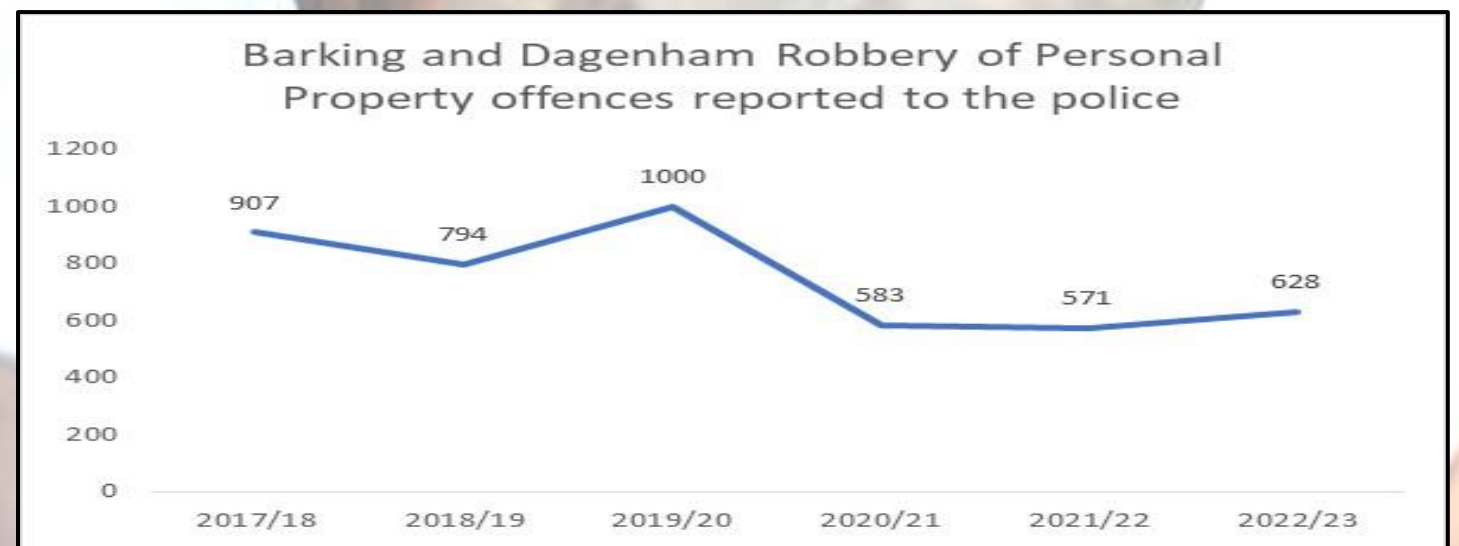
The number of non-domestic abuse knife crime victims aged 1-24 years is starting to increase and 2022-23 recorded the highest number of victims in the last 6 years.

**Robbery of Personal Property offences reported to and recorded by the Police:**

Robbery of personal property offences is known to disproportionately affect young people in Barking and Dagenham. The table below shows the number of Robbery of Personal Property offences reported to and recorded by the police for Barking and Dagenham in April 21 to March 22 and April 22 to March 23.

	12m to Mar 2022	12m to Mar 2023	Change (n)	% Change	CSP Priority?	Rate per 1,000 pop in Top or bottom Quartile in London?
Robbery of Personal Property	571	628	57	10.0%	Y	Mid-range

Robbery of personal property offences increased from 571 offences in the 12 months to March 2022 to 628 offences in the 12 months to March 2023 (+ 10% / up 57 offences). It should be noted that these increases are not considered to be statistically significant at that point in time and offence levels in the 12 months to March 2023 are not higher than pre-covid levels (see table below). However, offence levels are increasing once more.

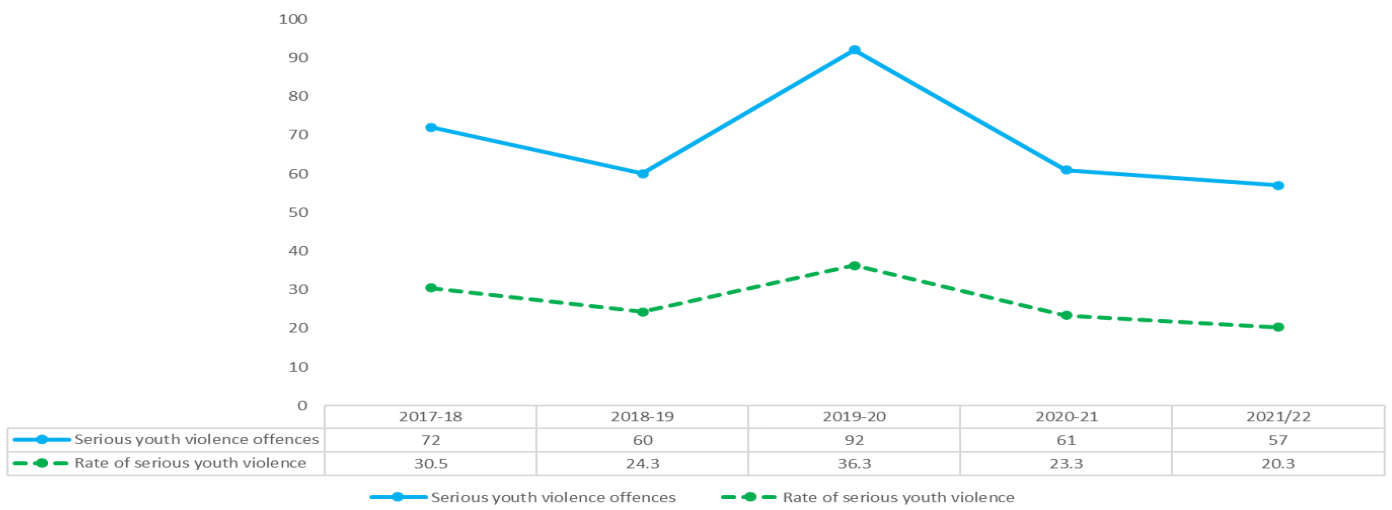


A recent survey completed with young people in LBBB that focused on robbery showed that high percentages of children do not feel safe in LBBB (89%), and a large percentage also had been or knew someone who had been robbed (93%). This already is a priority area for the borough and will need to be a focus going forward not only for the Youth Justice Service but also for the partnership. The children involved in the Board development day said that they would not report this to the police for fear of retribution from their assailant and some were also unlikely to report this to their parent. Sadly, there was also a sense of “this is just the way it is ” which also impacted on the motivation to report the incident. Therefore, it is highly likely that the numbers of proven offences for robbery are underestimated where children are the victim.

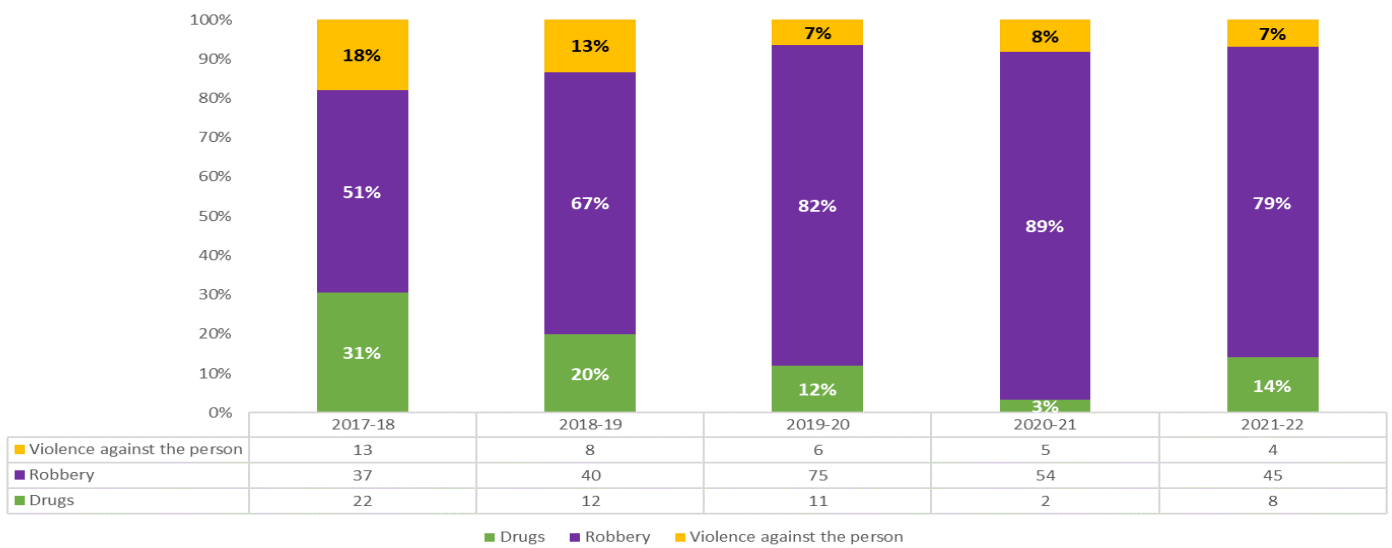
### Serious Violence – Juvenile Cohort

The Youth Justice Board's operational definition of Serious Violence (SV) is any drug, robbery or violence against the person offence that has a gravity score of five or more. Robbery offences all carry a gravity score of 6. Gravity scores range from 1 (least serious) to 8 (most serious).

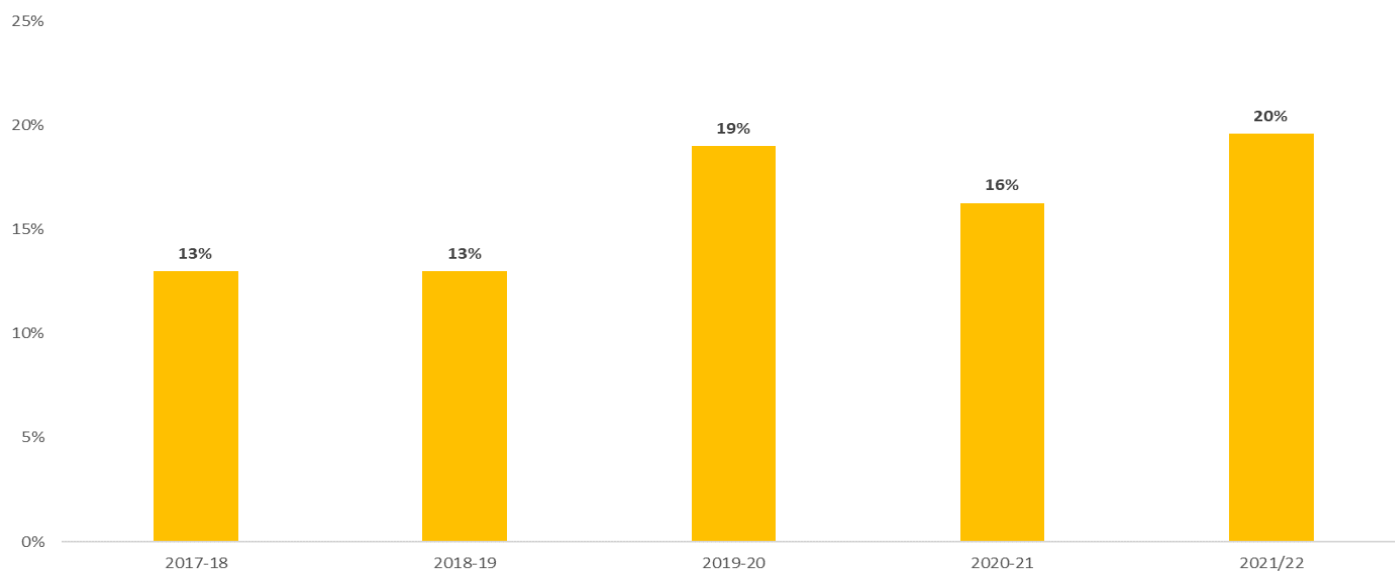
Number of serious youth violence offences and the number of children committing these offences



Distribution of Serious Violence Offences



% SYV comprises of total offences



### Proven Offences by children who received a caution or a court sentence:

The counts in this section represent all proven offences committed by the children in the corresponding time periods and not simply the primary proven offence that they received a caution or court sentence for.

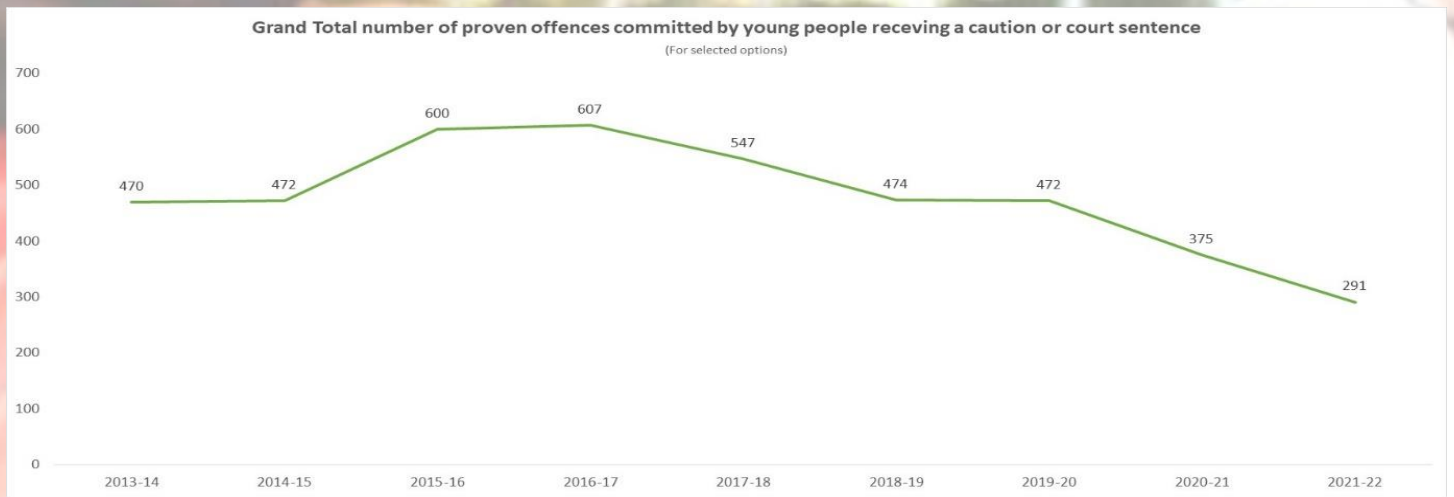
In summary, in Barking and Dagenham in the year ending March 2022:

- The number of proven offences committed by children fell by 22% from the previous year to 291, the lowest in the time series reflecting regional and national trends.
- Compared with the previous year, while most offence types saw a decrease, Burglary, Sexual and Public Order offences saw the biggest year on year falls (100%, 100%, and 52% respectively). Robbery and Violence Against the Person Offences had the smallest decreases with -17% and -4% respectively. Drug offences increased by 15% compared with the previous year.
- Whilst the number of proven offences committed by children has fallen for most crime types when compared with 9 years ago, the proportions of these offence groups has been changing. Violence Against the Person Offences have seen the greatest increase in proportion, gradually increasing from 23% in 2013/4 to 33% in 2021/22.

### Grand total proven offences by Barking & Dagenham Children:

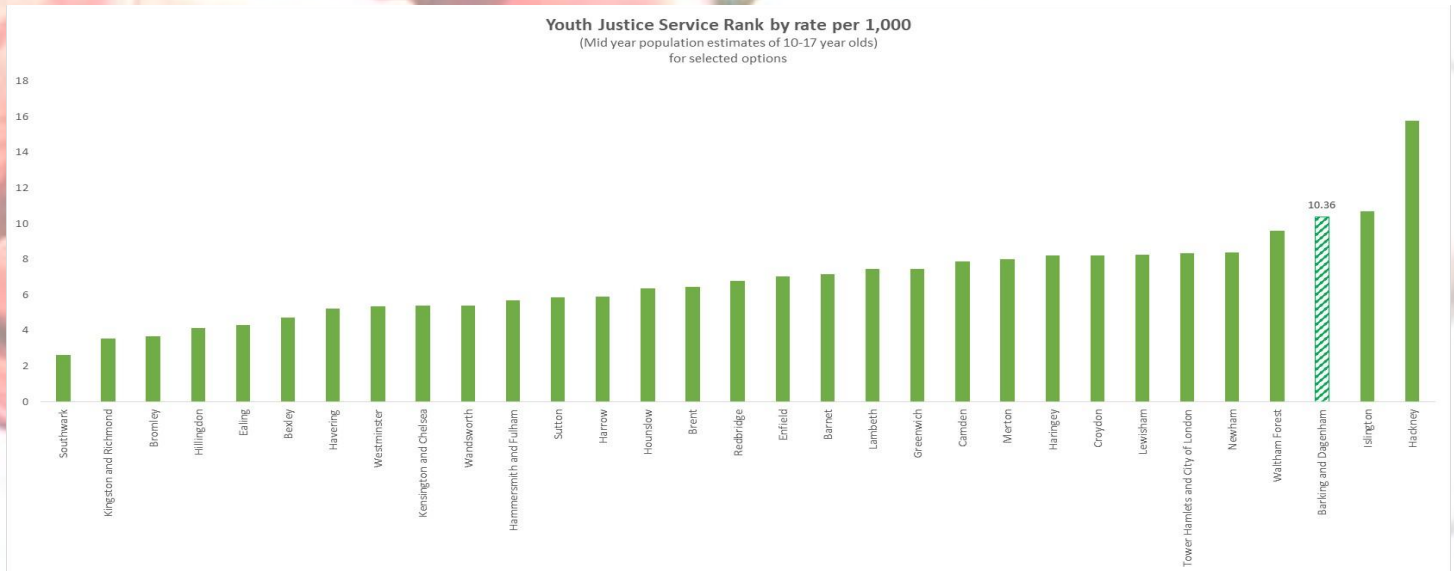
The number of proven offences by Children in Barking and Dagenham has continued to fall. In the year ending March 2022, there was 291 proven offences committed by children which resulted in a caution or sentence in court. This was the lowest number in the time series and a fall of 22% from the previous year and a fall of 38% since the year ending March 2014. This downward trend is reflected in regional and national figures.

There was an increase in offences from 2015/16 peaking in 2016/17. Modest decreases were seen year on year up to the end of 2019/20 and then more significant decreases were seen from 2020/21 to 2021/22 which is when the COVID 19 pandemic lockdown restrictions took place and then removed.



**Proven offence rate per 1,000 10 to 17 year olds:**

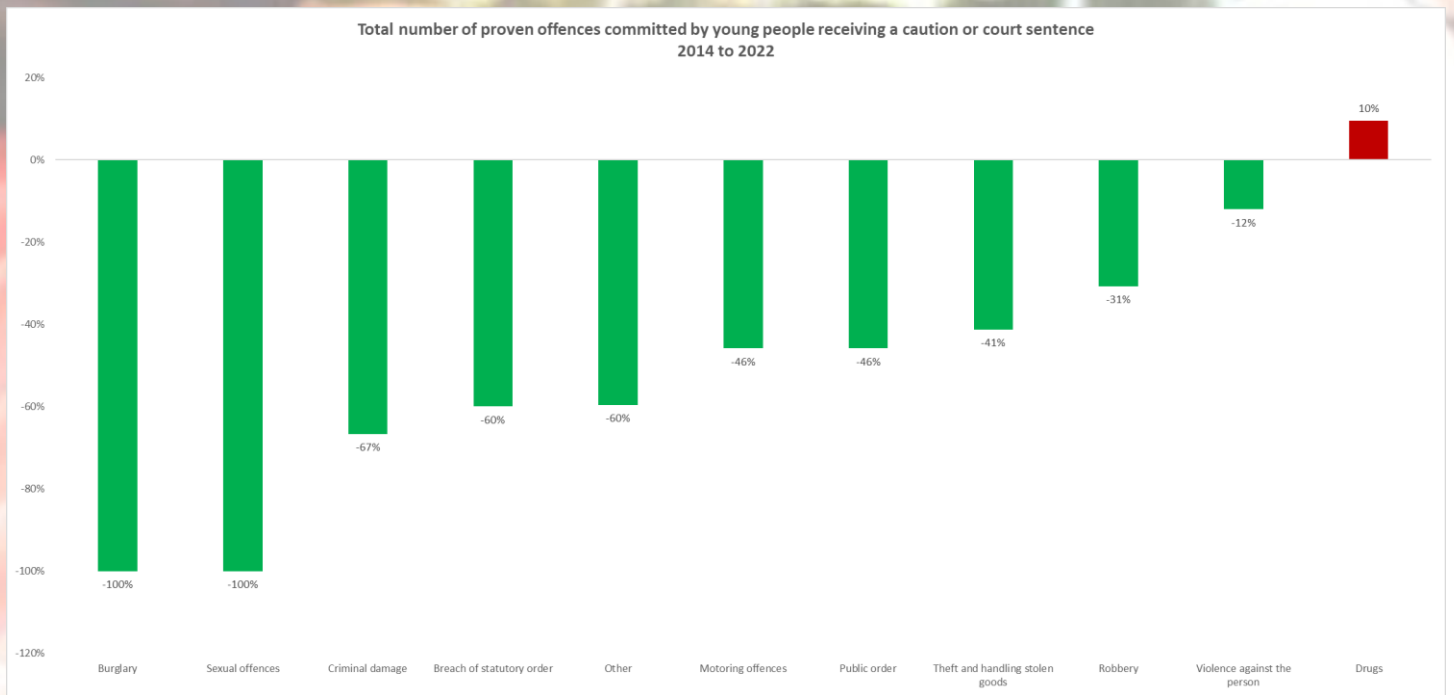
In 2021/22 Barking and Dagenham had the 3<sup>rd</sup> highest proven offence rate in London (see chart below). Barking and Dagenham had the 3<sup>rd</sup> highest, 2<sup>nd</sup> highest and 5<sup>th</sup> highest rate in 2021/22 for Robbery, Theft and Handling and Violence against the person offences respectively.



**Trends in offence types:**

In Barking and Dagenham since 2013/14, the number of proven offences has fallen across most offence groups with the exception being drug offences. The level of drug offences will be impacted by proactive police operations and the pandemic which generally saw an increase in drug possession offences regionally and nationally whereby people (of all ages) were found by the police to be in possessions of drugs in public places when they should have been self-isolating.

Burglary, Sexual, and Criminal Damage are the three offence groups to see the largest fall between 2013/14 to 2021/22 (with Burglary and Sexual offences decreasing to 0 proven offences in 2021/22 and Criminal Damage decreasing by 67%).

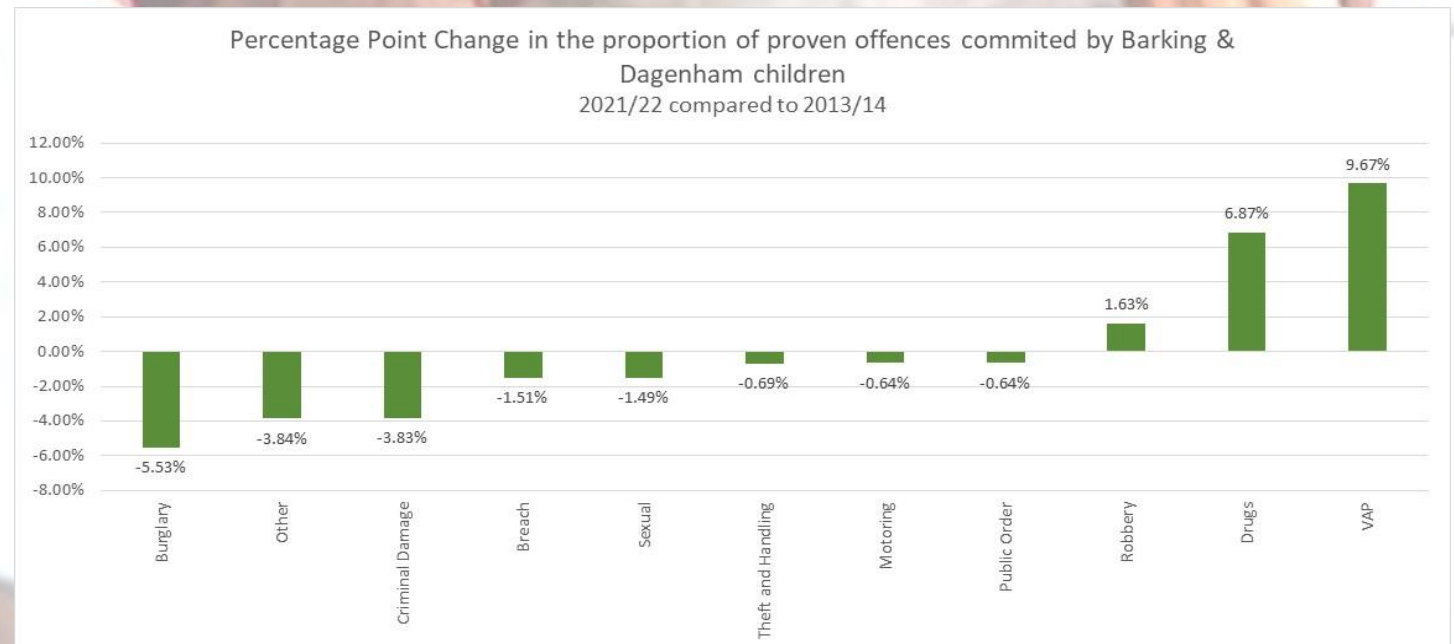


### 2021/22 Offence breakdown

Violence Against the Person offences has consistently been the highest volume offence committed by Barking and Dagenham children since 2013/14, representing 33% of all proven offences in 2021/22 mirroring regional and national trends. The second and third highest offence type has fluctuated over the years between Theft and Handling offences and Robbery offences (12%-18% and 6%-15% of total proven offences over the years respectively).

### Offence volume as a proportion of total

Whilst the number of proven offences committed by children has fallen for most crime types when compared with 9 years ago, the proportions of these offence groups has been changing (see chart below). Violence Against the Person Offences have seen the greatest increase in proportion, gradually increasing from 23% in 2013/4 to 33% in 2021/22.

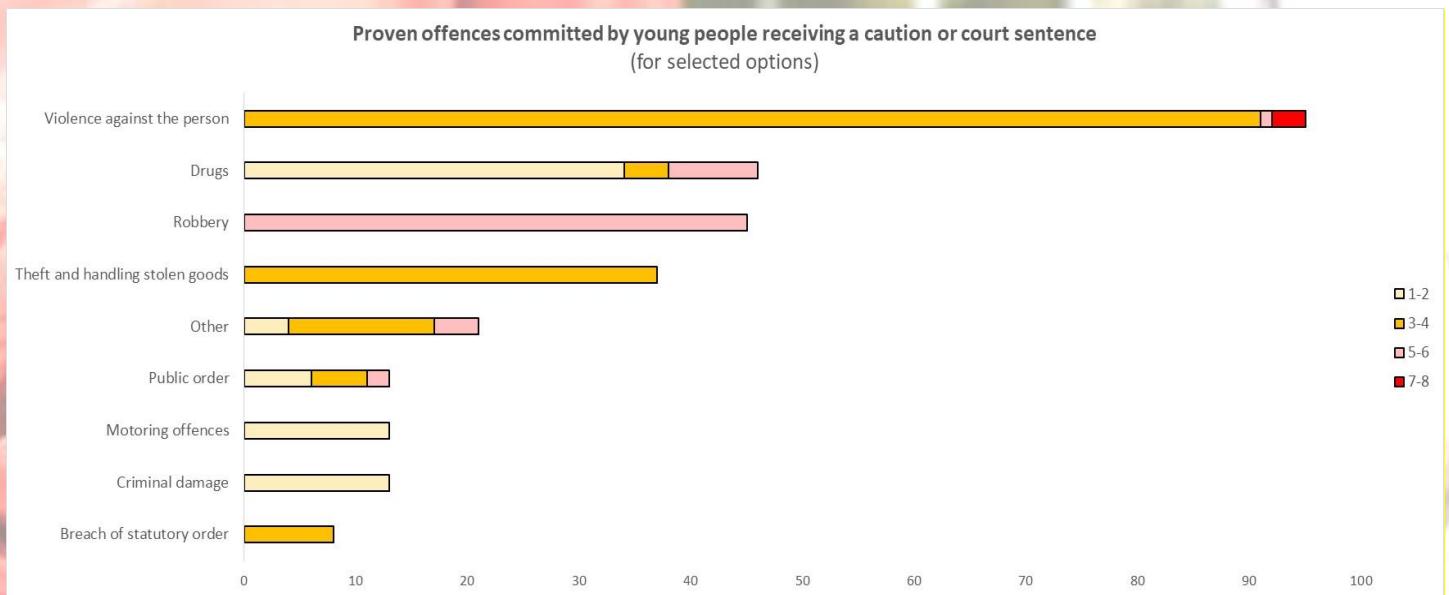


## Offence group by gravity score:

An offences' gravity score is scored out of eight, ranging from one (less serious) up to eight (most serious). For example, non-payment of travel fare has a gravity score of 1 while murder has a gravity score of 8.

The chart below shows that the violence against the person group made up the largest share of offences in the year ending March 2022. Only a small proportion of offences (4%) within this group had a higher gravity score of five to eight. Robbery has a higher gravity score of 6 and was the most serious offence type in 2021/22 a trend which has continued from previous years and a trend that is seen across regional and national figures. Burglary and Sexual offences can also be higher in Gravity scores but there were 0 proven offences in 2021/22 for these offence types.

In the latest year, 3 proven offences committed by children from Barking and Dagenham had the highest gravity score of seven to eight, which accounted for 1% of all proven offences. They were all Violence Against the Person offence.



## Detention in police custody

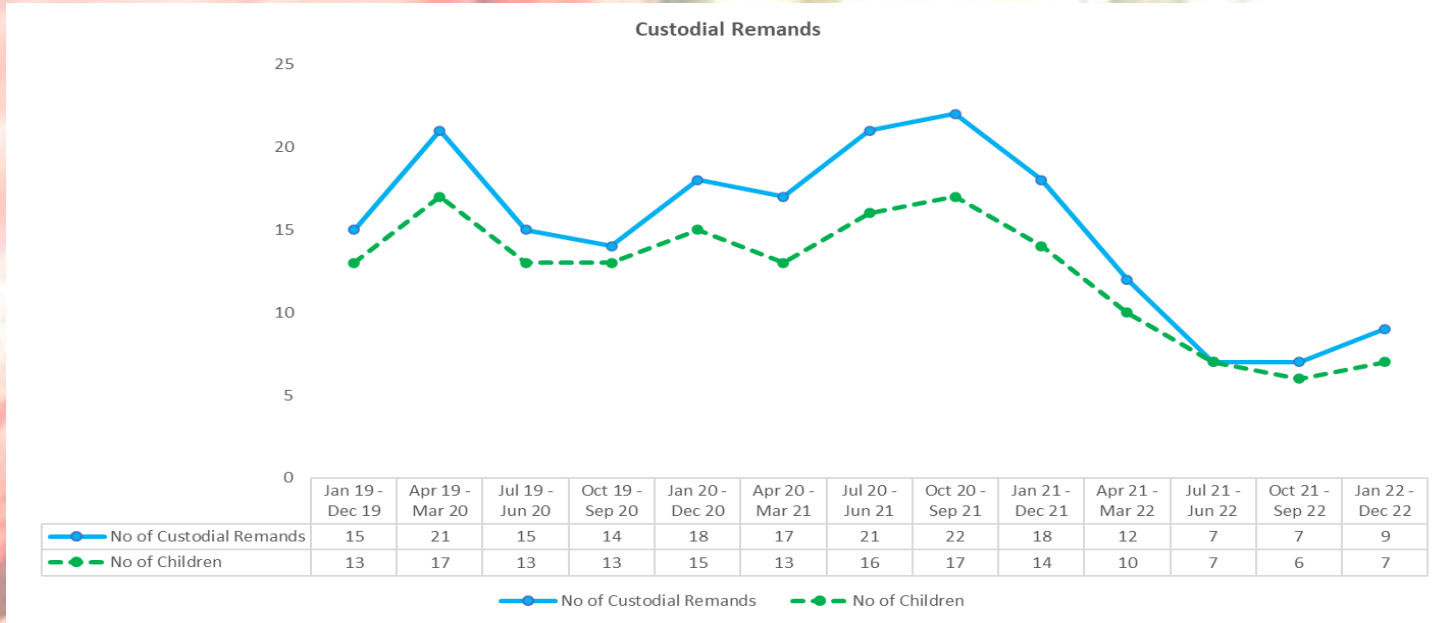
The appropriate adult arrangements within LBBDD are a commissioned service provided to young people and also vulnerable adults as needed. Wherever possible we will encourage parents or carer to act as appropriate adults and help to facilitate this where we can. If this is not possible an allocated worker who the young person knows, or a duty worker will attend. Only when these avenues have been exhausted will the appropriate adult service be utilised.

The EDT (out of hours emergency duty team) is aware of the commissioned arrangement with the Appropriate adult service and will call on them for any young person who attends custody out of hours. LBBDD have a positive reputation with our EDT for being responsive to finding appropriate accommodation for young people reducing the time they are in custody. The HoS and Board chair receive monthly reports on young people who were presented at police custody overnight and the HoS quality assures all instances where accommodation was not found in good time in order that we understand the issues at hand.

As mentioned earlier, LBBDD young people have access to the 'Engage' project that will go into custody when a young person is detained, this is seen as a "reachable teachable moment" where the practitioners engage with an effort to connect them into local services.

## Remands

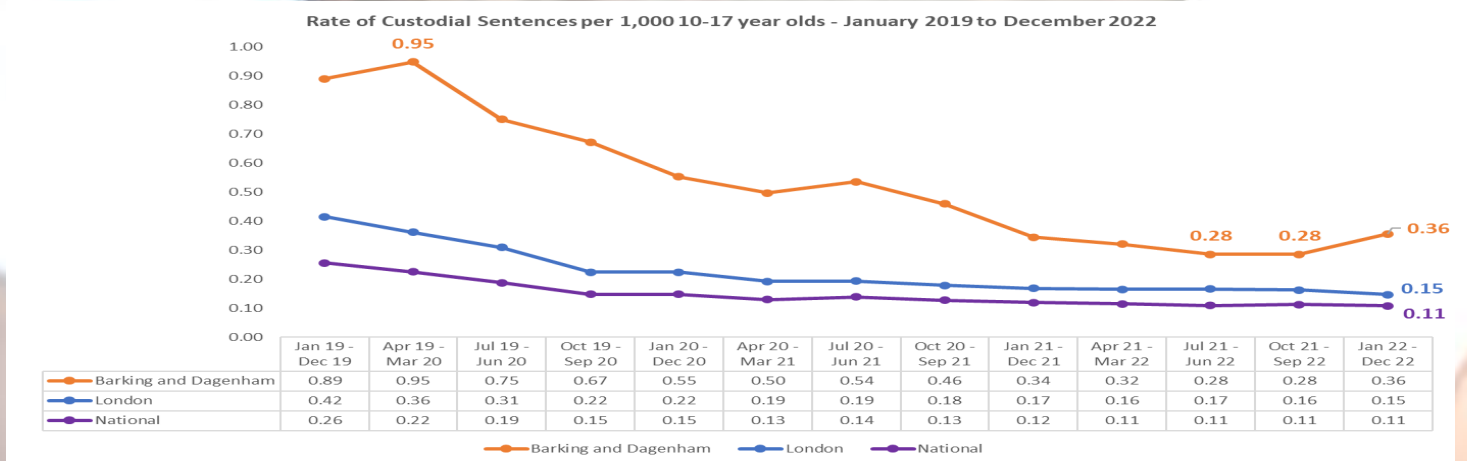
The use of remands in LBBB is low and the percentage of children who receive a custodial sentence after remand is high. This would indicate that only those children that commit the most serious offences are remanded to custody and due to the serious nature of the offence this leads to a custodial sentence. LBBB will always look at the most appropriate bail packages available offering a range of conditions as well as intensive support where appropriate. LBBB is involved in the London accommodation pathfinder initiative and will utilise this when necessary to avoid a remand wherever possible.



## Use of custody

Custody numbers continue to remain lower than previous years, although a slight increase on last year's figure. There is a weekly cusp of custody panel in place that looks at those children where an all options report has been requested by the court and a custodial sentence may be a possibility. This panel is attended by team managers and practitioners to look at what alternative options may be available for sentence to avoid custody wherever possible. An annual deep dive presentation is delivered to the Board on those children both remanded and sentenced to custody to ensure that they are sighted on our most vulnerable and complex children and can understand the issues that exist for them.

### Custodial Sentences Rate:



## Custodial Sentences Volume:

	Jan 19 - Dec 19	Apr 19 - Mar 20	Jul 19 - Jun 20	Oct 19 - Sep 20	Jan 20 - Dec 20	Apr 20 - Mar 21	Jul 20 - Jun 21	Oct 20 - Sep 21	Jan 21 - Dec 21	Apr 21 - Mar 22	Jul 21 - Jun 22	Oct 21 - Sep 22	Jan 22 - Dec 22
Barking and Dagenham	22	24	19	17	14	13	14	12	9	9	8	8	10

## Constructive resettlement

In LBBB there is a multi-agency Resettlement panel that meets monthly and is chaired by the Adolescent and Youth Justice Head of service that focuses on young people in custody and the plans for their resettlement. This panel looks at young people remanded to custody as well as those sentenced to custody to ensure that parallel planning processes are taking place alongside the court process. This panel is attended by education, health, police, secure estate, probation, and voluntary and community sector partners. This ensures that all aspects of the child's resettlement plans are discussed, and actions put in place to make this a smooth transition wherever possible. This is also an opportunity to address any issues and escalate these where necessary.

The resettlement panel has been expanded within the last six months to also consider those young adults in custody who are care leavers. Similar to our younger cohort, this ensures a multi-agency partnership focus on these often most complex and vulnerable young adults who we know from research are at risk of worse life outcomes due to their care status. The Service manager responsible for Care leavers is a key member of the panel alongside the partner agencies. This ensures the planning is aligned to the care leaver's Pathway plan and all needs in relation to their transitions into adulthood are carefully considered and planned for. This section of the panel is still in its infancy and still being developed to ensure it meets the expected outcomes.



# Standards for children in the justice system

LBBB has not completed a further self-assessment specifically regarding the National Standards since last year when it showed that four out of five areas were rated good, and one requires improvement.

However, the service has instead commissioned a full case audit by an external agency to ensure that all standards within the service meet the expected requirements as well as to give a sense of the quality of case work across the system.

This audit was completed at the end of 2022 and rated most of the work as still requiring improvement which has been disappointing given the previous good progress made. Findings included: -

- Assessment timeliness and quality inconsistent.
- Identification and management of risk and vulnerability required improvement.
- Planning needs to be clearer and focused on the identified areas.
- Management oversight and supervision inconsistent and requires strengthening.
- Further clarity needed regarding the impact that multi agency panels have on managing risk and vulnerability.
- Clearer footprint on the file needed from partner agencies to evidence work.

As a result of these findings rapid and intensive development work has been ongoing in the service focused on the following areas: -

- Five workshops for all practitioners and managers on assessments, plans and interventions focusing on risk and safety planning.
- Follow up event with staff and managers to consolidate learning.
- Monthly workshops with managers further embedding standards of good practice.
- Review of multi-agency panels to ensure they are enhancing practice and having the desired impact.
- Ongoing performance monitoring through performance reports and weekly meetings
- Regular Dip sample audit activity by the Head of Service reviewing a cohort of case files focussing on areas of quality.

These pieces of work will be ongoing throughout the coming year with a further full audit scheduled to assess distance travelled and the outcomes of the improvement work later in 2023.

# Workforce Development

The career progression framework is still in place for staff and a current remodel is being considered to offer additional career progression for staff into a senior position. Three managers are continuing to study on the leadership course and are expected to complete this year. We have been proud to see staff gaining promotions in the last year. Whilst we have lost some staff, we have seen them leave for positive reasons taking good learning and development with them.

One of the team managers has completed peer review training and completed a second peer review within the last year.

The Head of Service has continued in the role of co-chair of the Youth justice sector Improvement Partnership (YJSIP) Board and has been actively involved in training peer reviewers as well as co-leading on peer reviews within the last year.

Staff continue to access Inset training focused specifically on youth justice issues such as AIM, report writing and court skills as well as local safeguarding training and exploitation training.

Some staff have been trained in specific programmes such as 'Go Girls', 'Your Choice' and sexual abuse practice lead training.

All youth justice practitioners have had external training on Assessment, planning, intervention, review, and evaluation over a period of five days and will receive a consolidation event later this year.

Staff in the team continue to have the regular Good Practice Meeting focussing on quality of practice and bringing new research and ways of working to their attention. Having the adolescent team as part of the service means the YJ Team have access to learning opportunities re exploitation and contextual safeguarding.

Staff are also linked into the Children's care & support Training portal and can access wider training opportunities.

## Workforce Priorities

- Delivery of remodel of service to offer further career progression opportunities.
- Provision of ongoing clinical supervision sessions
- Development of joint supervision sessions with social care colleagues
- Further development of volunteers across the service
- Further provision of training offer over the coming year.
- Ongoing managers workshops to ensure quality oversight.

# Evidence-based practice and innovation

Youth Justice Services in LLBD are embedded alongside the adolescent team and the YARM to ensure that there is a clear focus on adolescents and the complex issues that they face. This has enabled the service to participate in a range of pilot projects and initiatives that cut across the service.

LLBD has been part of the original scale up work with University of Bedfordshire and Durham and whilst this has now concluded the authority continues to focus on contextual safeguarding issues and continued development of practice.

The borough is one of the sites for National Referral Mechanism (NRM) devolved decision making which has enabled young people to receive both reasonable and conclusive grounds decisions in a much shorter time due to the partnership panel and processes that have been developed in this work. Outcomes for this process are extremely positive and children are receiving reasonable and conclusive grounds decisions within 30 days.

This NRM work has continued, and the processes embedded into practice. As a borough we have run workshops for other Authorities to assist them in setting up similar processes. This programme is currently being evaluated by Ipsos Mori.

The service runs the 'Your Choice' programme within LLBD enabling staff to receive training in cognitive behavioural therapy (CBT) to apply when working with young people. This programme offers the opportunity to work in a more intensive way, promoting engagement in positive activities with the aim being to divert the young person from further offending. Rollout of this CBT training for staff is being expanded across other areas of children's care and support and we have now entered the efficacy stage of the programme. The training is delivered by a team manager in the service alongside a therapeutic practitioner. The Anna Freud Centre and Institute for fiscal studies are evaluating this programme.

The East London BCU were successful in getting the 'Engage' programme into the police custody suite in the area to offer positive engagement and diversion at the earliest opportunity. Utilising the contact in custody as a reachable, teachable moment that can be utilised to divert children into community support. This programme will also be subject to evaluation.

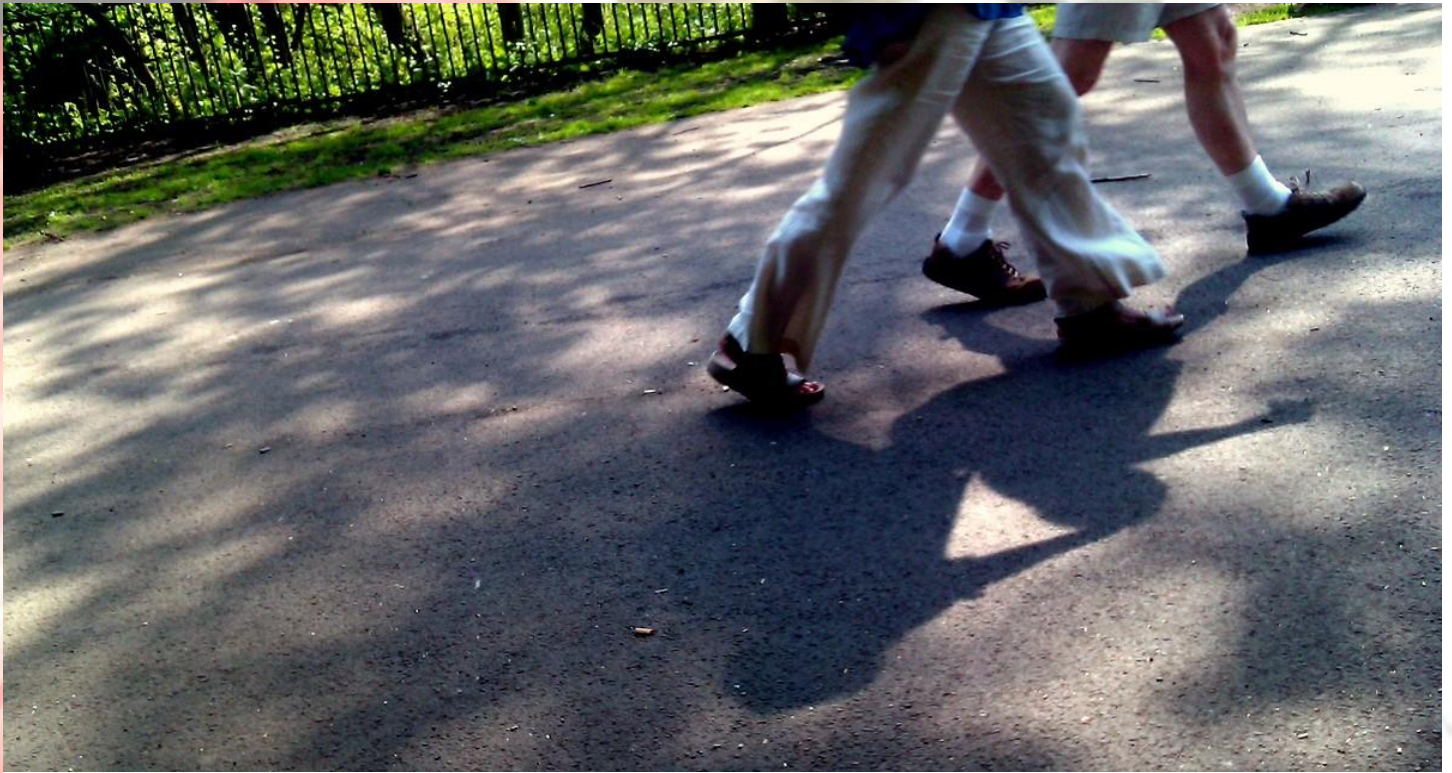
The service has been successful in bidding for young women and girls funding from the Home Office. This has been used to provide specific training to all staff within the service and to also employ a Young Women and Girls Worker. This will now allow the service to provide bespoke one to one and groupwork to young women and girls.

As mentioned earlier, the Youth at Risk Matrix (YARM) continues to provide an early offer of intervention with some of our most complex adolescents that have been identified by the school as at risk of entering Youth Justice Services. The service provides an annual evaluation to evidence work undertaken and its impact. Year on year the team have grown and their reputation with our family of schools is strong.

The chair of the Board frequently tables the latest research, examples of best practice from elsewhere or relevant regional and national learning papers at the YJ board, facilitating debate and discussion with a constant drive for improvement. Our team recently visited Hammersmith and Fulham Youth Justice Service following their Outstanding HMIP inspection. Even though the two boroughs have some stark differences in terms of demand and need, there was much to learn. Both the Chair of the Board and Head of service attend London Council's facilitated HoS YJB sessions and Chair's of Board meetings to ensure we are up to date with YJB initiatives and changes, alongside hearing and learning from others.

The Board has also intermittently revisited the standard of what makes a "good board" reiterating the expectations of members. Whilst we have not had a young person representative, we have made sure the service present "Deep dive" presentations based on reviews of our young people's circumstances

– this feedback brings the lived experience of the young people into the Board, informing discussions and actions going forward.



# Service development plan

Preparation for this plan has included a development workshop with members of our LBBD Youth Justice board and young people to collectively agree the focus of the service improvement plan for the coming year. This workshop considered the YJB refreshed guidance and the priorities and actions we thought would be most relevant considering the needs of our young people and their families.

## Priorities

- Continued work focusing on reducing first time entrants and children in custody.
- Continued focus on Education training and employment with a new education worker in post, ensuring good education, employment, and enrichment opportunities for young people with a focus on the expansion of the AQA accreditation.
- Develop targeted and effective interventions in collaboration with young people, particularly focusing on children with differing needs and young women and girls.
- Focused work on robbery, serious youth violence that also understand and young people as victims as well as perpetrators and links to substance misuse.
- Focus on achieving consistently good quality practice against all the practice standards.
- Meeting new KPIs and improved performance reporting through partnership engagement and delivery

## Governance and partnership

- Involvement of young people at a strategic level on the board
- Embed anti -racist practice standards striving to achieve equity for our black and global majority children known to the Youth Justice Service.
- Improved partnership recording and sharing of information and impact of service delivery to inform wider issues affecting young people and to influence future work and commissioning.
- Strengthened quality assurance processes ensuring clear line of sight and understanding of quality of practice.
- Ongoing scrutiny of research and reports to inform the work of the board and the Youth Justice Service to ensure practice improvement is in line with most recent thinking and learning.

## Community Safety Partnership Priorities

- Keeping Children and Young People Safe
- Tackling safety in the neighbourhood and community
- Reducing offending
- Standing up to Hate Intolerance and Extremism
- Tackling violence against women and girls

## Cross cutting themes

- Support to Victims
- Perceptions of safety
- Reduction in violence

## London wide priorities set by MOPAC covering 2022-25

- Reducing and preventing violence
- Increasing trust and confidence
- Better supporting victims
- Protecting people from being exploited or harmed.

## SERVICE DELIVERY PLAN 2023/24

Priority Area	Action Identified	Person Responsible	Timescale	Outcomes
Continued work focusing on reducing first time entrants and custody	Increase partnership engagement in the Out of Court Disposal Panel (OOCDD) Meetings	AF/JE	Sep 2023	Children receive the correct outcome at the decision-making panel, based on good sharing of information amongst partnerships, to make plans effective, and minimize risks
	Increase the amount of Victim statements taken before the OOCDD panel commences	JE/JS/JK	Nov 2023	All decision making at panel is better informed by the views and wishes of the victim.
	Continue to identify themes and trends through the FTE subgroup and develop delivery of services accordingly.	JE/AF	Mar 2024	Interventions within the YJS and across the partnership are delivered in line with themes and trends identified in the FTE subgroup
	Develop additional activities/opportunities for young people through Turnaround to reduce the potential for young people to enter the criminal justice system	LA/LH	Jan 2024	Young people engaged with Turnaround and offered opportunities do not enter the Youth Justice Service
Continued focus on Education training and employment with a new education worker in post, ensuring good education, enrichment, and employment opportunities for young people with a focus on the expansion of the AQA accreditation.	Develop LBBDD YJS AQA delivery award scheme for all eligible young people	JR/SE	Commence June / July 2023	All AQA students are engaged with learning and have their achievements formally recognised.
	AQA Unit Award Scheme Training for all YJS Case Managers, Subwise, CAMHS, S2L, Victims, Adolescent social workers, YARM, and Turnaround	JR	December 2023	All staff who work with young people in the youth justice system will have access to Teacher Training for completing AQA units and at least 50% of staff are utilizing this accreditation for their work.

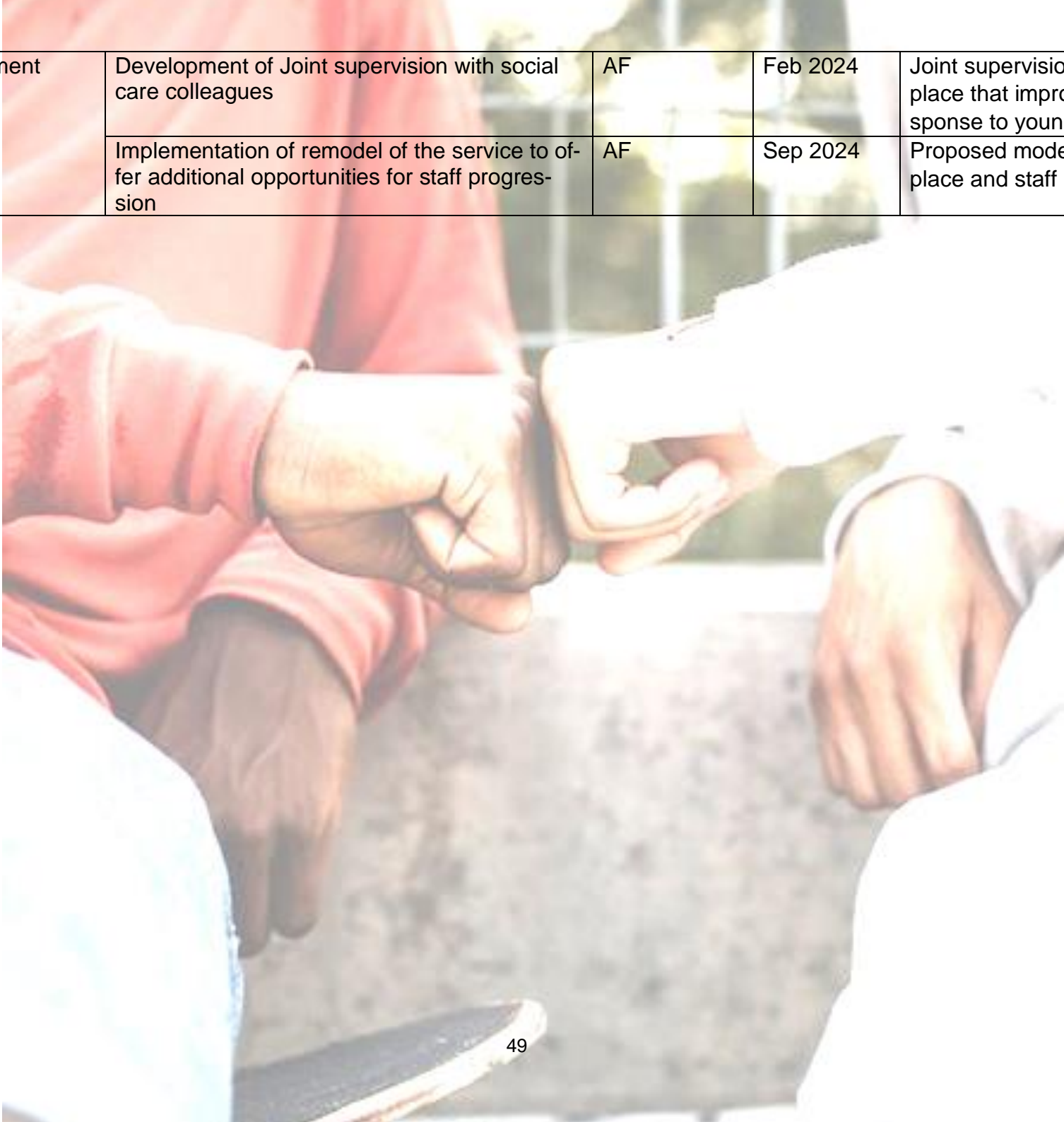
	Create a purpose-built Youth Justice Directory of interventions from the extensive list of AQA units currently available.	JR/LR/SE/AK	March 2024	Delivery of bespoke packages of intervention that will target the most common areas of crime recorded in LBBD based on the needs and interests of the child.
	Create clear policy and pathway for children with Special Educational Needs	JR/MM/DW/SE	Oct 2023	Policy and pathway in place and children with SEN are quickly identified and receive the right support.
	Increase the use locally of ROTL as a means of securing suitable ETE provision for children and Young People in a secure setting.	LRP/JE/AK	Feb 2024	Training for staff on the effective use of ROTL and children on ROTL are utilising this to secure ETE provision.
Develop effective interventions in collaboration with young people, particularly focusing on children with differing needs and young women and girls.	Development of gender specific programmes for both boys and girls open to the service.	LR/RW/LA/JE	Mar 2024	Intervention programmes devised and delivered with and to young people that are gender specific as needed
	Delivery of 'Go Girls' programme	RW/DJ/NB	Jan 2023	At least one delivery of 'Go girls' programme delivered to young people
	Delivery of co-production with young people and artists at Wigmore Hall	LR/RW	Mar 2024	Co-produced work with young people delivered at Wigmore Hall
	Delivery of cultural competence training for the service, including the development of anti-racist practice standards	AF	Mar 2024	Staff are confident in working with young people and able to learn about how a young person's culture, ethnicity, heritage, gender, and identity impacts on them both recognising and proactively responding to any discrimination they are experiencing
	Exploration of additional activities/funding opportunities and links to sport/positive activities within the community to increase the offer of positive opportunities for young people.	All managers		More opportunities for young people to engage in positive activities in the borough where they feel safe and confident to participate

Focused work on robbery and serious youth violence that also understands and focuses on young people as victims as well as perpetrators and links to substance misuse	Develop a specific programme of work to support young people who are victims of robbery.	JE/JK	Dec 23	Young people who are reported as victims of robbery are properly supported.
	Develop education sessions to use with young people regarding safety and reducing the potential to become a victim of robbery	LA/YARM	Dec 23	Young people are educated about personal safety and feel more confident to report being a victim.
	Develop education session to deliver to all children to ensure they are better informed about their rights regarding stop and search	LA/YARM	Oct 23	Young people are properly informed about their rights when stopped and searched
	Work with the partnership to ensure that allocated funding is directed to the right areas and informed by young people	AF	Aug 23	Funds allocated to the borough focus on the needs of children and is informed by them.
	Biannual mapping exercise completed to fully understand existing criminal groups and emerging individuals and groups of concern which will allow for a more accurate picture of where resources should be targeted for the borough identifying offence trends and areas of concern	YJS service manager	Biannual. Two to be completed by Mar 2024	Staff and partner agencies are well informed regarding the areas and issues of concern within LBBB regarding criminal groups and serious youth violence to direct resources
Meeting new KPIs and improved performance reporting through partnership engagement and delivery	All new Court Orders will be discussed in an in person planning forum with all stakeholders' present confirming existing information and identifying partnership roles and interventions.	JR/JE/CB/W W	Aug 23	Plans are clear and include partner agencies and are reviewed formally on a three-monthly basis.
	Improve the MAPPAs process and increase staff understanding of this, building confidence of staff to attend and make appropriate representation to MAPPAs panel.	CB	Aug 2023	Staff are well versed and confident in the MAPPAs process and attending MAPPAs panel
	Ongoing work and training with partner agencies to ensure that the work is evident on the electronic systems.	JR/CB/AF/partner agencies	May 2023	There is clear evidence and a footprint of partnership work throughout the data systems.
	Develop clear process for all children entering the service to receive a SALT and health and wellbeing screening with first four weeks.	JR/BC/AF	July 2023	100% of children coming into the service receive a SALT and health and wellbeing screening.



	Encourage more contact with victims and corporate victims by introducing outreach work.	JE/JK	Dec 23	More victims to attend or have an input in the Referral Order Process
	Complete an analysis regarding the age profile of victims for the last 12 months and understand the link between being a victim and potentially becoming a perpetrator. Developing training for staff regarding this.	JE/JK	Nov 23	To address during intervention those young people who have been victims of crime and to refer into appropriate services for further support where this is a feature.
	Further development of substance use work within the service to address the increases in drug offences and any themes/trends as they occur.	CB/SC	Dec 2023	Substance use work is well known within the service and accessed routinely by young people.
	Develop additional opportunities for the engagement of parents with the service including DIY projects, groupwork and education sessions	JE/SR	Jan 2023	Parents engage with the service and report that this has impacted them in a positive way.
Feedback/participation	Participation group set up with young people	LA	Sep 2023	Young people are consulted and included in developments and decisions of the service
	Regular reports to staff and management board giving overview of feedback	AF/WW	Sep 2023	The staff and members of the board are fully sighted on the feedback regarding the service and any improvement work needed.
	Recruit two or more young people to attend the LBBB YJ Board	AF	Sep 2023	The Board is better informed hearing directly from young people
Strengthened quality assurance processes ensuring clear line of sight and understanding of quality of practice - driving improvements and consistently good quality practice against all the practice standards	National Standards self-assessment refresh	AF	Mar 2024	National standards self-assessment completed, and highlights distance travelled
	Follow up audit and continued dip sampling to drive continuous practice improvement and assess distance travelled	AF	Sep 2023	All practice areas have 'good' and 'outstanding' audit findings

Workforce development	Development of Joint supervision with social care colleagues	AF	Feb 2024	Joint supervision arrangements in place that improves the joint response to young people
	Implementation of remodel of the service to offer additional opportunities for staff progression	AF	Sep 2024	Proposed model for service is in place and staff retention is good



# Challenges, risks, and issues

Currently there are a number of key vacancies within the Youth Justice Service that are impacting timeliness and capacity. Recruitment into the service manager will be crucial to continuing to improve quality and consistency of practice across the service.

The approval and delivery of a remodel of aspects of the service will give further opportunities for development of staff which will be crucial in continuing to retain and develop staff within the service.

Although data provision has vastly improved in the last three months since the recruitment of a new performance officer there is still further work needed to ensure that robust data analysis drives ongoing performance across the service.

Seconded staff into the service have been slower to move back into face-to-face work with children and young people in the space provided and this will need improvement to ensure that all aspects of the service are easily accessible including building the relationships between staff across the service.

Recruitment into the probation officer role is key to ensuring that young people have a smooth transition into adult services as needed.

The capability for seconded practitioners to record in the Child view system requires ongoing focus to ensure that the service can meet the new key performance indicators expected.

The borough is one with high levels of deprivation, high youth population where children and young people are experiencing adverse childhood experiences and inequalities. They are often the most likely to be victims of crime. This is a challenging context to be working in.

Serious youth violence continues to remain an issue for the borough and partnership arrangements are key to addressing this. Increased transparency by the Gangs team and sharing of relevant intelligence and data by the team is needed if we are to successfully tackle the challenges as a partnership. Similarly, we need a more nuanced understanding of county lines running in /out of LBBD.

The partnership needs to ensure that young people remain a priority for all services and that a proactive and collective response is needed to address issues of safety for children, particularly regarding robbery and serious youth violence and understanding the complexity of the lived experience of some of our most vulnerable children.

# Signoff

This plan has been agreed and signed off by the chair of the LBBB Youth Justice Board and is due for full sign off by Cabinet on Sep 18<sup>th</sup>, 2023.



**April Bald**

**Operational Director, Children's Care and Support**

Page 72

**Special thanks to the young people involved in this plan: -**

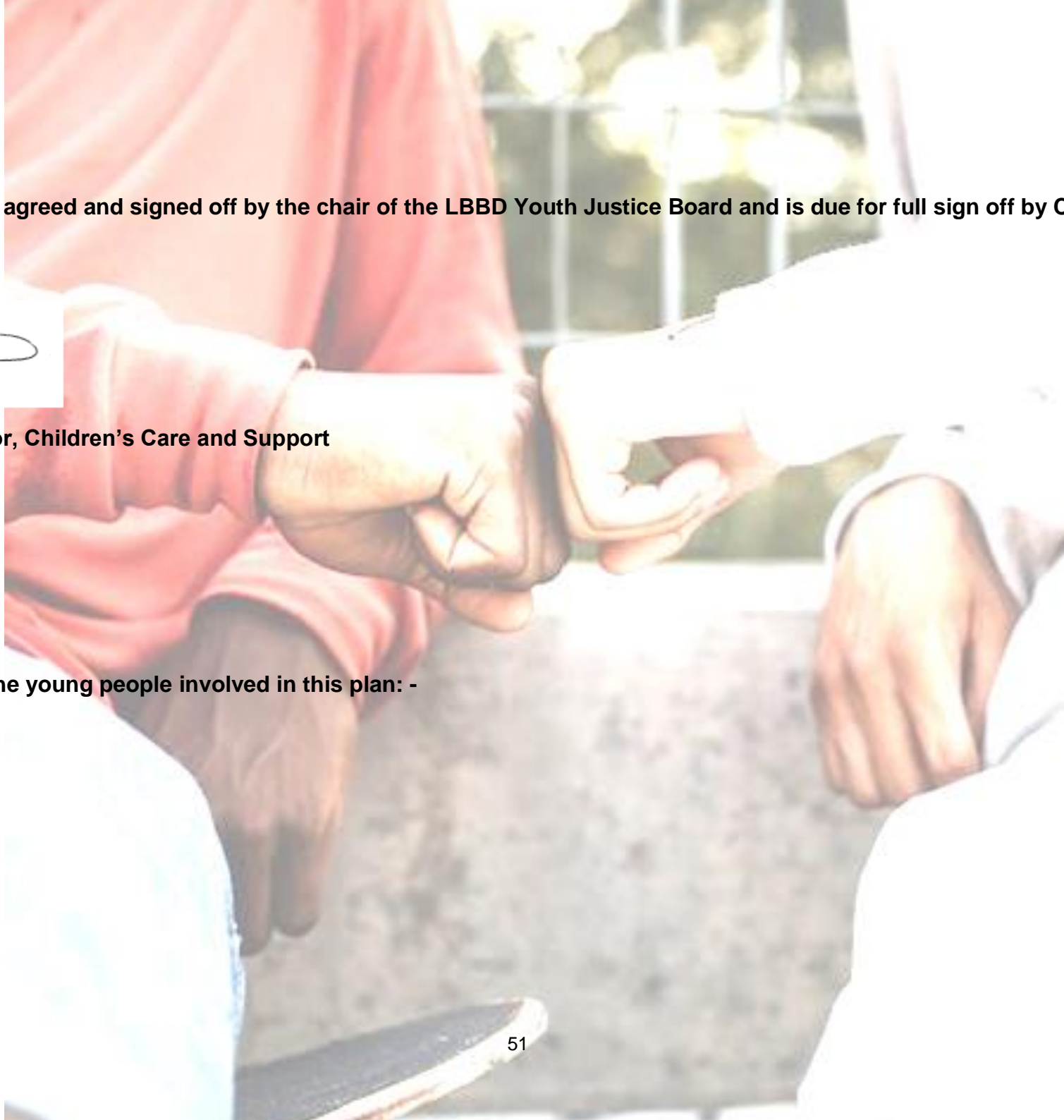
**Beyonce**

**Corey**

**Literis**

**Elizabeth**

**Mitchell**



## Appendix 1: List of Youth Justice Management Board Members

<b>Children's Social Care Members</b>	Board Member Attendance out of a possible 7 Board Meetings during the period of April 2022 – March 2023
Director of Operations, Children's Care and Support, LBBD (Chair of the Board)	7 out of 7
Head of Service Barking, Dagenham, and Havering Probation Service	5 out of 7
Head of Service Adolescent and Youth Justice Service, LBBD	7 out of 7
Service manager Adolescent team	6 out of 7
Service Manager Corporate Parenting, LBBD	4 out of 7
Children's Commissioner, LBBD	6 out of 7
<b>Wider Council Members</b>	
Director of Community Safety and Enforcement, LBBD	4 out of 7
Director of Education, LBBD	6 out of 7
Director of Community Safety Commissioning Manager, LBBD	7 out of 7
Service Manager for Targeted Early Help, LBBD	7 out of 7
Head of Participation and Engagement, LBBD	2 out of 7
Finance lead for Adolescent and Youth Justice Service, LBBD	7 out of 7
<b>Partnership Members</b>	
Superintendent, Metropolitan Police Service	7 out of 7
Sergeant Youth Justice Service, Metropolitan Police Service	7 out of 7
Youth Justice Board Regional Advisor for LBBD	1 out of 7
Subwise Head of Service	7 out of 7
North East London Foundation Trust (NELFT) Service Director	4 out of 7
NEFT Manager (CAMHS)	5 out of 7
Commissioner, NHSNEL (NHS North East London)	6 out of 7
Youth Justice Service team managers	6 out of 7
Magistrate representative	2 out of 7
<b>Young People Representative</b>	1 out of 7

## Appendix 2: re Staff structure additional information – Youth Justice Staff Only

Sex	Number of staff
Male	16
Female	13
Age Range	
20-29	4
30-39	10
40-49	8
50-59	6
60+	1
Ethnicity	
Asian or Asian British	2
Black or Black British - African	11
Black or Black British - Caribbean	2
Mixed - Any other mixed background	1
Mixed - White and Black Caribbean	1
White - Any other White background	1
White - English/Welsh/Scottish/Northern Irish/British	11
Disability	
Learning	2

### Appendix 3

Agency	Staffing costs	Payments in Kind	Other delegate funds	Total
Youth Justice Board	£505,789			£505,789
Local Authority	£1,663,388			£1,663,388
Police		£230,540		£230,540
Police and Crime Commissioner	£200,000			£200,000
Probation		£29,750		£29,750
Health	£55,000	£103,000		£158,000
*Welsh Government				£0
Other	£40,000			£40,000
<b>Total</b>	<b>£2,464,177</b>	<b>£363,290</b>	<b>£0</b>	<b>£2,827,467</b>

This page is intentionally left blank