

# **Barking and Dagenham Youth Justice Plan 2025/26**



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## Introduction

Throughout the last year, Barking and Dagenham's Youth Justice Service has continued to work to develop and improve services, delivering impactful interventions to children and families.

We have continued to strengthen collaboration with children, young people and families through our 'My Plan My Way' framework, ensuring their meaningful involvement in assessments and co-production of plans. We also continue to develop joint working arrangements with adolescent colleagues in the Adolescent team who are part of our wider service, through joint assessments and joint supervision for children and young people where they are known to both parts of the service.

We have maintained and strengthened partnerships with the voluntary and community sector organisations to ensure children and young people have access to wider choice of positive activities based within their own communities. The development of the Youth Offer across the borough has ensured that the service is well informed about local opportunities for children and young people to get involved in.

Overall, national performance indicators continue to report an ongoing decrease. However, rates for Barking and Dagenham remain above national and regional figures despite the service and the management board tirelessly focusing on those areas over the last year. It is important, however, to note that the rate of decrease within the number of children in custody has been significant and has fared well against the national and regional comparators.

First time entrants remain a stubborn performance indicator for the service and further efforts to bolster the preventative arm of the service with a focus on the out of court disposals will remain a priority going forward. It is important to not underestimate the impact on our children, of the very challenging and fast changing context of the borough where families face high levels of deprivation and statistically poorer outcomes than the rest of the country.

This Youth Justice Plan has been informed by and written in collaboration with the youth justice service, the management board, and young people as part of our annual development day.

## About the borough

Barking and Dagenham continues to be one of the fastest changing communities in Britain. The population size has increased by 19.6%, from around 185,900 in 2011 to 222,308 in 2023<sup>1</sup>. This is higher than the overall increase for England and Wales (8.5%)<sup>2</sup> and in London (9.4%)<sup>3</sup>. GLA projections estimate the population to increase to 295,594 people by 2040<sup>4</sup>.

The age of the community is changing with the highest birth rate in London and the second highest in the country<sup>5</sup>. Barking and Dagenham is a young borough, with around 63,496 children and young people under the age of 18 – 29% of the total population<sup>11</sup>, the highest proportion in England and Wales. The borough becomes more diverse each year with 69% of the resident population identifying as having a global majority ethnic background<sup>7</sup> compared to 19% in 2001. 41.3% of Barking and 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 21st highest in England (based on 317 local authority districts). Of Barking and Dagenham's 19 wards, 4 (Gascoigne, Heath, Thames and Village wards) all had neighbourhoods amongst the 10% most deprived in the country<sup>8</sup>. Borough wide, over 60% (3 in 5 households) were deprived – the highest proportion in England and Wales<sup>9</sup>.

People in the borough die earlier with both male and female healthy life expectancy below the London average<sup>7</sup>. Residents in Barking and Dagenham exhibit lower levels of education where the average attainment 8 score per pupil in at GCSE level is below the London average and 9.8% have no qualifications, which is the 2<sup>nd</sup> highest in London. In 2023/24, 72.9% of people in the borough achieve a GCSE (or

equivalent) in both English and Maths by the age of 19, compared with 78.9% in London<sup>14</sup>. The percentage of pupils in state-funded schools meeting the expected standard in reading, writing and maths at the end of Key Stage 2 in 2023/24 was 63 % in Barking and Dagenham. The figure for London as a whole was 69%<sup>15</sup>

The employment rate in the borough is 67% which is the 3<sup>rd</sup> lowest in London. Unemployment stands at 6.7% which is the 6th highest in the country<sup>7</sup>. The gross disposable household income in Barking and Dagenham is the lowest in London<sup>10</sup>. 26% of children under 16 in the borough are living in relatively low-income families, significantly above the UK percentage which stands at 22%<sup>12</sup>. The proportion of children known to be eligible for free school meals in 2024/25 is 26.7% compared to 27.9% in London and 25.7% across England<sup>13</sup>.

78% are from ethnic groups other than White British and the proportion of children and young people who speak English as an additional language is more than twice that seen nationally<sup>11</sup>. This level of diversity presents its own challenges when working with families and young people, where a better understanding of cultural subtleties becomes crucial.

Domestic abuse is a significant issue in Barking and Dagenham and impacts on all service areas. There were 15.1 domestic abuse offences per 1,000 people in the period April 2024-March 2025. This is highest in London. It accounts for 41% of violence with injury offences in the borough.

Provisional data for 2024/25 indicates that domestic abuse is a presenting factor for 22% of children's social care contacts annually and 32% of children had domestic abuse as a factor identified at the end of a children's social care single assessment.

1 in 8 households in B&D is a lone parent household with dependent children - highest in England and Wales with the 7<sup>th</sup> highest percentage of overcrowded households - 1 in 5 households overcrowded. Of these most (4 in 5) have children

<sup>1</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/estimatesofthepopulationforenglandandwales>

(Mid-2023: 2023 local authority boundaries edition)

<sup>2</sup><https://www.ons.gov.uk/census/2011census>

<sup>3</sup><https://data.london.gov.uk/dataset/2011-census-demography/>

(London unrounded data)

<sup>4</sup><https://apps.london.gov.uk/population-projections/>

<sup>5</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/livebirths/bulletins/birthsummarytablesenglandandwales/2023#fertility-rates-by-area>

<sup>6</sup><https://www.ons.gov.uk/datasets/TS007/editions/2021/versions/3>

<sup>7</sup>[https://www.lbbd.gov.uk/sites/default/files/2025-04/B%26D\\_Infographic\\_DidYouKnow\\_APR25.pdf](https://www.lbbd.gov.uk/sites/default/files/2025-04/B%26D_Infographic_DidYouKnow_APR25.pdf)

<sup>8</sup>[https://www.lbbd.gov.uk/council-and-democracy/statistics-and-data/deprivation-barking-and-dagenham#lqd-guides\\_title#lqd-guides\\_title](https://www.lbbd.gov.uk/council-and-democracy/statistics-and-data/deprivation-barking-and-dagenham#lqd-guides_title#lqd-guides_title)

<sup>9</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/householdandresidentcharacteristicsenglandandwales/census2021#household-deprivation>

<sup>10</sup><https://www.ons.gov.uk/economy/regionalaccounts/grossdisposablehouseholdincome/datasets/regionalgrossdisposablehouseholdincomelocalauthoritiesbyitl1region>

<sup>11</sup><https://www.ons.gov.uk/census>

<sup>12</sup><https://www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2014-to-2024>

<sup>13</sup><https://explore-education-statistics.service.gov.uk/find-statistics/school-pupils-and-their-characteristics/2024-25>

<sup>14</sup><https://explore-education-statistics.service.gov.uk/find-statistics/level-2-and-3-attainment-by-young-people-aged-19/2023-24>

<sup>15</sup><https://www.ons.gov.uk/explore-local-statistics/indicators/pupils-at-expected-standards-by-end-of-primary-school>

## Mission Statement

Through reflection of national reports and our young LBBD people's local experiences, the management board and young people have maintained the following vision for the year ahead.

**LBBD Youth Justice Service is committed to eradicating systemic racism, discrimination, and injustice and to making anti-racism a foundation of our practice.**

**We will be a voice and force for change, for every child and family that we work for and with, to recognise and address the impact of racism on children and families within our practice, to apply our antiracist principles in all our interactions with and decision-making about children and to determinedly and actively, demand the same from our partners.**

**We are committed to ensuring that all voices are represented and heard at every level where decisions are made and that our workforce reflects the community which we serve.**

- 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 recognise our children's experiences of racism and racial trauma. Therefore, as systems leaders we promise to find ways to enable global majority children to grow up safely and well and stay out of the youth justice system.
- In line with the SEND coproduction charter, we will ensure inclusivity and working collaboratively with health and education partners to give young people with SEND the best chance in life. This means supporting them to be happy and healthy, achieve their potential, be part of their communities, be as independent as possible, and empowered to make choices about their future.
- We will provide and improve access to services for young people to divert them from the youth justice system and to help them 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.
- Feedback from young people and their families will inform future service development - "nothing about you without you"
- In line with our CARES practice framework, we will be compassionate, accountable, respectful, empowering, and sharing.
- We will recruit, train, grow, value, and celebrate our workforce recognising the vital role they play in changing children's lives.

## Governance, Leadership and Partnership Arrangements

The Youth Justice Service Management Board continues to be chaired by the Director of Operations for Children's Care and Support who has held this position since joining LBBD in 2018. The board chair is also the direct line manager for the Head of Service for Adolescent and Youth Justice service. Thus, the service continues to sit 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. Several years ago the youth offending team and adolescent team were joined under the current Head of Service becoming an integrated Adolescent and Youth Justice service allowing for a closer alignment of statutory social work with youth justice work and full consideration of contextual safeguarding and risk outside of the home factors prevalent for adolescents. The YARM (youth at risk matrix) team also sits within the service enabling early intervention for those children on the peripheries of becoming involved in the criminal justice system.

All children across the service have access to multi-agency partnership arrangements on offer which allows for greater flexibility in meeting their often complex needs.

The board chair is also the chair for the key tactical and strategic groups tackling exploitation and serious youth violence, namely: Missing and sexual exploitation (MASE), Criminal Exploitation Group (CEG) and the Adolescent safety and wellbeing strategic group. This ensures that children involved in the criminal justice process are fully advocated for and considered at those meetings. Strengths focused, and trauma informed are the two key approaches to our work with children at risk of exploitation, gangs, and serious youth violence. Those approaches are fully aligned with the child first approach underpinning our youth justice work.

The management board continues to meet six weekly to allow time for full discussions and exploration of key priority areas and performance. The frequency of meetings means the partnership can hear directly from youth justice service staff and partners on the work they are delivering and its impact. It is important for the Board that our LBBD children are "brought alive " at the meetings, ensuring members fully understand not only our profile but the day to day lived experiences of our children. The agenda always prioritises learning from research, audits and wider London and national youth justice work. All discussions and presentations are viewed through a disproportionality lens.

The board holds an annual in person development day where we reflect on the past year's progress and achievements with a view to setting priorities for the coming year. Our most recent development day focused on first time entrants this year , an audit completed on stop and search and the newly developed disparity tool to ensure that as a board we understand the over representation within all parts of the service. There was also a focus on the life experiences of two children that had received extensive custodial sentences to ensure that as a board we can look back and identify any missed opportunities across the partnership. This allowed the members to focus on particular areas of work and agree and shape the improvements and development opportunities for the service for the year ahead.

Attendance at the board has remained consistent with partners engaging in the process and presenting at the board as needed. Over the last year, the board has received presentations on the impact of the substance use service, seconded health staff and the work with victims. They have also heard the story of the parent representative and new publications and work of the YJB and HMIP as well as new research and published reports.

The chair of the board and the Head of Service both attend the Community Safety Partnership Board and report into this group on the work of the Youth Justice Management Board and the Adolescent safety and wellbeing strategic group.

The Head of Service chairs the Ending Gangs and Serious Youth Violence monthly meeting to ensure single oversight and full partnership engagement in planning for young people.

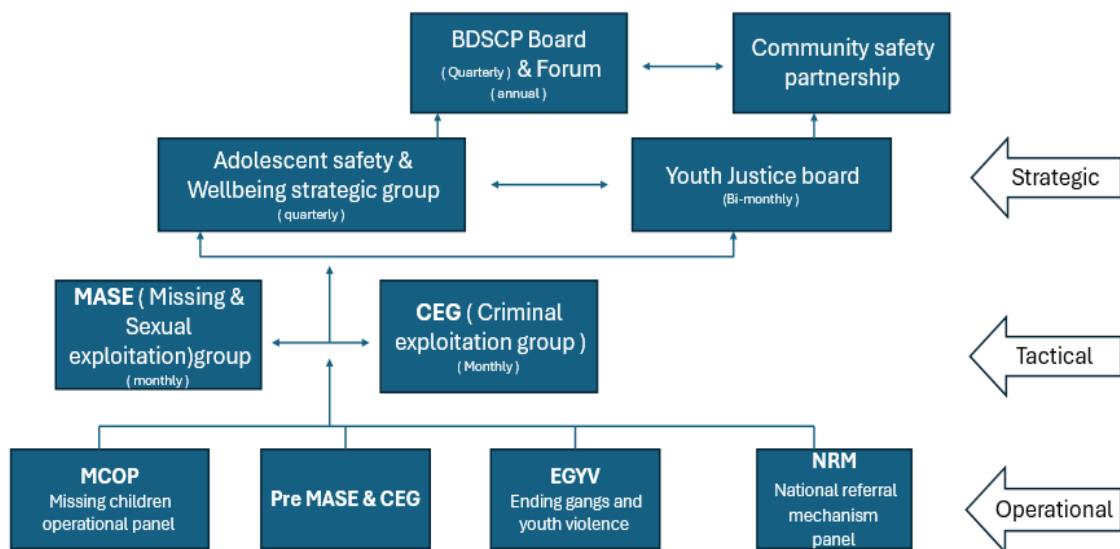
Partners have continued secondment arrangements into the service consisting of:

- A police sergeant and two police officers.
- A health senior clinician, speech and language therapist and two mental health practitioners.
- An education worker and part time careers advisor.
- An agency probation officer funded by probation.
- A substance misuse worker with access to the wider criminal justice team within Subwize that offers a range of support for young people. They can also support young people with employment opportunities and numeracy and literacy skills.

In addition to the above seconded staff, the service also has strong collaborations with the voluntary and community sector with links to agencies such as Spark2life who provide mentors to support young people on an ongoing basis. Spark2life are able to work with children in the community but also whilst they are in custody to ensure a smooth transition between the two. The service also has links with the West Ham foundation and Be Heard as One who offer positive activities and ongoing mentoring support to young people.

The service has strong collaborations with local sports providers through BarkingSport4change that can offer direct access to football, rugby, basketball, and boxing opportunities as well as local arts programmes offered through the work with New Town Culture.

Governance arrangements and how the YJS management board is linked to other local boards and meetings is set out below.



## **Progress on Priorities in Previous Plan**

We said that in 2024-25 we would:

- Drive a wider recruitment campaign with partners to increase the pool of volunteers.
- Regularly review training needs in response to audits, thematic reviews of specific areas of practice, themes from weekly performance meetings and reviews of practice.
- Undertake regular staff surveys and benchmark ourselves against the previous survey to identify improvements and gaps.
- Continue to invest in the additional clinical supervision for staff, in recognition of vicarious trauma that some staff may experience throughout the nature of their work.
- Support and develop the enhanced senior practitioner offer to further support quality assurance and scrutiny.
- Review existing YJS practitioner roles when vacancies arise to assess how those can be re-purposed to increase the qualified social worker offer within the service
- Monitor/analyse theft offences and possible trafficking influx that may be linked to a rise in this crime type within Barking and Dagenham

### **Progress against those priorities**

The use of volunteers within the service has continued. We have recruited new members throughout the year and developed a robust training package delivered by the volunteer co-ordinator, alongside one of the senior practitioners who assists with the oversight of the referral order panel process. Together they offer support to volunteers through regular group supervision/meetings.

Whilst we have continued to recruit new volunteers and have remained focussed on maintaining the panel processes, we have further work to do to fully develop and utilise the extent of the volunteer skills. We do have one volunteer who has supported parenting work and has joined the YJS management board as a representative for parents. However, we would like to continue to develop the ways in which we utilise volunteers to support other areas of the service. This will be an area for further focus in the coming year.

There has been an ongoing review of training needs in response to audits, dip sampling and benchmarking exercises. This work has been guided by staff surveys and requests when specific training is required such as the victim offer. This year staff have received training in a range of topics which are discussed in further detail in the workforce development section of this plan.

There are ongoing monthly good practice events promoting peer learning and focus on a range of practice areas. These sessions are informed by the quality assurance audit activity outcomes. They are an opportunity for staff to be updated on any changes to policies and processes as well as testing out new tools and best practice ideas.

Weekly team meetings offer further opportunity for team building, developing cohesion and consistency, clear information sharing and learning opportunity. Weekly performance meetings with managers and senior practitioners are prioritised. Performance reports focus on timeliness, management oversight and recording whilst audits and benchmarking focus on quality and consistency of practice.



The Adolescent and Youth Justice service in its entirety come together for six development days per year. This enables the service to focus on common practice areas e.g. assessment and planning, genograms, identifying and responding to risk and safety issues, audit and staff survey outcomes. The days have led to a cohesive service with a strong collegiate identity.

Staff surveys ensure the views of the workforce are heard, the outcomes inform areas of development and staff training needs. Staff have continued to receive the offer of clinical supervision across the service, and this is well utilised by staff. The clinical lead that offers this support has also delivered sessions at the staff wellbeing day and workshops with managers over the last year. A reading and research group is currently in the embryonic stages supported by the lead to ensure practice is in line with current knowledge and thinking.

The senior practitioner offer across the YJS has had continued development and the workers are now starting to own and lead in areas of practice to further improve service delivery. They participate in the reviewing of current practices and attend the weekly performance meetings and benchmarking exercise. This oversight ensures their improved awareness of key practice issues and understanding of how best to support practitioners on a day-to-day basis. They are also involved in strengthening links with partner organisations to ensure that children within the service can access events and services on offer.

A recent review of the YJS structure and needs within the service has given the opportunity to advertise and recruit to a qualified social work post within the service. This will not only ensure that the links with the adolescent social work team is further strengthened but also support the interface with wider social care teams to ensure that practice is consistent, and children and families achieve the best outcomes.

The final area of our plan regarded theft offences - we have given significant attention to this issue particularly as they appear to be linked to child trafficking and exploitation of Romanian children. Through the strategic MASE and CEG meetings links have been made with the police led 'Operation Purtsan' to better understand this problem area. Recent dip sampling of the first-time entrant cohort showed that group theft offences are impacting this figure for LBBB. Further work is being done with the wider partnership including community safety, police, and housing colleagues to impact this work.

Our delivery Plan also focused on the following four themes for ongoing improvements: -

- Board Development
- Workforce development
- Service development
- First Time Entrants
- Use of custody

Progress and development against those areas are included in the commentary throughout the rest of this document.

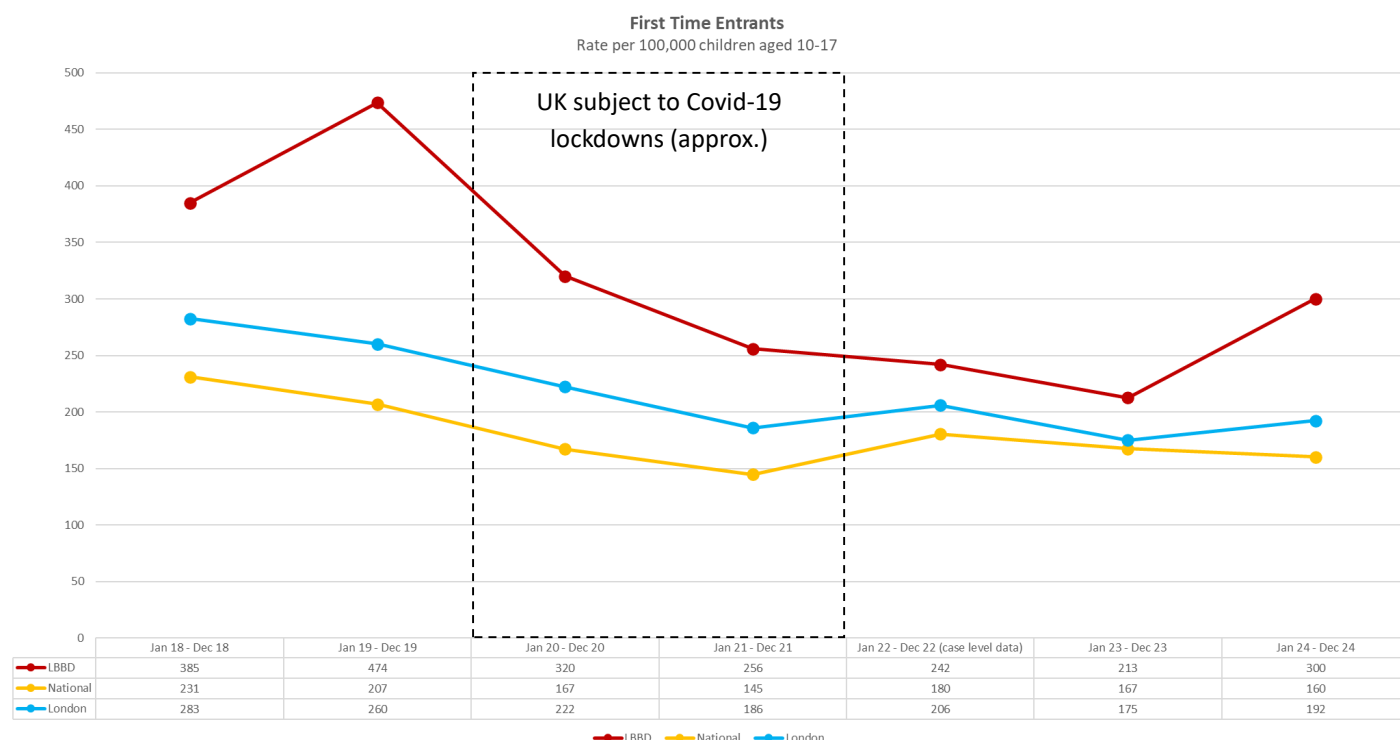
# Performance

## First Time Entrants

In the long-term, Barking and Dagenham's first-time entrants (FTE) rate has been decreasing steadily since the year ending December 2019. However, the most recent position for the year ending December 2024 has seen an increase in the rate. The methodology for collating FTE data has changed in reporting periods which has meant that case level data from the ChildView case management system is now used to calculate the FTE rate. As a result, the YJS have the opportunity to scrutinise the underlying characteristics of the FTE cohort. This process is still in its infancy, but early analysis seems to indicate that the recent increase in the rate can be attributing in some part to an increase in the seriousness of offences leading to children becoming FTE and a reduction in the use of diversionary programmes such as Community Resolutions. This will continue to be monitored as more case level data becomes available.

Barking and Dagenham's FTE rate has consistently been higher than rates seen nationally and in London. However, since its highest point in the year ending December 2019, Barking and Dagenham's rate has reduced by the greatest margin compared with nationally and in London. From the year ending 2019 to the year ending 2024, the rate has reduced by 37% in Barking and Dagenham. For the same period, the reduction nationally was 23% and in London it was 26%.

Whilst it is encouraging that the rate of decrease has been higher, it is still an area of continued focus, particularly since the service has seen a recent increase in the latest quarter.



Source: Youth Justice Board YJS Data Summary (Ministry of Justice / case-level data)

The local scrutiny panel has been put in place and met twice within the last year. This has determined that the decision making regarding out of court disposals has been appropriate and consistent and meets the criteria.

The Head of Service continues to chair the FTE subgroup, a strategic partnership meeting with representatives from YARM, Turnaround, board members and the wider partnership. The meeting specifically looks at the most up to date data and information on children that have entered the service to support identification of themes and trends. This has also been supported by recent audits, dip samples and presentations focused on this area of work.

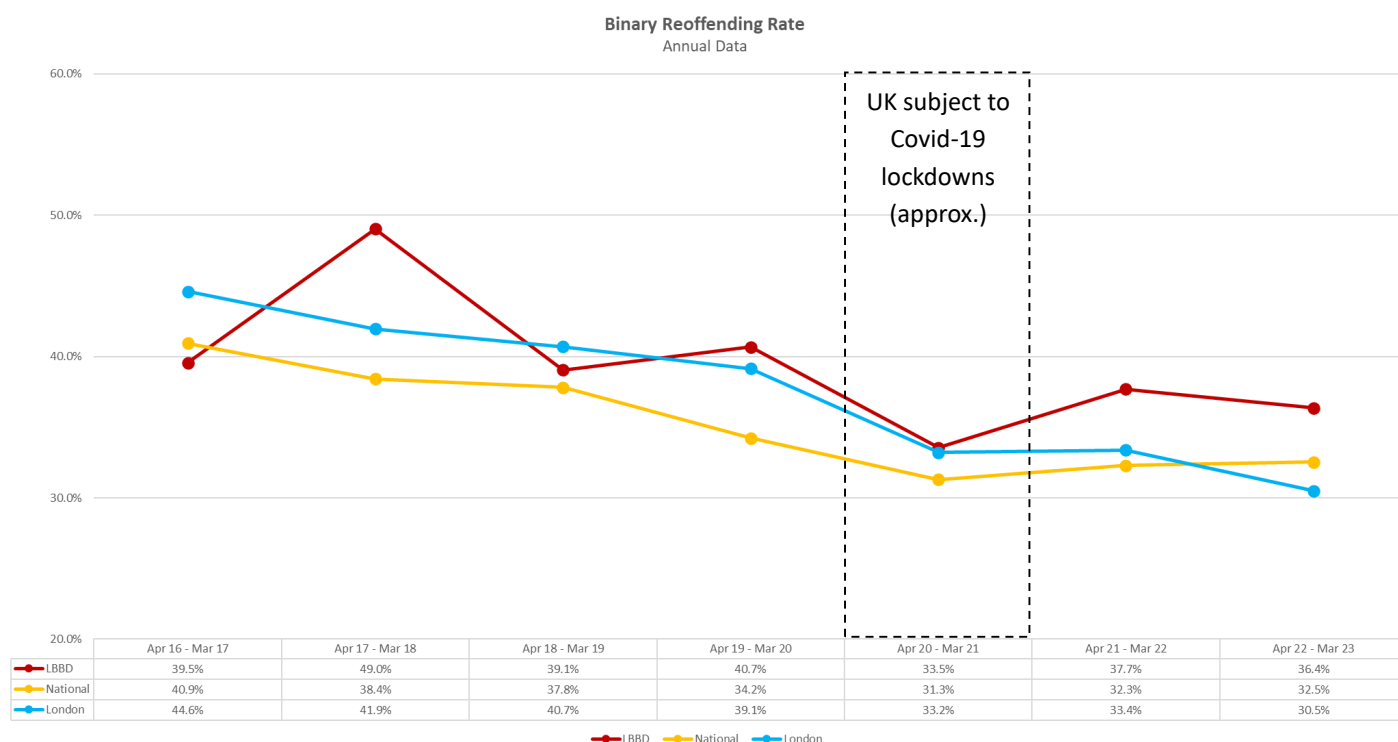
A full report on first time entrants has been completed and presented to council portfolio holders so that members are aware of the issues that face children within Barking and Dagenham. This has also been shared with and discussed at the management board and the staff to identify any further work to be undertaken to impact the FTE rate within the borough. The utmost scrutiny will continue to be given to this performance area.

LBBD has also been involved in a pan London pilot focussing on Stop and Search. The local findings have been shared with the management board, staff, wider partnership and strategic groups to identify further partnership work that can impact children at the earliest opportunity. We will begin to implement local changes on the back of the learning from this piece of work whilst awaiting the wider learning from Haringey who are leading on the pilot.

Ongoing actions agreed as part of this work are included in the delivery plan for the coming year.

## Binary Reoffending Rate

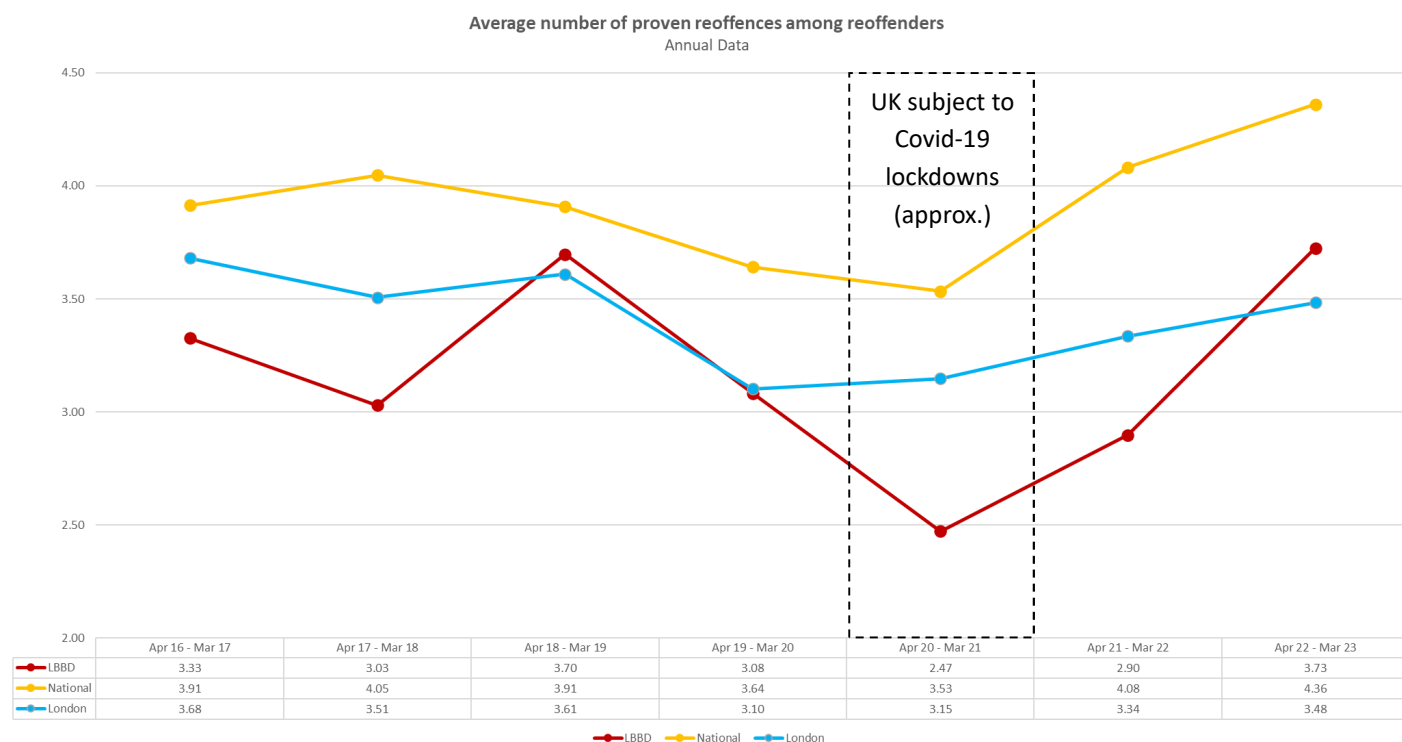
The overall trend in the binary rate of reoffending is a declining rate. Since a high of 49% in the year ending March 2018, Barking and Dagenham has seen a marked decrease in its reoffending rate, one that is a higher reduction than seen both nationally and in London. From the year ending 2018 to the year ending 2023, the rate has reduced by 12.6 percentage points in Barking and Dagenham. For the same period, the reduction nationally was 5.9 percentage points and in London it was 11.4 percentage points. However, the rate of reoffending in Barking and Dagenham remains higher than London and the national rate.



Source: Youth Justice Board YJS Data Summary (Ministry of Justice)

## Frequency Reoffending Rate

This indicator concerns the average number of proven further offences per reoffender. The rate in Barking is comparable to those seen nationally and in London. Recent reporting periods indicate a slight upturn in the number of offences being committed by children who go on to reoffend, which appears to follow local and national trends although at a slightly higher rate over the last quarter.



Source: Youth Justice Board YJS Data Summary (Ministry of Justice)

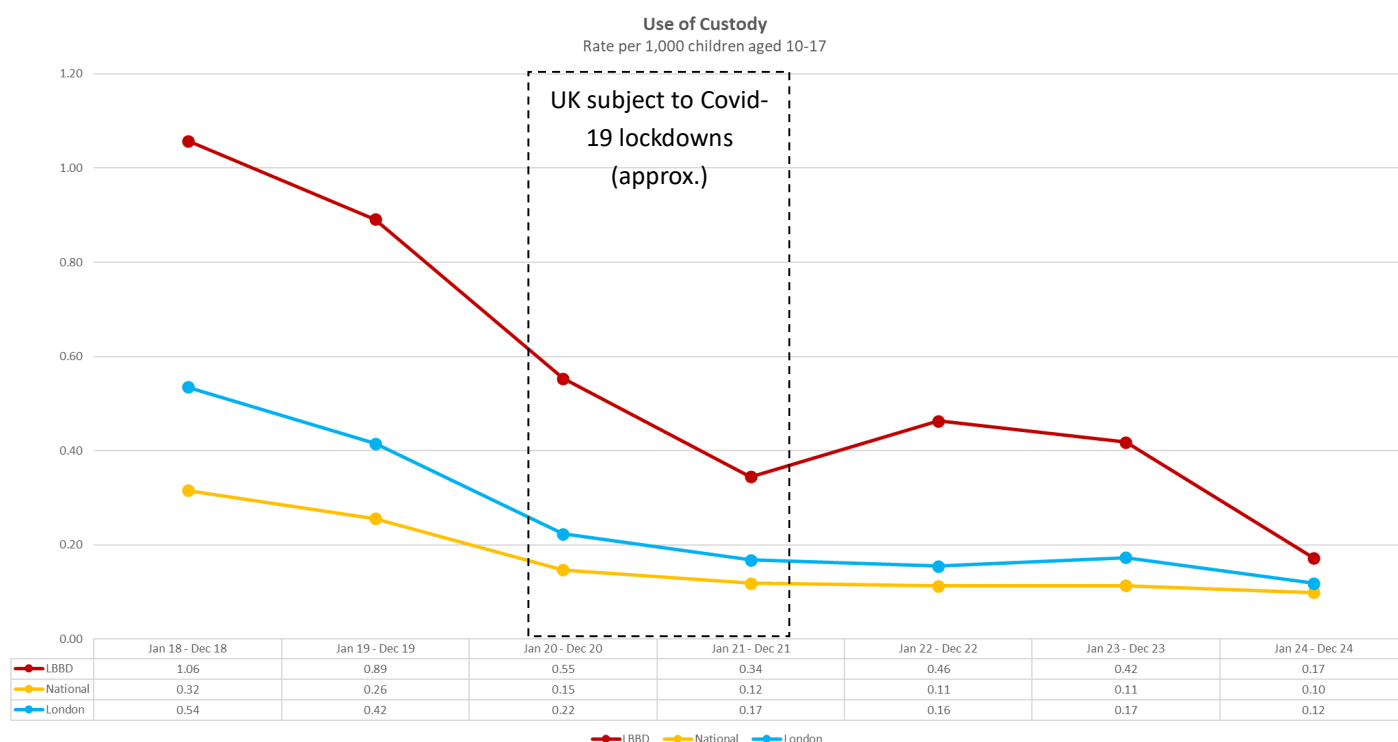
It is a concern that LBBB's rate of reoffending remains above the London and national rates although the frequency remains in line with regional and national comparators. The service continues to utilise the reoffending tracker tool to monitor any trends within its reoffending cohort, e.g. time periods between offences and changes in offence types. The management team meet bimonthly to focus on this area, looking back at cohorts to consider what could have been done differently and being forward looking with a view to reducing the potential for any further offending by the current cohort of young people. Further dip sampling and audit activity will continue to inform any future service developments.

## Use of Custody

The rate of custodial sentences in Barking and Dagenham has undergone a significant reduction. It is currently comparable to national and London rates. The most recent reporting period of January 2024-December 2024 represents 5 custodial sentences. In Barking and Dagenham, the change between the years ending in 2018 and 2024 is an 84% reduction. Nationally, the reduction was 69% and 78% in London.

The service continues to monitor all children in custody and the Head of Service chairs a monthly resettlement panel ensuring that appropriate resettlement plans are in place and all agencies are aware of and engaged in those plans.

The resettlement worker continues to focus on offering additional support to children whilst in custody and also leads in the court arena to ensure that children at risk of remand are identified early so that robust bail packages can be provided as an alternative to a remand in custody.



Source: Youth Justice Board YJS Data Summary (case-level data)

## Risks and Issues

LBBD remains an area with significant population changes and high levels deprivation and inequalities impacting on children and families in a negative way. The service continues to struggle with reducing first time entrants - after a marked decrease over the last ten years - there has been a recent increase in numbers. This will be an ongoing area for development for the service over the next year focusing on the prevention and diversion offers within the borough. This will also be considered alongside the potential changes within children's care and support in response to national social work reform.

LBBD continues to experience higher levels of violent offences. Robbery continues to remain a focus for the service with young people being not only the main perpetrators but also the predominant victims of this offence. Robbery involving a knife appears to be increasing with the after-school hours remaining a time of higher offences. Group or joint offences can often impact performance figures and due to the gravity of robbery offences this is also impacting on the first-time entrant's rate in LBBD.

Work with third sector organisations such as the Ben Kinsella Trust seek to offer more joint working to address specific knife offences. The service is also working with community safety colleagues and other

voluntary and community sector organisations including 'My Endz' consortium to improve the offer for children during the 'lost hours' between the end of school and the time when parents return home.

There is further work to be done with police colleagues to fully understand the profile of young people in LBBD who may be involved in gang or group offences and those who may be exploited through county lines. This continues to be a focus for the Ending Gangs and Youth Violence Group and community safety colleagues. The EGYV panel will be reviewed to ensure it offers the right support for those children most likely to need it, with a focus on intervening as early as possible. Potential risks for the borough and the service are that reduced sharing of intelligence by police impacts on the ability to anticipate potential issues and risks and intervene early.

Funding remains a risk for services with wider spending reviews continuing due to budgetary challenges prevalent in many organisations at present. This is especially difficult in our borough where the needs of the population are greater than most. The reduction of the Turnaround funding will impact the early offer for children and young people. However, the service will continue to explore any additional funding opportunities in order to develop services. This will focus particularly on any funding streams that may assist us in delivering and developing prevention and diversion offers in our endeavours to further reduce first time entrant rates.

## **Child First**

The last year has focused on collaborating with children and families on their plans. 'My Plan My Way' recognises that families are their own experts in understanding the issues impacting on them. The planning sessions wherever possible also include other professionals that work with the family so that plans are co-ordinated and all are clear about who is doing what, how and by when.

Our aim is to help to bring about improvements in the life chances of individual children and young people and to ensure that their parents and carers are enabled to understand how we work with them. We know that families have a lot to offer and know their children and young people in ways we are not able to. Our approach seeks to harness the professional and family's personal knowledge and expertise to promote the best outcomes for the children and young people we work with. This is in line with the principles of being child first, whilst remaining risk vigilant.

Where a child remains in custody past the age of 18, the resettlement worker plays a key role during this important transition, working alongside the probation service and the adult secure estate where appropriate. Care leavers in custody are also considered at the resettlement panel to ensure that the most vulnerable adults are fully supported by the partnership.

The development of a participation group, including children and families in strategic events and boards as well as recruitment of staff has continued to build collaboration with children and families, and this will remain a priority for the coming year.

In LBBD children's services, we welcome feedback from those receiving our service and celebrate good practice when it is recognised. There is so much we can be proud of and the youth justice service regularly receives compliments for their work. The head of service captures this feedback and shares it across the service on a monthly basis. Below is a snapshot of some of the feedback received over the last year.

## **Feedback from parents**

*"It was really very helpful, when I met you and when I spoke to you and it was like half my weight was taken off. You are a very good listener. You listen to me. I really appreciate it. Thank you so much for all the help".*

*The Parenting sessions on Saturday are amazing. Mum's best friend mentioned that she has heard nothing but praise for S from mum. She also said that mum has come on leaps and bounds and comes of the meetings incredibly enthusiastic.*

*"Hi D just want to thank you so much for everything you have done for me and O. You have gone above and beyond to help us and been so kind and generous, you are the only one to have helped me and O and I cannot thank you enough. God must have seen we were struggling and sent us his most favourite angel...that is you. You are worth your weight in gold, and I just hope your managers appreciate you as much as O and I do. Your one amazing lady and do not let anyone tell you different. We love you and thank you unconditionally."*

*"Thank you D and J for ensuring that D achieved his CSCS card and has been put forward for a job in the construction industry"*

*"I would like to say thank you for the support given to T over the 6 month he's taken it all on board and moving forward has a bright future ahead. I cannot fault the care and support he has got from you".*

## **Feedback from young people**

*'I wanted to take a moment to express my gratitude for the support and guidance I received during my time at the YJS working alongside such a lovely education worker. She made the experience truly enjoyable and taught me so much. I really look up to her and hope one day I will be even half the woman she is. Her patience and dedication not only helped me learn the ropes but also created a positive and welcoming environment. Thank you for making my journey so memorable.'*

*J has helped me so much correcting my bad behaviour. I started out getting detentions and had a very bad attendance, going from 60%~ to now almost 100%. Our meetings on serious topics such as knife crime has helped me understand the path I was going on*

*Just wanted to say a huge thank you for everything!*

*Your support means a lot to me/us, and I really appreciate all the help you've given. Whether it was your advice or just being there to chat, it's made a big difference.*

*Thank you for being there for us, telling us what's right from wrong and all the other topics you've taught us about like consequential thinking, knife awareness, peer pressure*

## **Feedback from other professionals**

*"I wanted to put into writing how inspired I felt in the meeting, yesterday, seeing your team working so efficiently".*

*"I felt truly impressed by the empathic language consistently used within the whole team, alongside thorough research on historical circumstances. I was impressed by the roundedness and the realistic uptake of the analysis, where 'probabilities' and 'possibilities' were carefully calibrated and profoundly explored, in order to have the best outcome for V".*

*"I really appreciated the inclusivity of all professional voices, and the celebration of collaboration and efficiency".*

*"I wanted to put this into writing because yes, I strongly believe that celebrating good practice is good for our work, both professionally and, indeed, as a form of self-care!"*

*"I just want to write to say how much I appreciate working with T. We have worked together for several years together, initially joint working a young lady, who had very serious CSE concerns and was open to YJS but with T's support we were able to locate her, reduce the CSE concerns, and her offending has*

decreased substantially. She is now 19 and living in borough with much better outcomes than what was predicted when T initially got involved when she was only 15”.

### **Feedback from a solicitors and judges**

*“I was quite impressed with O’s PSR as she dealt with all the issues, some of which were quite complex too. It does make a huge difference when sentencing, especially a youth, if the PSR deals with all the relevant issues in sufficient depth to allow the court to impose the appropriate sentence”.*

*“For G for “nailing his understanding of the wider complexities of risks with regards to factors that could impact the safety of children and for doing so in his probation period and in his first YJS practice role”*

*“Early Revocation accepted”.*

*“DJ B shared his views on the report written by N, he mentioned that while reading the report he felt emotional, and it was a joy reading it.”*

### **Feedback from community projects**

*“I am getting in contact to express our gratitude to J and his Team who supported us at The Vibe last week and this week, in painting our planters and arch ready for our gardening project. They have been professional and very helpful .The planters are so beautiful and bright and has really helped brighten up the community building outdoor area for our young people and other youth services to use”.*

*“As a result of their support, we have now been able to access our gardens to teach our young people with disabilities new horticulture and life skills in growing their own vegetables.I wanted to share some of the pictures with you. (please see pictures attached). These are also available on our socials”.*

*“Going forward, we would love for the team to continue to support us with other gardening projects.”*

### **Resources and Services**

- The secondment arrangements within the service have continued to be maintained with health, education, probation, and police continuing to provide in kind and financial contributions.
- From a health perspective, a senior clinician is now in post, as well as a speech and language therapist and two mental health practitioners.
- Police continue to provide a sergeant (shared jointly across the tri borough) and two police officers specific to LBBD YJS.
- Probation whilst not able to second a worker across to the YJS service, do contribute financially to a part time agency probation officer in the service to ensure this area of work and transitions across to probation is maintained.
- Education provides a full-time education worker, and a part time careers advisor.
- We also have a substance misuse worker seconded from a locally commissioned drug and alcohol service.
- We have mentoring services through one of our third sector organisations, funded by the community safety partnership.
- Voluntary and community sector partners are linked to the service and collaboration with a range of partners such as Ben Kinsella trust, West Ham foundation, Barking sport4change, New Town Culture, Wigmore Hall, Be heard as one and Spark2life.



## Board Development

The YJS management board continues to meet six-weekly. Ongoing management board development remained an area of focus for the service over the last year. An induction pack for new board members has been produced providing new board members with clear information on the role and expectations as a board member.

The recruitment of a parent onto the board to ensure the voices of parents and families are heard has been invaluable. The board have been inspired by her story of her own experiences and those of her children through the service.

It has been more difficult to maintain a consistent young person's representative on the board. We have recently managed to recruit a young person who also sits in the newly formed participation group. The hope is that he can be the conduit between the board and the young people's group to ensure young people's views are well represented.

Within the last year, the board has had presentations from a range of partner organisations including the YJS. The Board is well attended and members actively participate in meaningful discussions on the range of relevant topics which have included : -

- Spotlight on remanded children
- Out of court disposal scrutiny panels
- Child first principles
- Black History month competition and video
- My Endz consortium
- Youth Offer
- Police race action plan
- Non criminalisation of looked after children
- YJB business plan and knife crime insights
- Health of young people in YJS
- Substance Use of young people in YJS
- Victim work, including spoken word piece by young victim
- Performance reports
- HMIP inspection framework
- Stop and Search
- Focus on first time entrants
- Disparity Tool

There have also been short presentations given by staff on the development of the young black men's programme, reparation, and community projects as well as a focus on the collaboration with 3<sup>rd</sup> sector organisations and the victim work within the service.

It has been good to see the work of young people through video presentations, spoken word and art projects which has helped to bring the work of the service to life for the board.

The board chair has also engaged with staff within the service to ensure they are aware of the board and its function and how it gives strategic direction and supports the work that they do with young people and families.

## Workforce Development

The YJS culture is one of openness and constructive challenge where staff are consulted and able to put ideas forward. The service is committed to six in person staff development days covering a range of topics from practice improvements to health and safety and staff health and wellbeing. Some of the sessions on those days have been suggested and delivered by staff. During those events, the views of staff are sought, analysed, and reviewed to improve the service. At a service day in December staff provided thoughts on a number of questions posed regarding the service and those results have informed the learning and development for the coming year as well as being part of sharing practice through a newsletter.

Managers and staff have a good practice event once per month to focus on practice development. Staff are encouraged to decide what is covered in those events and deliver some of the content and/or participate in discussions. There are regular team meetings, staff briefing updates and sharing of information which includes a celebration of the positive work and achievements of individuals within the service.

One of the six service development days has focused specifically on staff health and wellbeing. This was supported by a clinical supervisor whom staff have access to on a monthly basis for a one-to-one conversation to support them in their work.

Staff also have access to the inset training consortium that focuses on youth justice specific issues :-

- Child first and risk management
- Asset plus quality
- Court work skills
- Working with victims
- Social media and young people
- Working with girls affected by violence and exploitation

This training is in addition to council training that covers: -

- Working with exploited children
- Working with children affected by sexual abuse
- NRM panel and processes

Managers have access to the regular supervision action learning sets as part of the wider Children's care & support learning offer on supervision and management oversight. There are also monthly Children's leadership in practice ( CLIP) development sessions, an opportunity for YJ managers to meet with their counterparts across children's services , strengthening collaboration and understanding of wider service issues with focus on promoting best practice . The service is also a member of the Youth Justice Legal Centre and accesses training sessions as needed.

The focus for the coming year will be to continue to offer on the job learning opportunities for staff as well as training sessions as described above. Opportunities for further career development include the creation of social work apprenticeship roles and senior practitioners developing lead roles on a range of areas to continue to develop skills and experience.

Training focused on the following areas will be explored and commissioned for the coming year:

- Working with Roma families in a safeguarding context
- Working with exploited children and NRM processes
- Introduction to ROTH conferences
- Threshold and decision making in ROTH conferences
- Improving cultural competence and practice with children and families from black and global majority families

## **Evidence-Based Practice and Innovation**

In LBBD we continue to be enthusiastic about testing out innovative ideas and work. We have been involved in the pilot work with the University of Bedfordshire and Durham regarding contextual safeguarding for several years now . As part of this work, we are currently embarking on delivering ROTH conferencing for children entering statutory social care services where the risk sits outside of the family home. This work will include the YJS and the YJS has a champion within the service involved in this work.

The borough continues to deliver devolved decision making for NRM and the NRM multi-agency partnership panel delivers reasonable and conclusive grounds decisions quickly impacting positively on court outcomes for children open to the YJS.

LBBD has continued to be involved in the young women affected by serious youth violence pilot which has developed gender specific work within the borough. Whilst this funding has been removed, the service continues to offer some of this work to young women and girls.

Further pilot work is anticipated which will give additional focus on developing the partnership to address prevention for children coming to police attention . This should impact on the number of children becoming a first-time entrant into the youth justice service.

## **Priorities for the coming year**

Over the last year, LBBD has not been inspected by HMIP or had any local inspection action plans. However, the service has completed a mock process to evaluate themselves against the new inspection framework and the learning from this has been shared with staff and board members. This has informed further learning and training events for staff and managers within the service.

The quality assurance department has also supported the service with audits of aspects of the work within the YJS informing ongoing practice.

Audits and benchmarking exercises have continued with staff and the managers to inform future work and learning.

## **Service Development**

LBBD will focus on the following areas over the next year as detailed in the service development plan at the end of this document: -

- Clearer understanding of the first-time entrants in the borough and reducing the current numbers of children becoming first time entrants.
- Improved participation and collaboration with children to continue to develop feedback systems informing future service delivery.
- Increase use of volunteers across the service to offer wider opportunities for children to be supported by mentors and learn new skills
- Wider development of groupwork focused on gender specific programmes, positive activities, and pro social behaviours.
- Further development of parenting offer to ensure parents are well supported to address any difficulties within the family and can support their child in plans implemented.

All priorities are in line with the Youth Justice Board strategic plan.

## **National Priority Areas**

### **Children from groups which are over-represented**

In LBBD, there continues to be an unrelenting focus on inclusion, racial equity and reducing over-representation. Addressing disproportionality in the youth justice system is, and has been, a longstanding priority for LBBD youth justice service. Therefore, we will pioneer and translate an anti-racist strategy into high-quality service delivery on our journey for racial equity and to improve outcomes for Black and mixed heritage children.

Reducing disproportionality is an explicit part of our YJS board mission statement, ensuring a continued focus in this area in everything we do. We envisage the outcomes will include reduced numbers of black and mixed heritage boys entering the system, sustained progress in making a difference in prevention, remands, and custodial disposals. We will expect to see fewer school exclusions with the close partnership work between the YJS and the school's inclusion team, attendance lead and YARM interventions. We will want assessments to evidence our youth justice staff reflecting on a child's racial identity, what it means for them growing up in their community, understanding the bias of 'adultification' / impact of seeing black children as older than their years.

A new disparity tool, currently in the process of being finalised, was showcased at the board development day to ensure that the board know first-hand the ethnicities of the children that we work with and how they are represented across all areas of our service, ensuring that we are always questioning the reasons why. This tool will continue to be utilised across the service to understand any disparity at all levels of intervention on an ongoing basis and will also be used to inform performance, service development and partnership oversight.

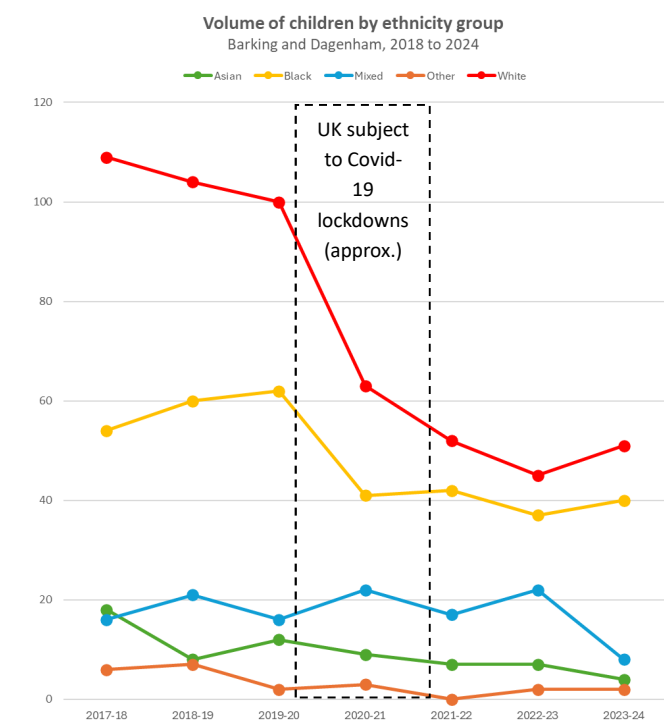
The service now has in place its young black men's programme to focus on what it means to be a young black male growing up in LBBD. It also focuses on heritage and culture and how these influence and shape identity and experiences. This work was showcased at the YJS management board development day to ensure that board members are aware of and influenced by this work.

The 'Go Girls' programme has continued to run throughout the last year and is now based within the local women's museum on a regular basis. This work continues to focus on areas of interest and discussion with the young women open to the service. Inspiring talks from local women who have achieved has been a positive experience for the girls and continues to raise aspirations.

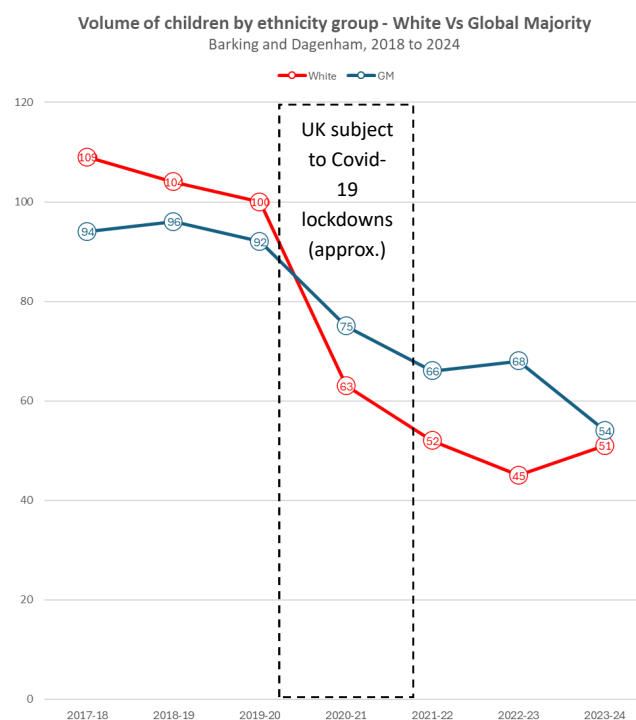
The non criminalisation of looked after children local protocol has been developed and is now in place informed by an audit of children entering the criminal justice system. This will continue to be an area of focus and monitoring to ensure that looked after children are identified at the earliest opportunity and alternatives to criminalisation considered wherever possible. The board continue to be provided with data regarding those children who are known to the YJS and also children's social care.

## Ethnic Profile and Over-Representation

The official annual statistics from the YJB have been used to produce a summary of the ethnic breakdown of the YJS cohort in Barking and Dagenham. Children where no ethnicity is recorded are excluded from this dataset.



Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)



Ethnic group	2018	2019	2020	2021	2022	2023	2024
Asian	18	8	12	9	7	7	4
Black	54	60	62	41	42	37	40
Mixed	16	21	16	22	17	22	8
Other	6	7	2	3	0	2	2
Global majority groups	94	96	92	75	66	68	54
White	109	104	100	63	52	45	51
Total	203	200	192	138	118	113	105

Percentage change 2018 to 2024*	Percentage change 2023 to 2024*	2021 Census aged 10-17
n/a	n/a	7,257
-35.0%	7.5%	8,278
n/a	n/a	2,052
n/a	n/a	1,052
-74.1%	-25.9%	18,639
-113.7%	11.8%	9,303
-93.3%	-7.6%	27,942

Ethnic group	2018	2019	2020	2021	2022	2023	2024
Asian	9%	4%	6%	7%	6%	6%	4%
Black	27%	30%	32%	30%	36%	33%	38%
Mixed	8%	11%	8%	16%	14%	19%	8%
Other	3%	4%	1%	2%	0%	2%	2%
Global majority groups	46%	48%	48%	54%	56%	60%	51%
White	54%	52%	52%	46%	44%	40%	49%

% point change 2018 to 2024*	% point change 2023 to 2024*	2021 Census aged 10-17
n/a	n/a	26%
11%	5%	30%
n/a	n/a	7%
n/a	n/a	4%
5%	-9%	67%
-5%	9%	33%

Source: Youth Justice Board (Youth justice statistics: 2023 to 2024 / Census 2021)

\* Where either the baseline population or current population is less than 10, the percentage point change is not included as minor changes to the small cohort can cause erratic population changes that can skew analysis.

The ethnic profile of children cautioned or sentenced in Barking and Dagenham has changed. Children from White ethnic backgrounds have consistently comprised the single largest ethnic group within the cohort. However, the proportion of White children has reduced since the year ending 2018 from 54% to 49% in the year ending 2024. It should be noted that the White cohort consists not just of White British children but also groups from other European backgrounds. Local analysis indicates that in the year ending 2024 the that the White cohort consists of around a half being from White British children and the other half from other White backgrounds.

In the year ending 2021, the proportion of children from White backgrounds fell below that of children from global majority groups. The data can be used to identify where a particular ethnic group is overrepresented in the YJS cohort and if the level of over-representation is statistically significant. Testing using a significance level of 5% shows that in the year ending 2024, White children were overrepresented in the YJS cohort.

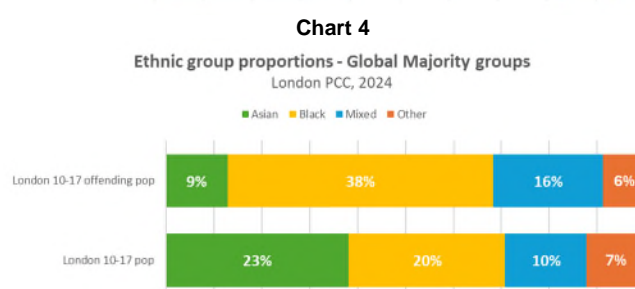
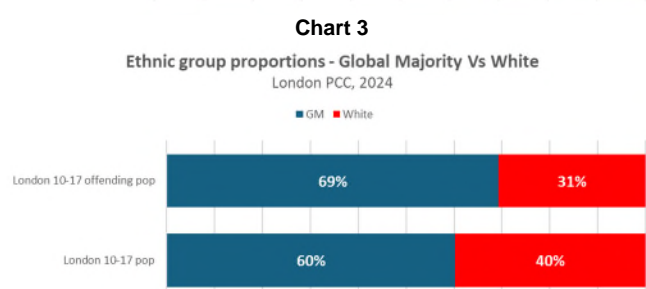
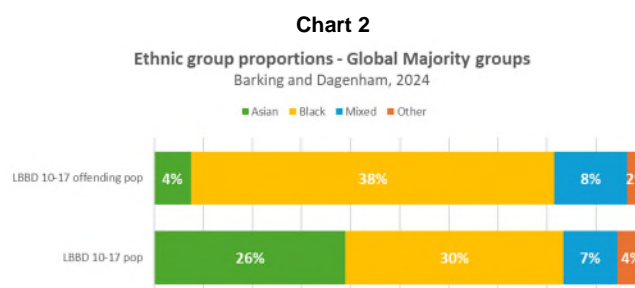
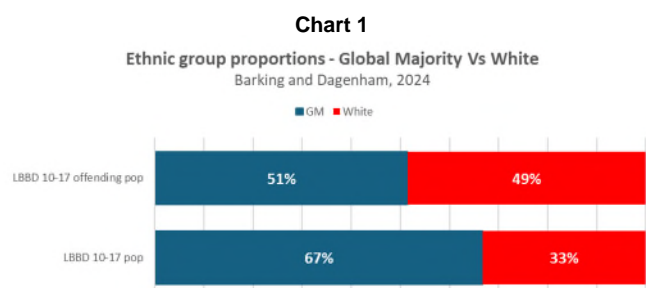
When comparing the YJS ethnic profile for the years ending 2018 and 2024:

- The proportion of White children has fallen by 5 percentage points (and conversely, the proportion of children from global majority groups has increased by 5 percentage points).
- The proportion of Black children has risen by 11 percentage points.

The charts below show a comparison of the ethnic composition of YJS population (children who received a youth caution or court sentence) alongside the 10-17 population (2021 census) for the borough and London.

Charts 1 and 3 show a comparison between the proportion between the White ethnic group with the global majority groups group at the YJS and London respectively. The proportion of White children in the YJS cohort is significantly higher than seen in the Barking and Dagenham population and also higher compared to the offending population in London.

Charts 2 and 4 shows a comparison of the ethnic groups that are used to make the global majority group at the YJS, borough and the Police and Crime Commissioner region respectively. Chart 2 clearly indicates that children from Black ethnic backgrounds make up a much larger proportion of the YJS global majority cohort compared with the proportion of Black children in the general population.



Source: Youth Justice Board (Youth justice statistics: 2023 to 2024 / Census 2021)

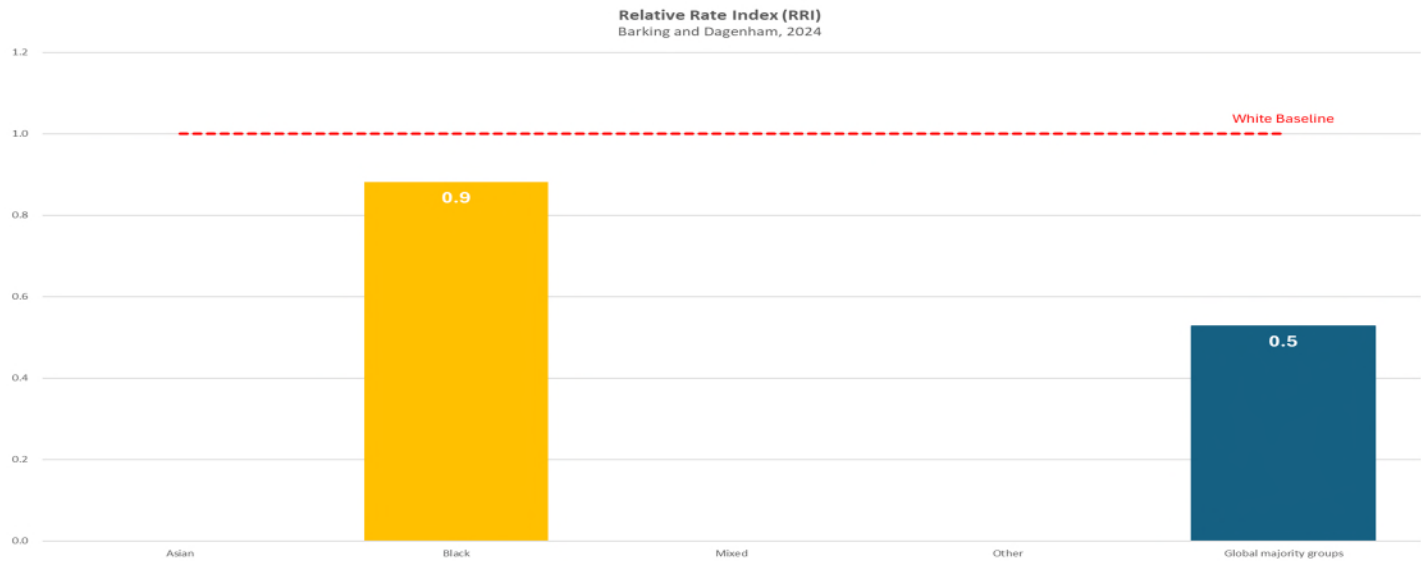
Relative Rate Index (RRI)

The Relative Rate Index (RRI) is an increasingly adopted statistical approach to the comparison of the relative difference in rates between two fixed populations. This was a recommendation from the 2017 Lammy Review concerning disproportionality in the Criminal Justice System. The RRI is used to determine whether the outcomes for each ethnic group differ significantly compared to the White ethnic group.

Using the RRI, rates for each ethnic group relative to the White ethnic group are compared to determine whether outcomes differ significantly from one another.

An RRI value of 1 for an ethnic group indicates no disparity, whereas an RRI greater than 1 means the group of interest had a greater likelihood of experiencing the particular outcome. An RRI less than 1 indicates the group of interest was less likely than the White ethnic group to experience said outcome.

The data for the year ending 2024 shows that Black children (RRI of 0.9) were just as likely to be cautioned or sentenced as White children. Children from global majority groups (RRI of 0.5) were half as likely to be sentenced than White children.



Source: Youth Justice Board (Youth justice statistics: 2023 to 2024 / Census 2021)

## **Policing**

There has been a consistent representative on the management board from the police contributing to the ongoing agendas. However, due to movement in the police, there is now a new police board representative who is still learning about LBBD and the Youth Justice Service. The police have made changes in personnel involvement in the Ending Gangs and Youth Violence (EGYV) meeting which has brought about improved information sharing and referrals from police teams. The gangs police officer works from the youth justice office on an ad hoc basis to strengthen connections between the two teams.

The local scrutiny panel is in place regarding out of court disposals and two scrutiny panels have been completed within the last year. The panel concluded that the joint decision-making process is correct in LBBD and agreed with all decisions made jointly by the police and YJS.

Operationally within the YJS, there are two full time equivalent police officers, overseen by a sergeant that works across the tri borough. They are represented at internal panels within the service such as the out of court disposal panel, the resettlement panel and risk management panel, as well as external meetings such as EGYV and FTE subgroup. This ensures involvement in the management and safety of young people across the service and the sharing of relevant information to support decision making.

As mentioned earlier in the report LBBD has been involved in the pan London audits on stop and search. Local findings have been shared with the YJS management board, staff and the local MASH board to look at any potential early learning and improvements that can be made locally.

## **Participation**

Formal feedback processes are now in place and have been developed across the service to inform future delivery. Information from this has been shared at a good practice event and at the management board. Whilst early in its development the service is committed to further embedding this in the year ahead

Young people remain consistently included in the recruitment of frontline staff and their opinions and reflections continue to inform the successful recruitment of workers within the service. The young people involved in this process continue to gain valuable skills and insight into the interview process, what makes a good application and candidate interview scoring wh. This in turn will hopefully influence their being more confident in being interviewed themselves in the future.

A participation group has been set up with young people providing the opportunity to elicit their views and opinions on a range of issues across the service. This also enables working with them to design and develop future services .

This group is in its infancy, and we look forward to their ongoing valuable input which will greatly contribute to how we develop our services going forward. We also look forward to the views and recommendations coming to the Board, influencing wider strategic decision making. The management board has seen the value of young people representation in the past and are eager for this to be central to the Board's agenda in the forthcoming year. One of the young people involved in the participation group has now joined the management board to ensure that he is able to share views and ideas of young people and ensure that their voice is heard in any work going forward.

We have valued the input of young people at events held throughout this year including their contributions to the new youth justice plan.

Our parent representative on the management board brings the parent/ carer perspective to the meeting , and in turn has influenced the focus on the discussions and decisions being made .



## **Prevention**

The Youth at Risk Matrix (YARM) which is based within the adolescent part of the adolescent and youth justice service continues to work with young people on the peripheries of criminality where the school or other partners have concerns about them.

The referrals identify young people where professionals are concerned about their heading towards criminality and potentially the Youth Justice Service. The YARM screening tool identifies 19 areas of concern such as siblings in gangs, associating with pro criminal peers and lack of boundaries/inconsistent parenting, which alongside each other are key indicators. The YARM will then work with the young people to build a trusting relationship. They will explore what may be going on for them, discuss any concerns and fears, ensure they understand the pitfalls that surround them and redirect them towards positive activities and pro social peers.

The YARM team assist young people to understand what a positive future is so they can be the best person they can be. They provide learning opportunities building on young people's resilience and confidence helping them, and others see them in a more positive light and changing perceptions.

The YARM also offer additional activities for young people during the holidays when children are more likely to become involved in negative behaviours.

The YARM manager also attends relevant panels and meetings to ensure they are aware of current issues and how this may be impacting the children they work with.

## **Diversion**

LBBD continues to have the Engage project within the local police custody suite. The workers can quickly engage with those young people who have just been arrested and work to intervene at the reachable teachable moment stage, referring into local community services where possible.

Although there has been a reduction in Turnaround funding for this year, this continues to be delivered and focused on working with children who have been arrested by police but released on bail or no further action. In LBBD, we recognise the vulnerability of those young people and their need for additional support. The workers start diversionary work at this early stage and includes work with young people receiving a low level out of court disposal from the police.

A recent piece of work auditing stop and search of children within LBBD has now informed further discussion with colleagues about how children need to be supported at the earliest opportunity and an earlier stage in their journey. This will form part of multi-agency plans going forward and consideration given to a rapid early help response to offer support to children and their families after a stop and search by police. What we have identified as part of this work is often parents are not aware that the child has been stopped by police, and that the child is often not aware of their rights during a stop and search and often experience a level of trauma through this process.

These projects serve to strengthen existing and developing programs in LBBD's early help and prevention services. The outcomes are : earlier support for those most at risk of offending, strengthened working relationships with early help providers and the police to impact at reachable moments and contributing to wider objectives such as reducing escalation to statutory social work thresholds.

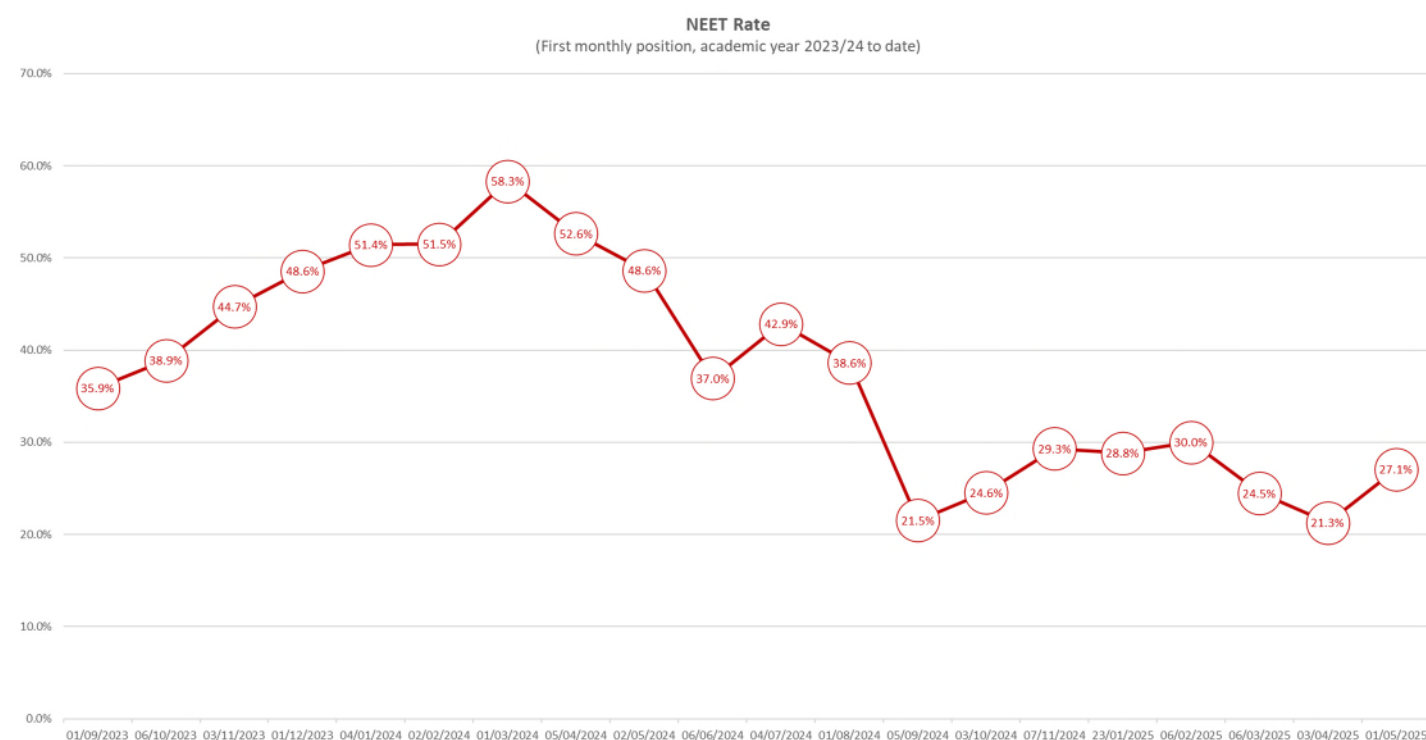
## Education

### Not in Employment, Education or Training (NEET)

The proportion of children in the post-16 cohort who are NEET has shown an improvement in the past two years.

The following chart contains a series of monthly positions dating back to the start of the academic year 2023/24. There has been a marked decrease in the NEET rate from a high of 58.3% in March 2024 to the most recent position of 27.1% in May 2025. This can be attributed to the Open College Network programme, the expansion of post 16 options as well as tailored support from the YJS education worker and careers advisor. The consistent focus from both workers ensures that all children meet with the education worker early on in their contact with the service in order to understand and consider any specific needs and that plans put in place are individualised for each child.

The AQA offer within the YJS is an excellent way to target NEETS. The young people who are known to the service and have been out of ETE for a long period of time tend to lack self-esteem and confidence in their ability. Introducing AQA has allowed us to give confidence back to young people, to show them that they do have the ability to complete tasks, to work, study and learn like they would in an academic setting. They also receive a certificate once they have completed each AQA unit which reinforces their potential and gives them a sense of accomplishment. Although AQA does not change the NEET rates on its own, it is a fundamental part of the NEET to EET transition and has a positive and significant impact on the young person's journey back into education.



Source: Youth Justice Service Case Management System (ChildView)

The average NEET rate for the current academic year (September 2024 – May 2025) is 25.9%. This is significantly higher than the 3.5% children aged 16 and 17 who are NEET in Barking and Dagenham.

Notes: The cohort concerns children and young people in the post-16 cohort who reside in Barking and Dagenham or are in custody. Cases where an education status had not been recorded are excluded from this summary.

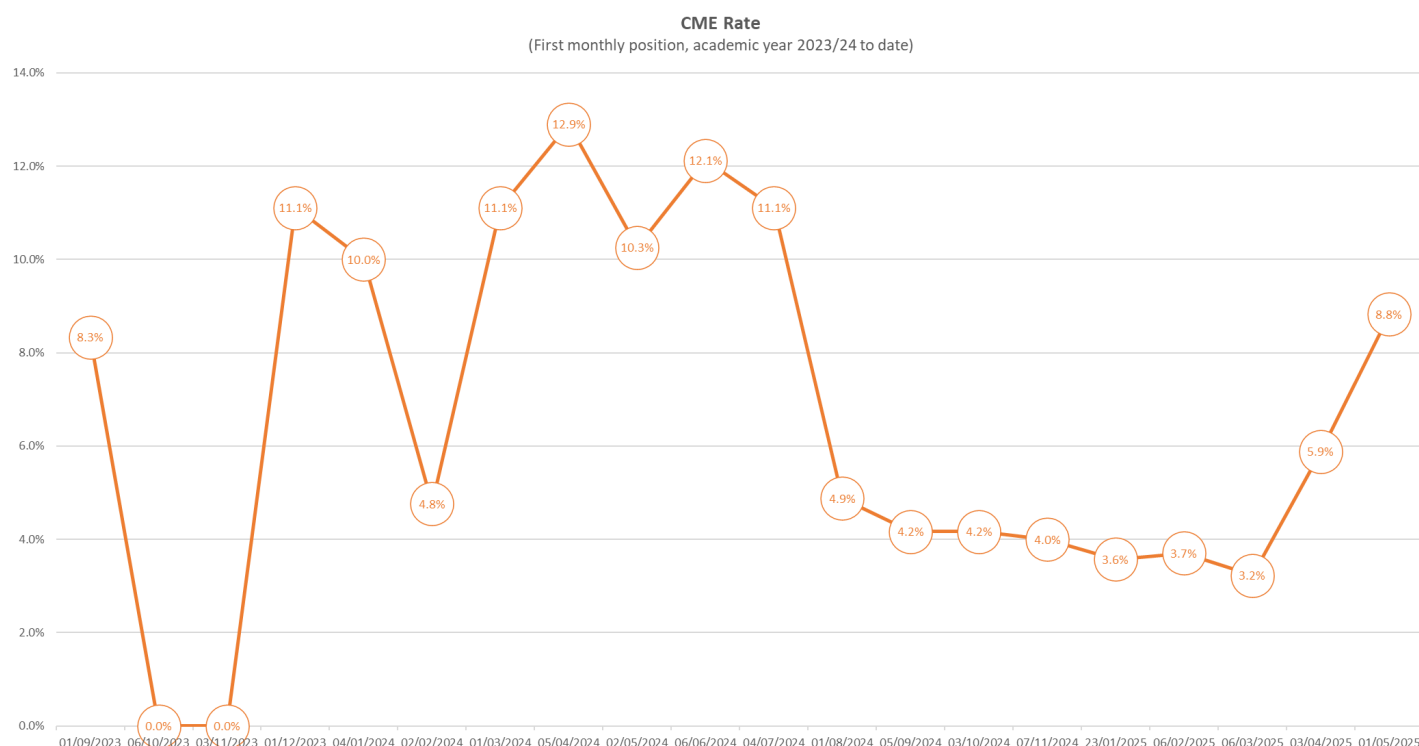
## Children Missing from Education (CME)

The charts below display a series of cohort snapshots from the beginning of the 2023/24 academic year. The average proportion of children who are CME in the nine monthly positions is 6.7%. The highest proportion occurred in April 2024 when the proportion of children in the statutory school age cohort was 12.9% (4 children in a cohort of 31).

In total there were 15 individual children who had a CME episode recorded during this reporting period.

There appears to be a slight increase in the last quarter. However, this is mainly due to the fact that newly allocated young people are in year 11 and have already been missing education. At the time of this report their next educational step or setting is yet to be determined. Despite this, efforts are continually made to prepare them for Year 12 and secure a place for September, with an emphasis on engaging in extra curricular activities in the intervening time period.

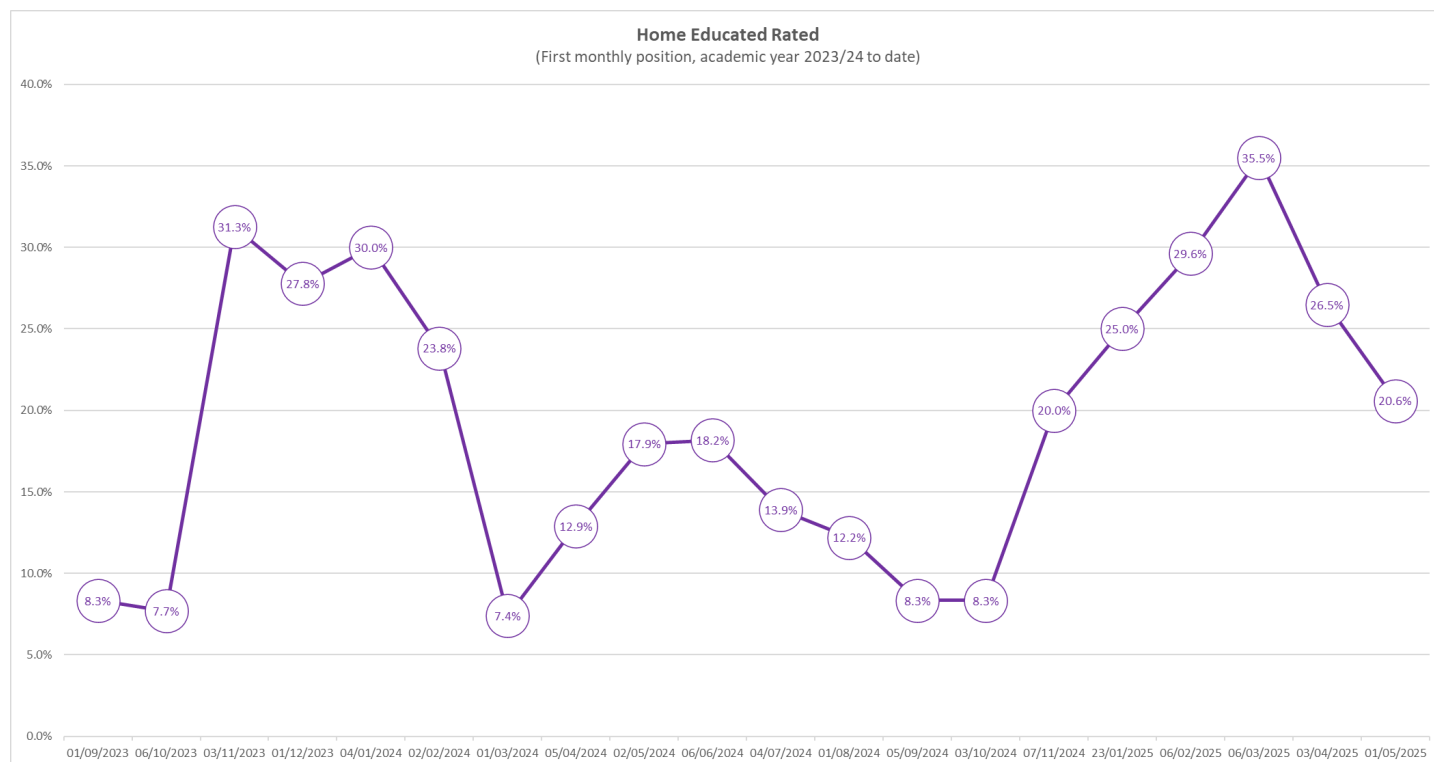
Note, that cases where an education status had not been recorded are excluded from this analysis.



Source: Youth Justice Service Case Management System (ChildView)

## Children Educated at Home

The average proportion of children who are home educated in the nine monthly positions is 19.2%. The highest proportion of children being home educated occurred in March 2025 where 35.5% (11 children) of the cohort (31 children) were recorded as being educated at home. In total, there were 23 individual children who had a home educated episode recorded during this reporting period.



Source: Youth Justice Service Case Management System (ChildView)

In the 20 monthly snapshots, there were a total of 35 individual children who had been recorded as either CME or home schooled (some had episodes of both types). 25 (71%) of these 35 children were in year 11 which raises concerns around attainments levels for this cohort during their final year of school.

In the cohort of 35 children who have had episodes of missing education or home education (or both), 10 (28.6%) of the children were girls, which is significantly higher than the statutory school age cohort as a whole. The table below compares the 35 children with episodes of CME or home education (or both) with the whole statutory school age cohort. Note that the whole cohort is calculated from an average from the 20 monthly snapshots.

	Statutory school age cohort (average of all snapshots)	CME or Home Educated cohort	Difference (percentage points)
<b>Gender</b>			
Girls	13.4%	28.6% (10)	+15.2
Boys	86.6%	71.4% (25)	-15.2
<b>Ethnicity</b>			
Asian	6.4%	5.7% (2)	-0.7
Black	31.8%	22.9% (8)	-8.9
Mixed	10.9%	11.4% (4)	+0.5
White	39.7%	57.7% (20)	+18
Other	5.8%	2.9% (1)	-2.9
Not recorded	5.4%	0.0% (0)	-5.4
<b>Other Characteristics</b>			
LAC Episodes	18.1%	31.4% (11)	+13.3
SEND Episodes	14.7%	28.6% (10)	+13.9

The ethnicity make up of the CME / home educated episodes cohort mostly differs in the fact that there are lower numbers of Black children and higher numbers of White children. There are higher levels of children

who are looked after children and also children with special education needs or disabilities in the CME / home educated episodes cohort.

The youth justice service education worker, and careers advisor offer a range of support and activities for young people who may be struggling with accessing or engaging with education training or employment. Ongoing development of the AQA awards offer, the OCN accreditation and the opportunity for young people to work towards the CSCS card has continued to reduce the NEET rate within the youth justice cohort.

The education worker now attends the school inclusion panel and has access to live attendance data to better inform the work. The education worker also attends the Fair Access Panel and Rapid Response meetings. There is a SEND policy and protocol signed off between both services and regular tracking of children with SEND is in place. Regular meetings take place between the education worker and the EHC team to ensure young people known to our service are placed in suitable school placements to meet their needs.

There is a strong working relationship between the education worker and the careers advisor with our local Alternative Provision (AP). The education worker meets monthly with the Transition Coach from the AP to help identify young people known to the service who attend the AP and work together to devise a plan on how to reintegrate them into a mainstream setting. Young people are often placed in our AP for a period of time, also known as a managed move, so the education worker ensures that young people are not kept at our AP for any period of time longer than need be. The careers advisor attends the AP weekly to provide careers advice to the year 11s.

Those children not in ETE are discussed at weekly performance meetings and plans identified to assist with getting them into some form of education, training, and education. Both the education worker and the careers advisor meet weekly to ensure they are up to date on NEET young people as well as ensuring the individual plans for the young people are accurate and tailored to their individual needs.

There are well established links with a range of third sector agencies such as the education support through Subwise, St Giles Trust, Spark2life, West Ham Foundation, Barking Sport4change and Box Up Crime.

The education worker and the careers advisor have established relationships with organisations that they feel will support the service and are accommodating to young people. Organisations include Shaw Trust, Youth League Programme, Kings Trust and Be Inspired, Tapler. The education worker and careers advisor understand the importance of working collaboratively with those organisations which aids self worth, helps reduce offending and supports the transition from NEET to EET.

The YJS ETE Team have built strong relationships with the wider education network, in terms of schools within the borough and Post 16 providers. This has bridged the gap between YJS and Education and allowed for a strong communication channel between the two.

Education representation at the youth justice management board is consistent with the head of inclusion and education inclusion and safeguarding lead attending on a regular basis. This ensures that any issues or difficulties identified at the board with regard to this area can be quickly addressed .

## Restorative Approaches and Victims

In line with the Victims Code of Practice and Key Performance Indicators, restorative approaches are at the forefront of any work undertaken with victims. We want victims to feel their wishes and feelings are listened to and risks to them are identified, managed and tailored to their individual's needs. They should feel well informed throughout the process. Overall, they should feel empowered to have a voice. This approach is evident in invitations to panels, pre-panel, and within all pre-sentence and panel reports. They are represented by the YJS Victim Officers at the Out of Court Disposal Panel which aids in the decision making. YJS Victim Officers go out of their way to protect the victim by liaising with partners to safeguard them when in the community. Services delivered include direct and indirect interventions:

- Letter of Explanation – this is completed if the victim wants a letter of apology and if the victims officer feels this would be beneficial for the young person to understand the impact of their behaviour on those harmed. It can help the victim in understanding the mindset of the young person who caused them harm and goes some way to making amends when the young person shows remorse for their actions.
- Surrogate Victim: YJS Victim Officers identify a person (usually a volunteer) who may have been through a similar experience to the victim. They are able to attend panel and inform the children how they felt when the same type of offence happened to them and the impact it has had on them moving forward even long after the offence is over.
- Shuttle Mediation – This is available but has not been greatly used due to both parties needing to agree which can sometimes be difficult due to timing and willingness to participate.
- Home Visits – When making initial contact with the victim the Victims Officer offers to visit as part of the initial contact. When a victim is concerned or the child (harmer) resides close to the victim, YJS Victim Officers visit the victim's family to safety plan and offer reassurance.
- Dear Santa – This is a charity offering vouchers in a monetary form to victims and their siblings under the age of 17 years, once a year in the Christmas period. This is helpful in lieu of some victims not receiving compensation from Courts.
- Alarm keyrings – Provided to help victims feel safer and protect them when in the community.
- Referral to other agencies – Our offer to victims includes access to any of the services within the YJS for further support e.g. CAMHS, Safer London, MOPAC Victims offer Substance Misuse and Early Help if this is deemed necessary.
- Young People Affected by Crime (YPAC) - This is in the form of a weekly activity club for two hours, in a safe environment. This took a multi-agency approach supporting young victims of crime, who are vulnerable. We are in the process of restarting this again with support from the YJS management board, who are committed to providing resources for this to run effectively.
- Leaflets – These are provided to victims to understand the service the YJS provides and the offer that is open to them.
- Interpreters – When English is a second language for the victim, we ensure we provide this service, so they are understood and heard.
- Regular Analysis of Victim's Needs – to ensure the highest possible standards and accountability in the delivery of services to victims we analyse victim data regularly to shape and improve our offer, identifying barriers. Findings are brought to the board to ensure members both understand the role and are contribute the decision-making and development of services for victims.

- Parenting – We recognise that parents can also be victims when their child commits an offence. They may suffer child to parent violence in the home. Our Parenting and Victim Officers meet with those parents that require help and put interventions in place and signpost where necessary.
- Out Of Court Disposal – With the victim at the forefront of our minds, police bring to the panel body worn and picture evidence of the incident. They also read the statement of the victim, and this ensures we make the correct decisions that fully encapsulates the victim's experience. The YJS Victim Officer also provides the voice of the victim in terms of their wishes and feeling.
- The YJS Victim Officers attend Cusp of Custody, Court Prep, Strategy and Professional Meetings, Risk Management and Resettlement Panels so that the voice of the victim, and their feelings and wishes are heard throughout the service.
- Transition of support for victims when a child transfers to Probation. Victims Officer will liaise with probation victims unit to ensure they are aware of the support that has already taken place and the transition of support is maintained.

## **Serious Violence**

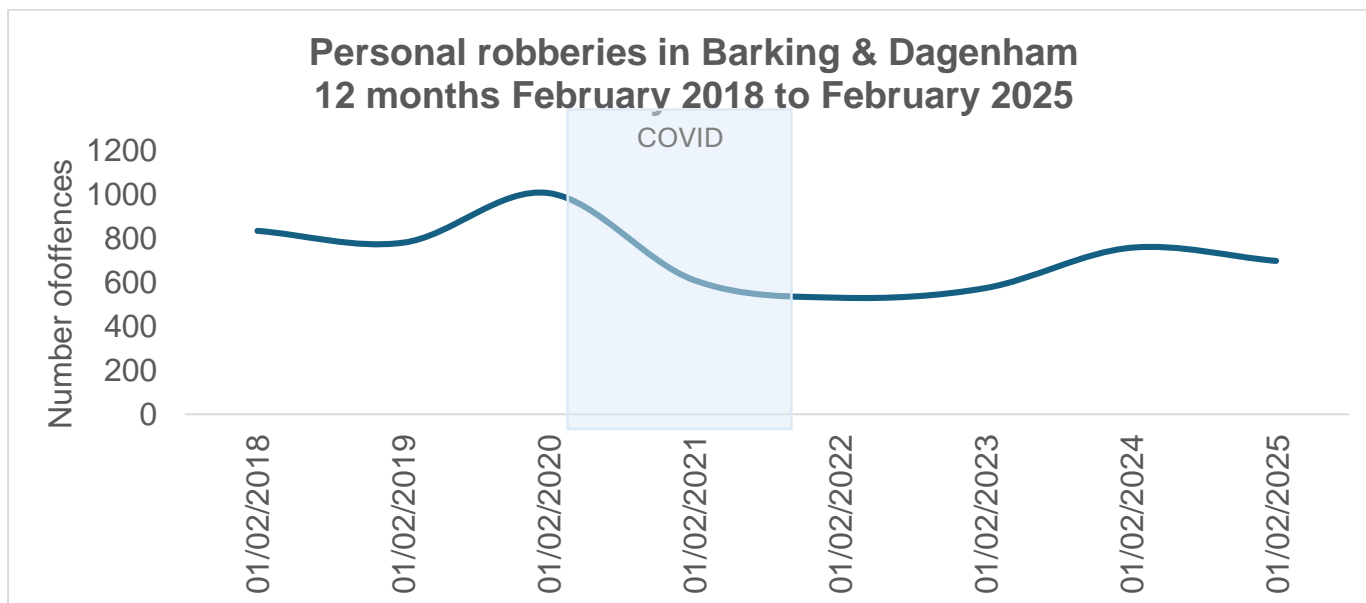
The Community Safety Partnership are currently refreshing the core sections of the Serious Violence Needs Assessment which will provide a local picture on serious violence and exploitation as part of the Serious Violence Duty.

The last needs assessment was produced in 2023. The main findings from the section on "violence & exploitation affecting young people under the age of 25 years" was:

- Personal robbery is an offence to prioritise.
- In the 24 months to May 2023, 52% of offences with a knife crime flag / feature code were personal robbery offences.
- A knife is being used to threaten the victim in personal robbery offences rather than to cause an injury to the victim.
- A reduction in personal robbery offences should also result in a reduction in knife crime offences.
- Out of all the offences which met the definition of violence and exploitation offences affecting young people under the age of 25 years, personal robbery was the second highest in volume and the highest in estimated harm to the community.
- The socioeconomic costs of personal robbery were estimated to cost between £5 million for recorded offences to £21.5 million when under reporting is accounted for.
- Personal robbery in Barking and Dagenham mainly involves youth on youth robberies.
  - 46% of victims were aged 1 to 17 years old.
  - 54% of suspects were aged 1 to 17 years old.
  - 58% of offences involve suspects working in groups of 2-4 individuals to target victims.
  - 78% of offences were taking place between 3pm and 9pm mainly around transport hubs and parks within the borough.

## Personal robbery:

The chart below shows the rolling 12-month offence totals of personal robberies in Barking and Dagenham from February 2018 to February 2025. Note offence figures are for all personal robberies (involving victims and suspects of all ages).



In the latest 12 months to February 2025, there was 698 personal robbery offences in Barking and Dagenham which is -7.9% on the 758 offences at the same point in the previous year and -30.8% on the 1,008 offences at pre-pandemic levels (year ending February 2020).

In the 12 months to February 2025, Barking and Dagenham was ranked 11<sup>th</sup> out of the 32 London boroughs for its crime rate per 1,000 population with 1 being the highest and worst. Barking and Dagenham is currently mid-range in London for its personal robbery crime rate per 1,000 population.

The Youth justice service works closely with colleagues from the community safety partnership across a range of areas of work and focused bids to impact local issues.

The CSP manager is an active participant of the management board and plays an instrumental role in addressing locations of concern (hotspot areas) within the community that are flagged at strategic meetings such as the MASE, CEG and EGYV. They have lead on key initiatives to tackle illegal vape sales , identifying unsafe spaces for girls and women in our drive to tackle gender based violence – both key issues for our youth justice cohort of young people .

The head of service also regularly reports into the Community Safety Partnership Board and any areas of concern are jointly owned and managed by partner agencies and the CSP.

There is now a local partnership between the YJS, CSP, Police and West Ham Foundation focussing specifically on robbery offences. Young people on the peripheries of this or involved in these offences are offered mentoring and positive activities through football and sports as a way of desisting from further involvement.



## Knife Crime:

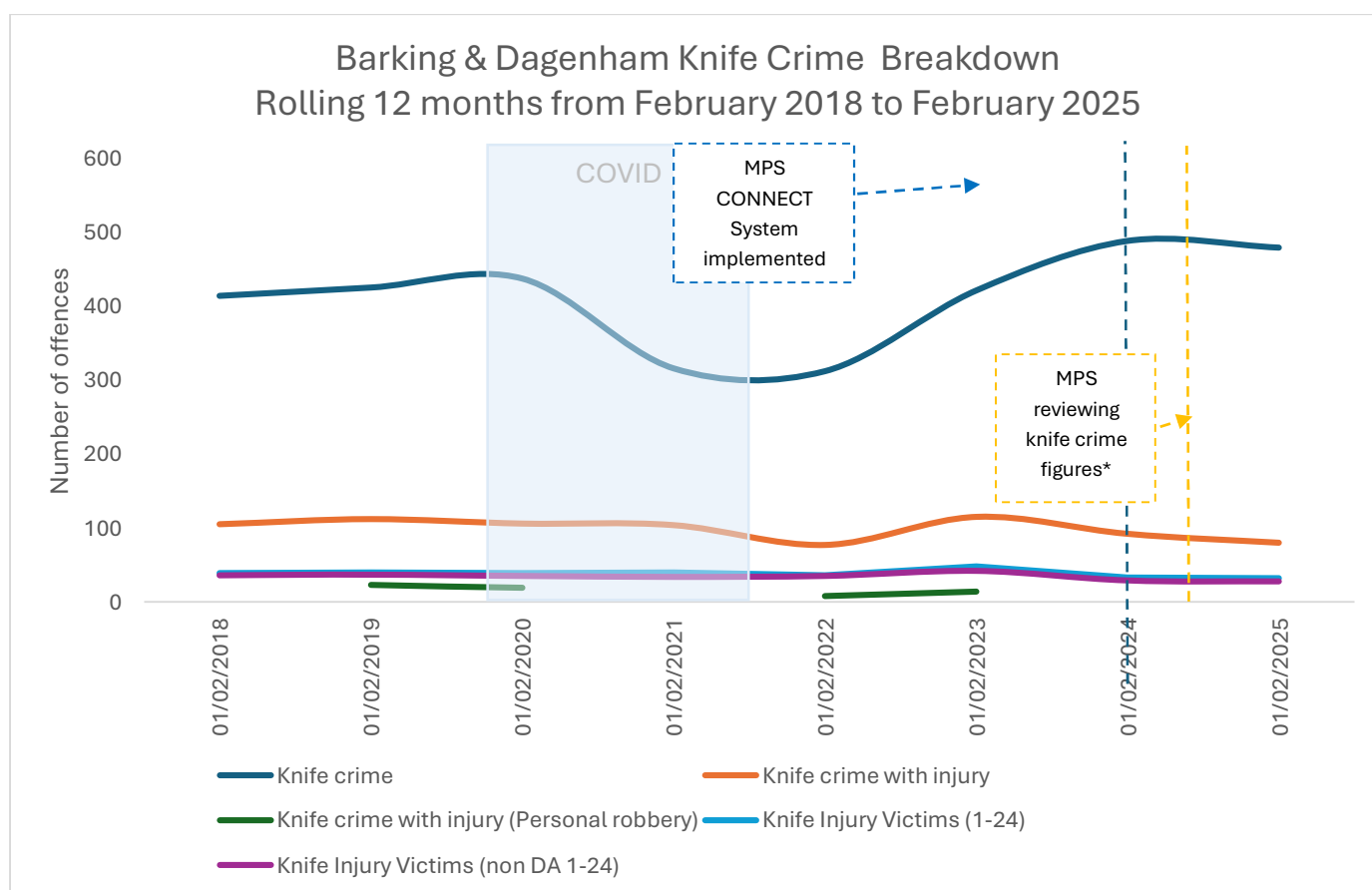
The chart below shows the number of knife crime offences in Barking and Dagenham from the 12 months to February 2018 to February 2025. Overall knife crime was down 1.8% in the 12 months to February 2025 compared to the same point in the previous year. But it is up 9.6% on the pre-pandemic period (year ending February 2020). Barking and Dagenham has the 8<sup>th</sup> highest crime rate per 1,000 population for overall knife crime offences for the 12 months to February 2025.

However, knife injury offences are showing a decrease.

Knife Crime with Injury offences are showing a 13% decrease in the 12 months to February 2025 compared to the previous year and a 24% decrease compared to the pre-pandemic period.

Knife Crime with Injury Non-Domestic Abuse (non DA) victims aged 1-24 years is a count of victims. There has been a 3.4% decrease in the number of victims aged 1-24 in the 12 months to February 2025 compared to the previous year and a 20% reduction since the pre-pandemic period.

The CSP manager has been working to secure knife amnesty bins within the borough as part of the work to continue to reduce knife offences. They also hosted a successful school's football event over Knife crime awareness week in collaboration with West ham foundation which included inspiring speakers



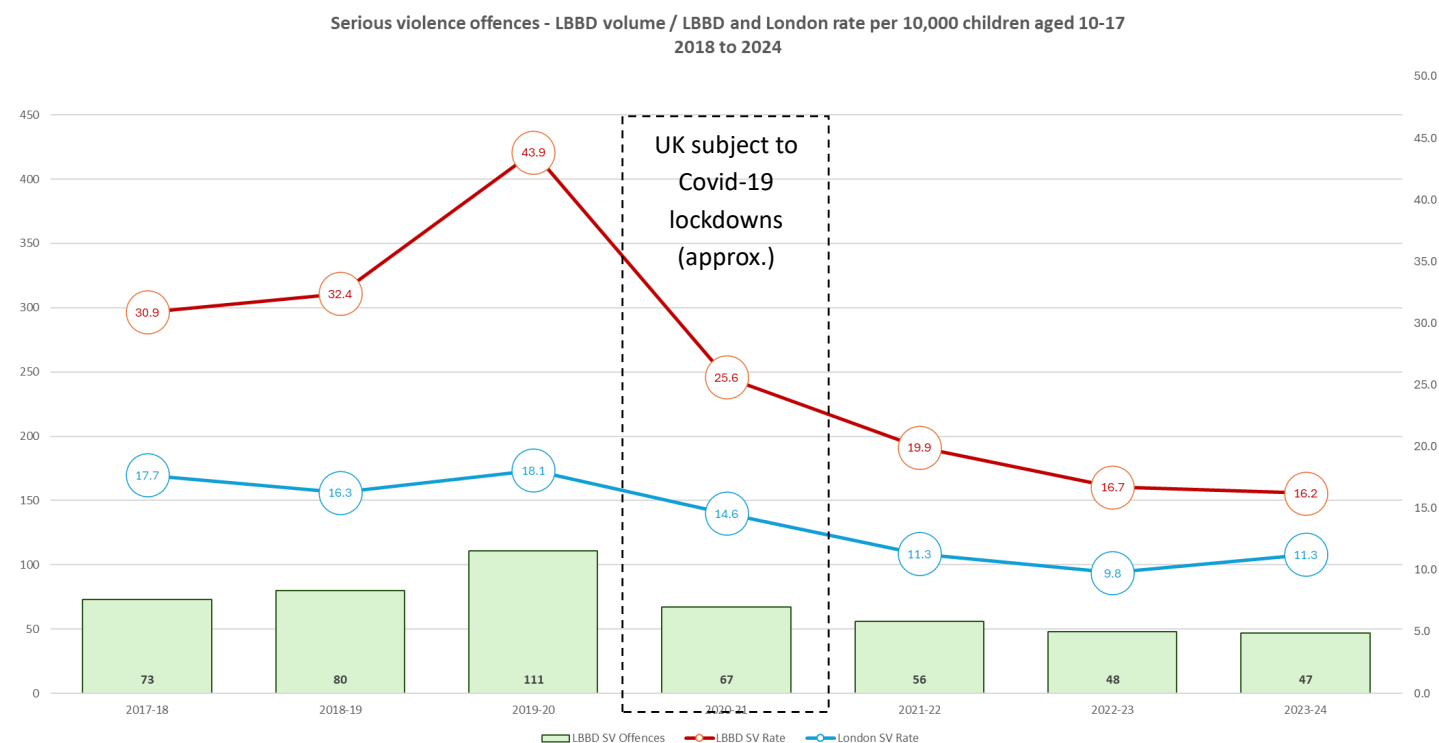
**\*April 2025:** The Metropolitan Police Service reviewed their recording of offences where a knife or sharp instrument has been used from April 2024 onwards.

*This has shown over counting for some crime types and under counting for others. These records have been corrected which has resulted in a small overall increase in crimes that have been enabled by the use or threat of a knife or sharp instrument and a small reduction in offences resulting in an injury. Data may therefore not match earlier publications. Previous years' data has not been revised therefore corrected data is not directly comparable with previous years.*

## 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).

The chart below is based on the aggregated offence data published by the Youth Justice Board as part of their annual statistical release.



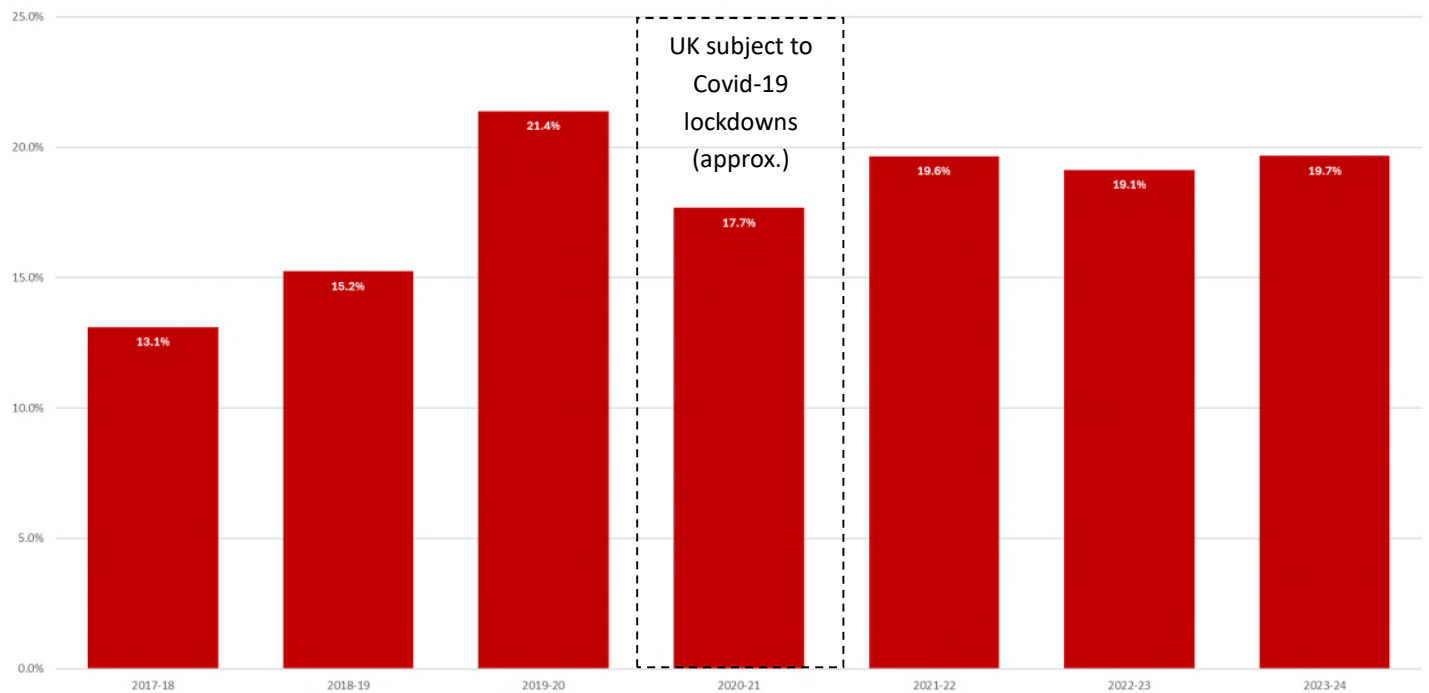
Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

	Latest Data				
	Year ending March 2024	Year ending March 2023	Change	Year ending 2022	Change
Number of SV offences	47	48	-1	56	-9
Rate of SV offences	16.2	16.7	-0.5	19.9	-3.7
Proportion of SV offences	19.7%	19.1%	+0.6	19.6%	+0.1

Since a high of 43.9 serious violence offences per 10,000 children aged 10-17 in Barking and Dagenham, the rate has declined for 4 consecutive years.

However, as the chart below demonstrates, serious violence offences make up a significant proportion of all offences in Barking and Dagenham. For the past 3 years, serious violence offences have made up a fifth of all of offences in the borough. In the most recent reporting period, the year ending March 2024, serious violence offences comprised 19.7% of all offences.

Serious violence offences as a proportion of all offences  
Barking and Dagenham, 2018 to 2024

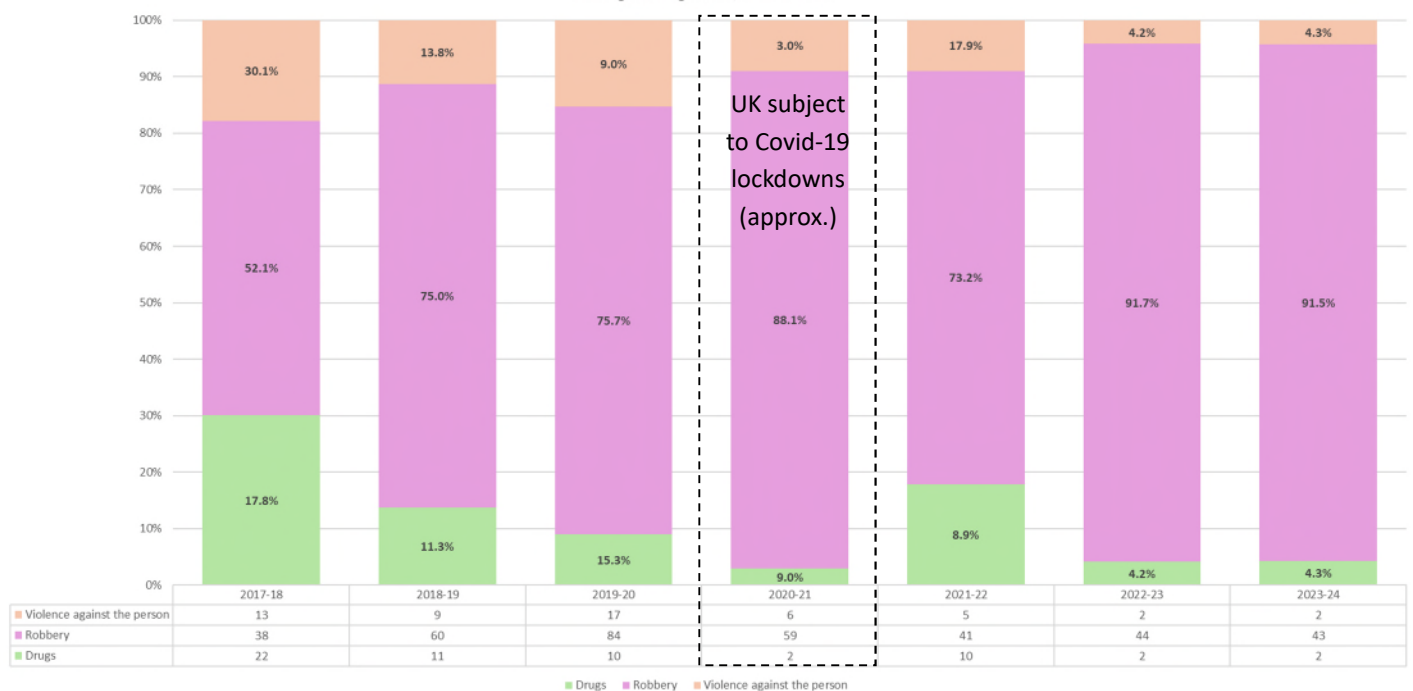


Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

The rate of serious violence offences in Barking and Dagenham is consistently above the London rate. In the year ending March 2024, Barking and Dagenham's rate stood at 16.2 compared with that of London's 11.3.

Most serious violence offences are robbery offences and the proportion of this offence type in the serious violence cohort has increased significantly. In 2017/18, robbery offences represented 52.1% of all serious violence offences compared with 91.5% in 2023/4, a 39.4 percentage point increase. In the same period both violence against the person and drugs offences have decreased as a proportion of serious violence offences with reductions of 25.8 and 13.5 percentage points respectively.

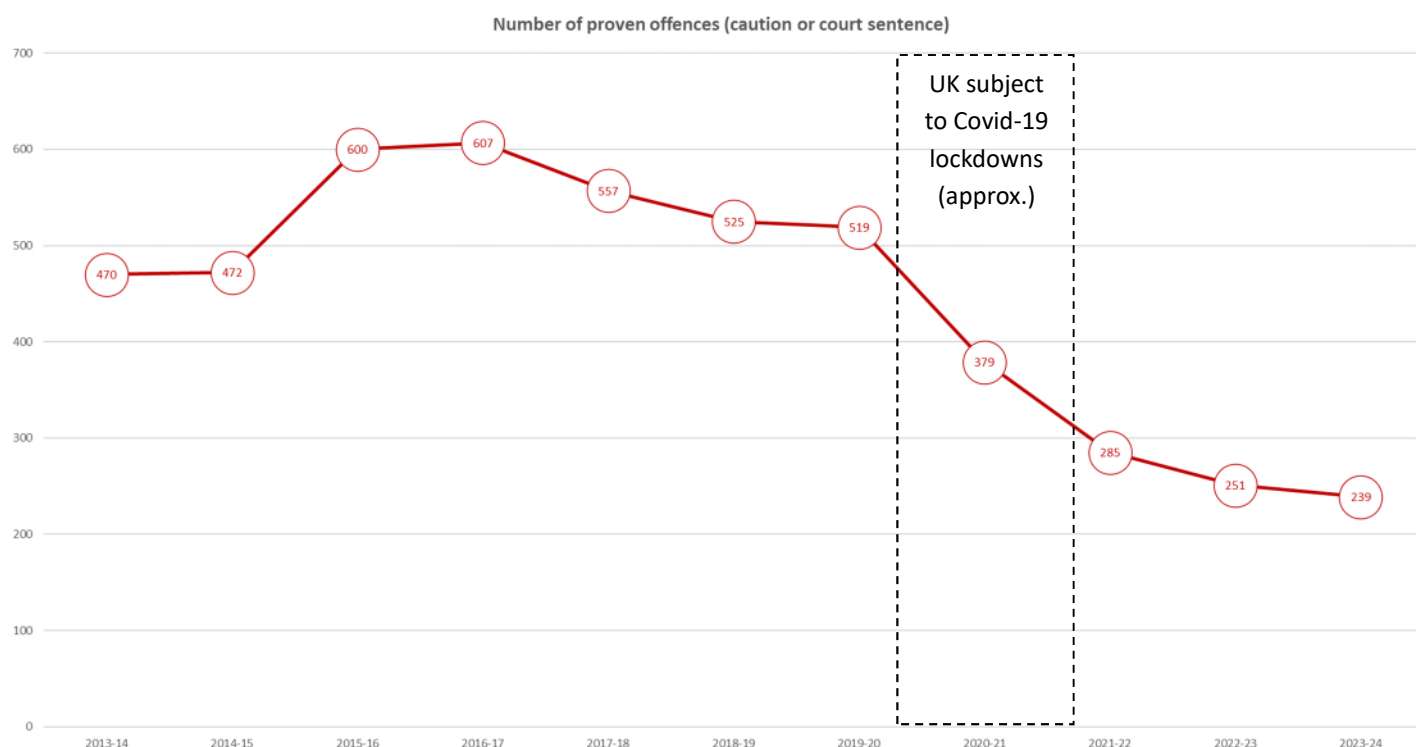
Distribution of serious violence offences  
Barking and Dagenham, 2018 to 2024



Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

## Proven offences by children who received a caution or a court sentence

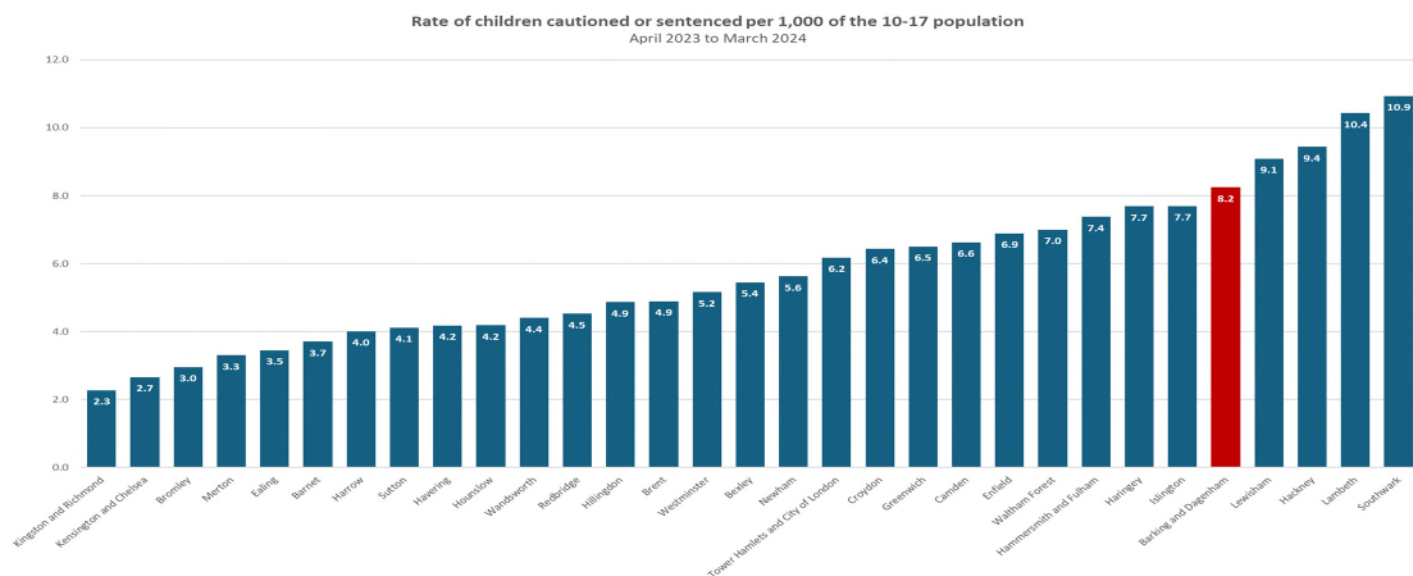
The number of proven offences by children in Barking and Dagenham has continued to fall. In the year ending March 2024, there was 239 proven offences committed by children resulting in a caution or sentence in court. This was the lowest number in the time series and a fall of 4.8% from the previous year and a fall of 49.1% since the year ending March 2014. This downward trend is reflected in regional and national figures. There was an increase in offences from the year ending 2016 peaking in the year ending 2017. Modest decreases were seen year on year up to the end of 2020 followed by a more significant decrease to the year ending 2024.



Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

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

In the year ending 2024, Barking and Dagenham had the 5th highest proven offence rate in London.



Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

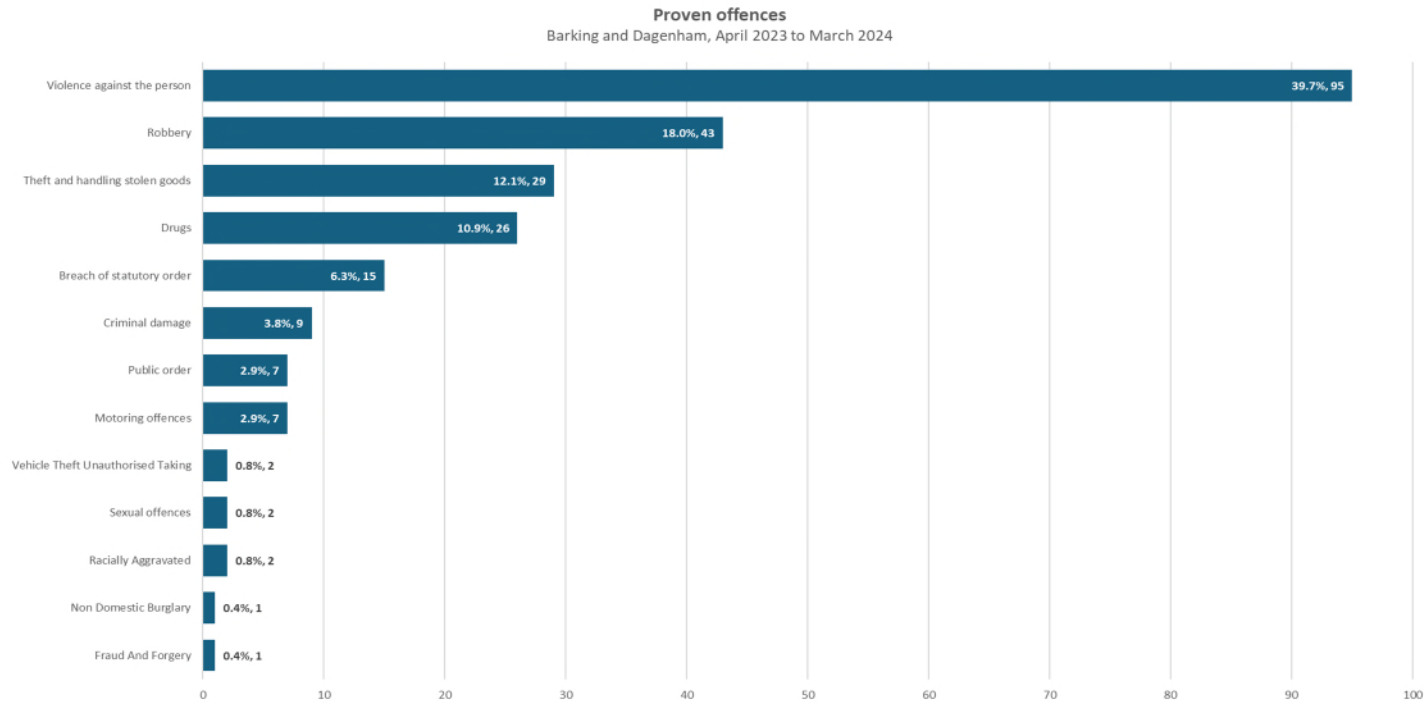
Barking and Dagenham ranks in the following positions when compared with other London Boroughs:

Offence Type	Rank (rate per 1,000 children aged 10-17)
Violence against the person	5 <sup>th</sup> highest in London
Theft and handling stolen goods	5 <sup>th</sup> highest in London
Robbery	6 <sup>th</sup> highest in London
Drugs	7 <sup>th</sup> highest in London

2023/24 offence breakdown

Violence Against the Person offences have consistently been the highest volume offence committed by Barking and Dagenham children, representing 39.7% of all proven offences in 2023/24 mirroring regional and national trends.

Robbery was the second most prevalent offence type, comprising 18% of all offences.

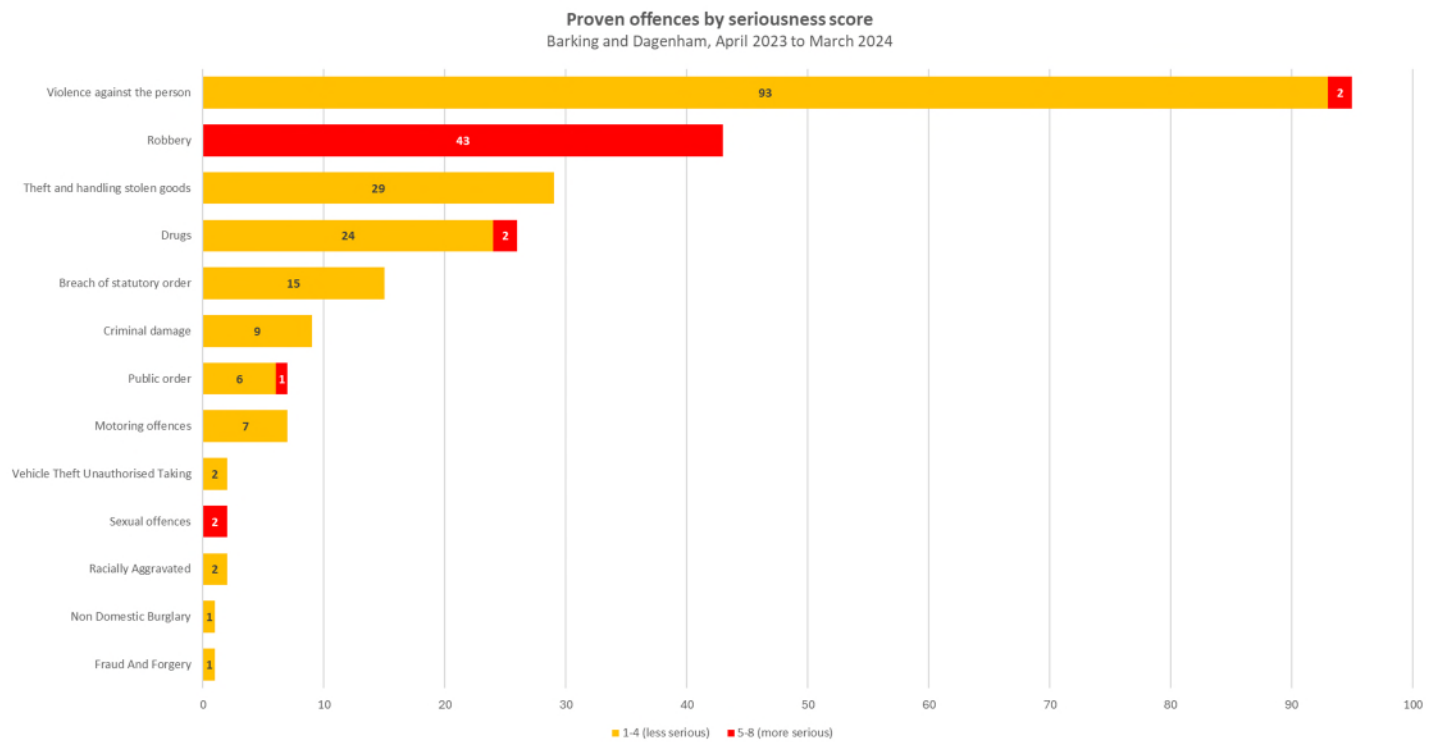


Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

Offence group by seriousness score:

An offences' seriousness 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.

Offences in the violence against the person group made up the largest share of offences in the year ending March 2024. Only a small proportion of offences (2.1%) within this group had a higher gravity score of five to eight. Robbery has a higher gravity score of 6 and was the most prominent serious offence type in 2023/24 a trend which has continued from previous years. 7.7% of drugs offences fall into the more serious category, indicating that the offences involved supplying drugs.

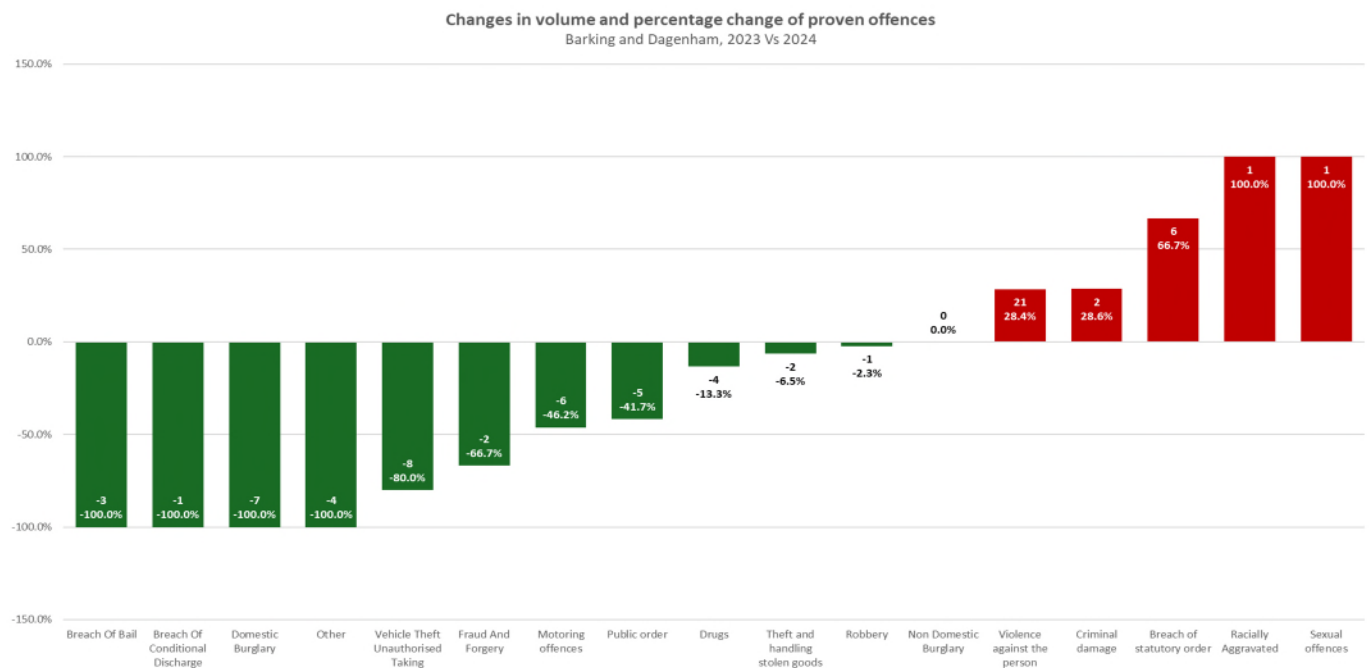


Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

### Trends in offence types:

The chart below provides an overview in the change in numbers of offence types between the year ending 2023 and 2024. The most significant change is amongst violence against the person offences. Those have risen in volume by 21, a 28.4% increase. They also make up a much larger proportion of the overall offences, representing 40% of all offences, whereas in the previous year they accounted for 29% of all offences.

Although robbery offences decreased by 1 offence, they still accounted for 18% of all offences in the year ending 2024. The proportion was the same in the previous year.



Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

## **Exploitation and Contextual safeguarding**

LBBD continues to be involved in the NRM pilot with regard to devolved decision making for trafficking victims , and the work has been highlighted as an area of good practice both nationally and regionally . Children who were often waiting more than a year for an outcome are now receiving reasonable and conclusive grounds decisions within an average of 45 days. This has been due to the strong co-ordination by the NRM co-ordinator and the strength of the partnership involved in the NRM panel . The NRM co-ordinator and Exploitation practice lead sit within the wider adolescent and youth justice service to ensure that those children who are being exploited or at risk of being exploited are identified early and appropriate risk assessments , interventions and safety planning is put in place.

The adolescent work sits firmly alongside that of the Youth Justice Service and regular team meetings and service days involve all aspects of the service so that those children who may be open to YJS and have a social worker receive consistent and co-ordinated support. The relationships between the workers is strong There is a programme of joint supervision between the Adolescent social worker and youth justice workers which strengthens reflections , decision making and staff learning .As a result plans are joined up and families are clear about what is expected of them and what they can expect from each worker.

LBBD are about to embark on the delivery of Risk Outside the Home (ROTH) conferencing for those children open to children's social care and the risk sits outside of the family where a wider partnership safety plan might be needed to address the issues. It is likely that Youth Justice workers will be invited to the conferences and able to support any wider safety plans put in place.

The exploitation practice lead delivers regular training across children's care and support which all youth justice workers can access. This includes:-

- An introduction to child exploitation – half day
- Working with exploited children
- Children's online behaviours – being curious and thinking contextually
- Introduction to ROTH conferencing
- Thresholds and decision making in ROTH conferencing

The Head of Service and the exploitation practice lead review and update the partnership adolescent safety and wellbeing delivery plan and ensure that this work is joined up with the work of the youth justice team. The chair of the YJS management board is also the chair of the adolescent safety and wellbeing strategic group so is able to ensure that any cross cutting themes are addressed and the strategic plans across both are fully aligned. A recent Ofsted focussed visit on children in need and children on a child protection plan found that work with children vulnerable to exploitation was a strength , with skilled and sensitive practitioners who understood the needs of the young people and their families .

## **Detention in Police Custody**

There has been focused training for the adolescent and youth justice service staff and managers across wider social care services on the PACE codes of practice and the Concordat for children in custody. This training covered:- our responsibility as a local authority for children when they are in police custody, Op Harbinger, the agreement to share information, and our duty to provide accommodation for children when police request this as an alternative to children remaining within police custody whilst they await a court appearance. The service has developed a one minute guide to the concordat to ensure all workers are clear about this and their responsibilities within it. The concordat is also discussed within the regular training on working with exploited children.

The authority commissions the appropriate adult service when needed. However, this is only utilised as a last resort and the involvement of family members or trusted adults known to the child is always preferred.

The Emergency Duty Service covers four of the east London boroughs including LBBD and attends custody to ensure the welfare of children in police custody. The adolescent service manager works closely with the EDT service and any issues are always dealt with quickly to ensure the young person does not remain in custody unnecessarily. LBBD has a strong fostering offer, so placements are most often provided for the young person.

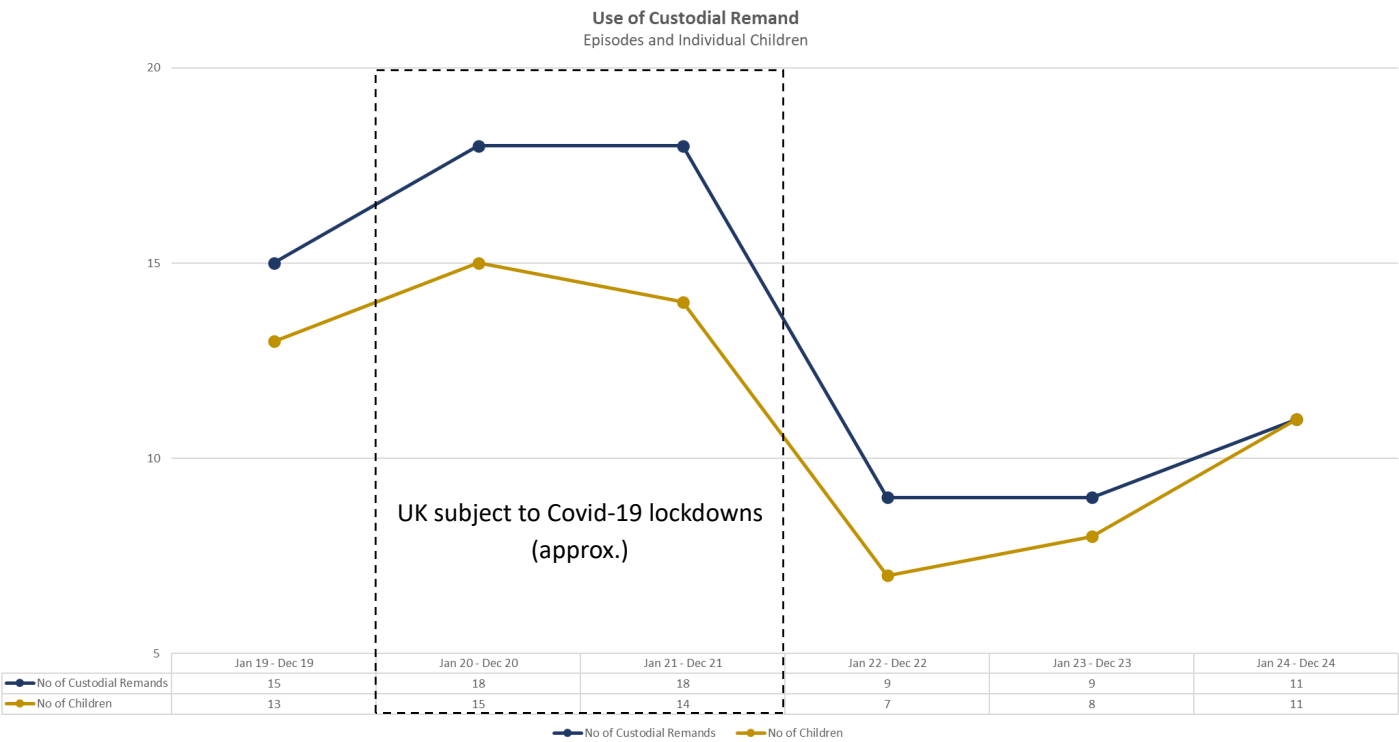
The police inform the youth justice service of any children who have been arrested and in custody on a daily basis. This information now includes data for those children that have remained in custody overnight, if alternative accommodation was requested by the police and also the local authority response to this request so that the service are able to identify any issues of children remaining in custody at the earliest opportunity.

Remands

The Board continues to keep a focus on children that are remanded to local authority accommodation and those that are remanded to custody. A spotlight on those children remanded to custody has been presented to the board within the last year. The remanded children are also monitored through the resettlement panel to ensure that there are plans in place for any bail application or contingency arrangements ready should a trial collapse or charges are changed or dropped. The children remanded to custody have been charged with more serious offences over the last year with those that have been remanded having been charged with murder, attempted murder or more serious violent or sexual offences.

The youth justice service looks at all children due to appear in court on a daily basis. This ensures any child at risk of a remand episode is offered a robust alternative wherever possible and that potential placements or other support services are identified early to offer alternatives to children being remanded in custody.

Custodial Remand Episodes



Source: Youth Justice Board (Youth justice statistics: 2023 to 2024)

The use of custodial remands has undergone a significant reduction. From a high 15 individual children being subject to remand episodes (18 episodes in total) in the year ending 2020, there were 11 individual children subject to remand episodes (11 episodes in total) in the year ending December 2024. This is a 38.8% decrease in episodes and 27.7% decrease in the number of children being remanded to custody.



Analysis of remand episodes often indicates the cohort is largely made up of boys from global majority backgrounds. The age range is generally 15 and over and there is a significant proportion of children remanded where a National Referral Mechanism notification has been made, quite often with a positive conclusive grounds' decision.

## **Working with Families**

LBBD Youth Justice Service is co-located with the YARM, Turnaround prevention team and the adolescent team. As outlined earlier focused work on joint supervision and embedding collaborative planning with children and families continues to strengthen the whole family work. We have developed links with early help colleagues and they form part of the youth justice management board and participate in meetings such as the FTE sub group. In the year ahead we will be strengthening the early help offer with the implementation of the Families first partnership social care reforms . This will bring the work of our Family hubs closer, enabling our children and families known to the Youth Justice service to access the support available. The parenting worker within the youth justice service has strong links with the parenting co-ordinator within the early help service and is able to refer families to wider support networks created through the family hubs.

The youth justice service parenting worker within the service supports parents who encounter our service through their child's challenging behaviour. The approach is individual, non-judgemental, compassionate, and confidential and can be offered at home, or in confidence at a location of their choice.

Parenting interventions are designed to provide additional support to parents by:

- Improving their relationship with their children
- Reduce negative factors
- Strengthen protective factors such as positive and consistent discipline and constructive supervision
- Build self-confidence and awareness and prevent children from becoming involved in the Youth Justice System and to lead productive and successful lives.
- Access to food and essential items bank

The parenting worker also offers some small groupwork focussing on a range of areas such as Gangs & Exploitation, weapons awareness, social media and online awareness and how to deal with difficult situations.

Overall feedback from parent surveys have been positive, with the majority of parents rating parent support as positive where they attended a parent group or accessed the foodbank within the service.

A recent thematic audit on parenting work has highlighted some areas for improvement and focus and this will be included in the service delivery plan to improve this area of work.

LBBD has a comprehensive domestic abuse offer , a feature of many of our young people's lives . Going forward with the reforms , we will want to evidence the families open to the youth justice service accessing this offer. Similarly we have a Specialist intervention service within the wider Children's care and support service. This service provides a variety of interventions that includes family support work , family therapy and family group conferences with restorative interventions . They are likely to support work within the Adolescent part of the service thereby are an offer open to some of the families jointly worked by the Adolescent and youth justice arms of the service. The lifelong links worker within this service also works alongside the resettlement worker to re-establish and develop wider family connections and links for children in custody so that they are well supported.

## Service Development Plan

Priority Area	Action Identified	Anticipated Outcomes	Person responsible	Timescale
Volunteers	Recruit train and utilise more volunteers across the service area	Improved access to support and a range of opportunities for children and families	Volunteer co-ordinator, senior practitioner, and YJS team manager	Mar 2026
	Better utilisation of locations across the borough for the delivery of the referral order panels	Panels delivered at a range of locations across the borough to enable greater involvement of children and families in referral order panels	Volunteer co-ordinator/senior practitioner and specialist senior/ team manager	Dec 2025
Parenting work	Court officer to engage with parents to better inform the planning of the referral order panels.	Panels delivered according to family's individual needs.	Court officer/Senior BSO	Sep 2025
	Further develop the parenting worker role to maximise the support and services to families	More families receive parenting support and groupwork programmes that are aligned to the offence profile of children and young people within the service	Specialist senior, parenting worker, team manager	July 2025
	Review parenting improvement action plan on a quarterly basis	More parents provided with specialist parenting support.	Specialist Senior/Parenting Officer/Team Manager	Quarterly
First Time Entrants	Use recent profiles of FTEs to inform future planning and development	Data shared with board members, service, and partners to inform challenge and actions	Head of Service	July 2025
	Develop training package for police officers to better understand out of court processes	Police officers better understand out of court processes and are more likely to utilise this offer	YJS/SNT/Police Sergeant/Team Manager	Mar 2026
	Ongoing review and development of YARM and Turnaround offer	Less children entering the youth justice system as a first-time entrant who has received a service from YARM or Turnaround	Head of Service/Adolescent Service Manager/YARM manager	Sep 2025

	Further training for staff regarding preparation and challenge to ensure all cases eligible for out of court disposals are identified and considered	More children are diverted out of the court arena	YJS team manager	Aug 2025
Court work	Review quality of bail and ISS packages to ensure quality of the offer to avoid any custodial cases	Reduction in children remanded or sentenced to custody.	Court Officer/YJS Specialist Senior	August 2025
Groupwork	To develop groupwork offer across the service and to utilise voluntary and community sector organisations.	More children and families engage in groupwork across the service to promote and enhance problem solving skills and learning.	Team Manager/Senior	July 2025
Child First	Improve consistency of feedback from children, family, and staff.	Consistent feedback received and collated to inform on-going service development.	Head of YJS	May 2026
	Collaborate with young people and families to further develop YJS website and video content.	Child-friendly website that is relevant and current.	Senior/Volunteer/Team Manager	Dec 2025
	Further development of child friendly language across the service including training and documents.	Child friendly language embedded across all aspects of the service.	Team Manager	Dec 2025
Health	Regular monitoring meetings with CAMHS	Better oversight and recording of CAMHS involvement with children	Senior practitioner	Sep 2025

## Sign off, Submission and Approval

This plan has been agreed by the YJS management board and is scheduled for full sign off by the council

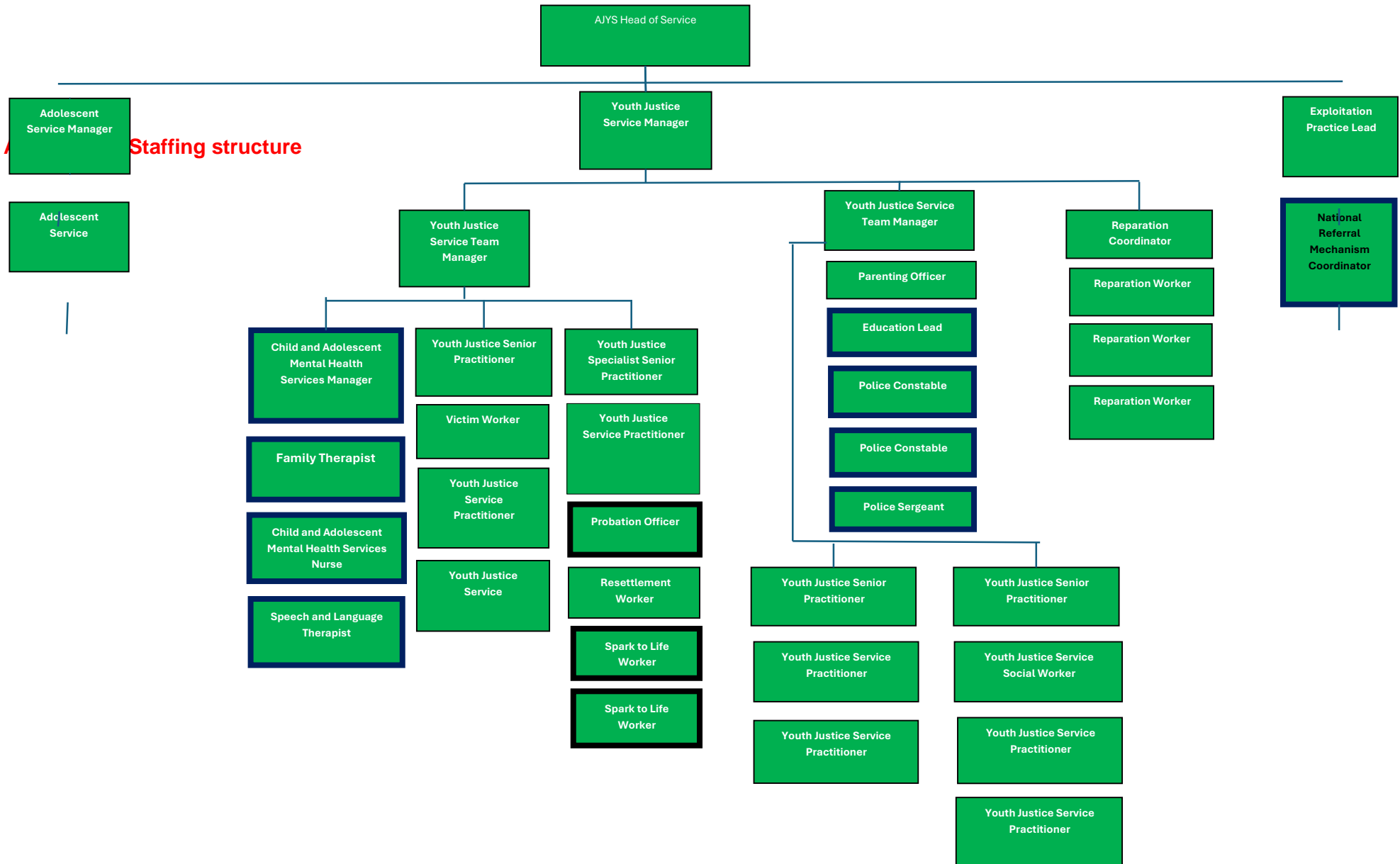
Signed:

A handwritten signature in black ink, appearing to be 'April Bald', written on a horizontal line.

April Bald – Director of Children’s Operations & Chair of LBBD Youth Justice Management Board

A handwritten signature in black ink, appearing to be 'Angie Fuller', written in a cursive style.

Angie Fuller – Head of Service – Adolescent and Youth Justice service



## Staff Ethnicity Table

Ethnicity	Strategic manager		Operational manager		Practitioners		Admin		Sessional		Seconded		Total
	M	F	M	F	M	F	M	F	M	F	M	F	
Asian													
Black		1		1	4	6	1				2	2	17
Mixed													
White		1		1	3	4		3	1		3	2	18
Any other						1							1
Not known													
Total		2		2	7	11	1	3	1		5	4	36