

Committee Agenda



City of
Westminster



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Title: **Health & Wellbeing Board**

Meeting Date: **Thursday 5th October, 2023**

Time: **4.00 pm**

Venue: **Museum of Brands, Packaging and Advertising, 111-117
Lancaster Road, London, W11 1QT**

Members:	Cllr Josh Rendall (Co-Chair)	Lead Member, Adult Social Care and Public Health - RBKC
	Councillor Nafsika Butler-Thalassis (Co-Chair)	Cabinet Member for Adult Social Care, Public Health and Voluntary Sector, WCC
	Councillor Lorraine Dean	Minority Group, WCC
	Bernie Flaherty	Bi-Borough Executive Director of Adult Social Care
	Sarah Newman	Bi-Borough Executive Director of Children's Services
	Anna Raleigh	Bi-Borough Director of Public Health
	Ali Wright	Healthwatch Westminster
	Jackie Rosenberg	One Westminster
	Angela Spencer	KCSC
	Lena Choudary-Salter	Westminster Community Network
	Iain Cassidy	Open Age representative
	James Benson	NHS London
	Bob Klaber	Imperial College Healthcare
	Gary Davies	Chelsea and Westminster NHS Foundation Trust
	Andrew Steeden	Primary Care Representative
	Jan Maniera	Primary Care Representative

Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda



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Email: mburton@westminster.gov.uk
Corporate Website: www.westminster.gov.uk

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Director of Law in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. INTRODUCTION AND WELCOME TO THE MEETING

The Chair to welcome everyone to the meeting.

2. MEMBERSHIP

To report any changes to the Membership of the meeting and any apologies for absence.

3. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of the existence and nature of any pecuniary interests or any other significant interest in matters on this agenda.

4. MINUTES AND ACTIONS ARISING

To agree the Minutes of the meeting held on 08 June 2023 and note any matters arising.

(Pages 5 - 10)

5. REPORT ON VIBRANT AND HEALTHY COMMUNITIES

6. SELF-EVALUATION FRAMEWORKS – FAMILY SERVICES

For information/comment

(Pages 11 - 84)

7. YOUTH JUSTICE PLANS

For information/comment

(Pages 85 - 218)

8. BETTER CARE FUND – 2023/24

9. HEALTH AND WELLBEING STRATEGY – REPORT ON CONSULTATION

10. DATE OF NEXT MEETING

The next meeting will be held on 23 November 2023, to be hosted by Westminster City Council.

CLOSE OF MEETING

**Stuart Love
Chief Executive, Westminster City Council**

**Maxine Holdsworth
Chief Executive, Royal Borough of Kensington and Chelsea**

27 September 2023



CITY OF WESTMINSTER

MINUTES

Health & Wellbeing Board

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Health & Wellbeing Board** held on **Thursday 8 June, 2023**, Greenside Community Centre, Lilestone Street, NW8 8SR.

Members Present:

Cllr Sarah Addenbrooke, Lead Member for Adult Social Care and Public Health, RBKC
Councillor Nafsika Butler-Thalassis, Cabinet Member for Adult Social Care, Public Health and Voluntary Sector, WCC
Bernie Flaherty, Bi-Borough Executive Director of Adult Social Care
Anna Raleigh, Bi-Borough Director of Public Health
James Benson, NHS London
Andrew Steedman, NHS NWL
Jackie Rosenberg, One Westminster
Lena Choudary-Salter, Westminster Community Network
Andrew Steeden, Primary Care Representative
Jan Maniera, Primary Care Representative
Iain Cassidy, Open Age representative

Apologies for Absence: Councillor Lorraine Dean, Judith Davey and Steve Inett

1 INTRODUCTION AND WELCOME TO THE MEETING

1.1 Councillor Nafsika Butler-Thalassis welcomed everyone to the meeting.

2 MEMBERSHIP

2.1 Apologies were received from Councillor Lorraine Dean, Sarah Newman, for whom Annabel Saunders, Director of Operations was attending as a substitute, and Danni O'Connell.

3 DECLARATIONS OF INTEREST

3.1 There were none.

4 MINUTES AND ACTIONS ARISING

RESOLVED

- 4.1 That the minutes of the meeting dating 30 March 2023 be agreed as a correct record of proceedings.

5 COMPLEX CARE (WRITE-UP FROM PREVIOUS MEETING)

RESOLVED:

- 5.1 That the report be noted.

6 VIBRANT AND HEALTHY COMMUNITIES

- 6.1 The item was introduced by Jackie Rosenberg, Voluntary Sector Representative, who explained that:
- The workstream aimed to deliver health from an asset-based approach, and to view health as a holistic asset to be valued, rather than a problem to address.
 - Inequality was a major barrier to implementing change in the system.
 - A vibrant community workshop had been held earlier in the week, with attendance from the VCS and the Council, at all levels.
 - Meetings such as the Healthy Weight meeting challenged ways of thinking.
- 6.2 Members and attendees then raised the following points:
- The only way of managing health needs at a population level was through engagement.
 - While the good work already being done should be recognised, it was important to change practice and mindsets.
 - There was regularly high quality data available, but the community voice was often missing. It was important to ensure structures encouraged engagement, rather than put people off.
 - The co-production in this work showed the importance of investing in the VCS.
 - Screening and early intervention saved money compared to more intense interventions and treatments later.
 - If existing budgets could not fund this work, other options like Social Impact Bonds should be explored. Tighter budgets created greater pressures on outcomes.
 - The Board meeting was held in the most deprived and densely populated ward in the City, with the associated social impact on health, housing and crime.
 - There was reluctance in some communities to access help around areas such as mental health, whether due to social stigma or fear of a response from Social Services or Immigration authorities.
 - RBKC explored community commissioning after Grenfell and worked with the VCS on this.

- 6.3 Zohra Davis then addressed the Board as Mental Health Co-ordinator at the al-Hasaniya Centre:
- She ran programmes such as emotional wellbeing workshops, but projects were often restricted which resulted in people in need being turned away.
 - Many people who had good command of English struggled in official or medical contexts. Al-Hasaniya supported a large number of people to access screening programmes and other healthcare support. While interpretative services were available in the NHS, people often found it hard to use an interpreter when discussing such sensitive information.
 - Mental health was not widely discussed in the Arabic community, and many women did not know how to ask for mental health support. Long waiting lists meant that people would disengage while waiting for an assessment, but low intervention programmes such as emotional wellbeing workshops provided much-needed support.
 - Difficulties in accessing early intervention services such as GPs meant that people often presented at A&E when their symptoms were more serious.
 - A lack of availability of quality, affordable housing caused significant stress on the community. People in need of temporary accommodation were being placed in outer London, far away from their established communities.
 - The Covid-19 pandemic and Cost of Living Crisis had made the need for services like those offered by al-Hasaniya far greater.

6.4 Members and attendees then joined workshops and provided feedback.

7 HEALTH AND WELLBEING STRATEGY - CONSULTATION UPDATE

- 7.1 Rachel Soni, Director of Health Partnerships, introduced the report, stating that since the last time the Strategy had been presented to the Board, community engagement had taken place and had been positively received.
- 7.2 The Board was asked to extend the consultation for two weeks to 09 July 2023.
- 7.3 A key element of feedback from public engagement had been that people wanted support to deal with stress, and extra barriers were often created when trying to access help.
- 7.4 Access to quality housing was a top issue for many people who had responded to the consultation, as was access to GPs and reducing isolation. The long-term impact of the Covid-19 pandemic was evident in respondents' reports of needing to build up confidence to leave their homes and the emotional wellbeing of young people.

7.5 Aaron Hardy, Principal Policy Officer explained that the focus of the coming weeks would be on engaging with key groups, such as young people, men and LGBTQ+ people.

7.6 Attendees made the following comments in regard to the report:

- The development of strategies such as this needed to be more community-led, particularly in a post-Grenfell and post-pandemic environment to ensure community buy-in of the priorities.
- While the Councils had a role in ensuring residents had access to quality, affordable housing, this could not be achieved by Councils alone.
- Many issues relating to Health and Wellbeing had poverty as a root cause.
- Attendees who had attended consultation events noted the diverse range of attendees and that these had been good examples of how community events could be run.

RESOLVED:

7.7 That the report be noted, and that the consultation period be extended to 09 July 2023.

8 NWL ICS STRATEGY

8.1 Toby Lambert, Executive Director of Strategy and Population Health and Inequalities, NHS NW London ICB, introduced the report, explaining that the Strategy was consciously a health and care strategy, and was intended to be delivered in partnership with councils.

8.2 Members made the following comments in regard to the report:

- Children, particularly children with additional needs, needed to be a key focus if there was to be a commitment to early intervention.
- The areas where performance was lower was not clear from the summary.
- The Strategy needed to be clearer on which issues were best addressed at an NW London level, and which were for boroughs.
- It was important that frontline services would remain bespoke for each borough.
- As ICSs were still new, it was often difficult for people outside Health and Social Care to understand its structure within the NHS.

RESOLVED:

8.3 That the report be noted.

9 BETTER CARE FUND - END OF YEAR REPORT

9.1 Rachel Soni, Director of Health Partnerships, introduced the report, stating that it had been submitted on 23 May in line with statutory deadlines. Following the submission, no significant issues had been raised by NHS England.

9.2 There had been significant additional spend in RBKC, and a smaller additional spend in Westminster, on community equipment. These contracts were new, and work was being done to manage additional spend in the future.

RESOLVED:

9.3 That the report be agreed.

10 BETTER CARE FUND 2023-24

10.1 Rachel Soni, Director of Health Partnerships, introduced the report, explaining that this was a two-year plan from 2023 to 2025, and that it needed to be submitted by 28 June. The new plan was based on the 2022/23 Plan and there were no significant changes.

10.2 On completion and following agreement by the Chairs of the BCF submission, HWBB Members would receive a copy of the Plan for information.

RESOLVED:

10.3 That the report be agreed.

The Meeting ended at 6.05 pm

CHAIR: _____

DATE _____

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City of Westminster



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Westminster & Royal Borough of Kensington and Chelsea Health & Wellbeing Board

5 October 2023

Date:

Classification:

General Release

Title:

Annual Social Care Self-Assessments (March 2022- April 2023)

Report of:

Children's Services

Wards Involved:

All

**Report Author and
Contact Details:**

Sarah Newman
snewman@westminster.gov.uk

1. **Executive Summary**

- 1.1 As part of the Inspection of Local Authorities Children's Services (ILACS) inspection framework, Local Authorities are required to complete a self-assessment of social care services. The embedded Westminster and Kensington and Chelsea Social Care Self-assessments (April 2022- March 2023) outline the impact of social work practice in both boroughs and our plans for the next twelve months to improve practice.

2. **Annual Social Care Self-assessments**

- 2.1 **Section 6** of the WCC Self-assessment and **Section 7** of the RBKC self-assessment set out what has been achieved over the past twelve months and the innovation in our Targeted Social Work. Many of the problems we are seeking to resolve with our families need the support of other departments, agencies and voluntary and community organisations across the borough. The strong cross-council offer of support for children, young people and families which supplements our traditional social care services is highlighted in **Section 7** (WCC) and **Section 8** (RBKC). **Section 9** and **Section 10** 'Equality, Diversity Inclusion and Equity- Building Momentum' outline how we champion equity, diversity and inclusion in our workforce, in our social work and how this impacts our communities across both boroughs.

2.2 At the end of the self-assessment **Section 10** (WCC) and **Section 11** (RBKC) **'Areas of Focus for 20223-2024'** outline Family Services priorities for the next 12 months. An action plan monitors and tracks progress against our priorities and areas for development. Separate service-specific improvement plans also track improvement activity.

2.3 The self-assessments can be found here:

2.4 [WCC Annual Social Care Self-Assessment Report \(2022-2023\)](#)

2.5 [RBKC Annual Social Care Self-Assessment Report \(2022-2023\)](#)

2.6 Children's Services is on alert to anticipate a full Inspection of Local Authority Children's Services (ILACS) within the next 12 months. We are continually auditing the quality of our practice and services, including routinely seeking feedback from families and partner agencies of their experience of our practice and staff to ensure there is continued improvement across all areas that will be inspected and receive judgements - children in need, child protection, looked after children and care leavers.

3. Recommendations

3.1 The self-assessments are for information only.

4. Background

4.1 ILACS is a system of inspection. Under this system, Ofsted uses the intelligence and information they gather to inform decisions about how best to inspect each Local Authority.

4.2 Ofsted will review Local Authorities' progress through the Local Authority's self-evaluation and the annual engagement meeting until the next judgment inspection happens. Our next engagement meeting will likely take place in March 2024.

5. Financial Considerations

5.1 None.

6. Legal Considerations

6.1 None.

Sarah Newman
Executive Director, Bi-Borough Children's Services

CREATING A **FAIRER** WESTMINSTER

Annual Social Care Self-Assessment

April 2022 – March 2023



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1.1 Message from the Senior Leadership Team

“It has been an enriching and challenging year post-pandemic. We recognise the incredible work done by our social work teams and the support that they provide to enable children and young people in our borough to thrive.”

Our staff are continually striving to do better, to be better and to test new approaches whether that is working with vulnerable young people to prevent serious youth violence and criminal exploitation, with schools, families in need of support, young people with Special Educational Needs and Disabilities or our latest pilot ‘Black Fathers Unheard’. You can see some of the highlights in the Innovation section on page 9.

The past year has been one of real change for our families and communities. The Council has continued to invest in Children’s Services by introducing new initiatives to increase fairness and equality for Westminster families. Go to page 14 to read how we champion equity, diversity and inclusion in our workforce, in our social work and how this impacts our communities. Over the past year, Ofsted have separately inspected our arrangements to protect children from extra-familial harm (also called contextual safeguarding). Outcomes continue to reflect strong practice and leadership.

The voices of our young people play a central role in shaping our services, such as in our new Children and Young People’s Plan where over 130 young people shared their thoughts to create our new three-year priorities - head to page 4. Over the next three years, government reforms are aiming to change the way the social care system works. In Westminster, we endorse the review’s focus on making sure children grow up in loving, stable, and safe families; with the same foundations being provided for those living in their own families and those growing up in care and we are in a strong position to lead some of these key reforms. You can find the areas that we need to pay specific attention to on page 17.

Sarah Newman, Executive Director of Bi-borough Children’s Services

Nicky Crouch, Director of Family Services and Registrars

Ian Heggs, Director of Education

Annabel Saunders, Director of Operations and Programmes

1.2 Note from a Young Person

Having been supported into independent living through the Westminster Leaving Care Team at 18 and supported to continue my education until 25, I feel humbled to be where I currently am as a care leaver. When I received a tenancy and the keys to my flat 5 years ago, this was a game changer and in the last few years, it has given me a platform within which I’ve been able to find my feet with my career.

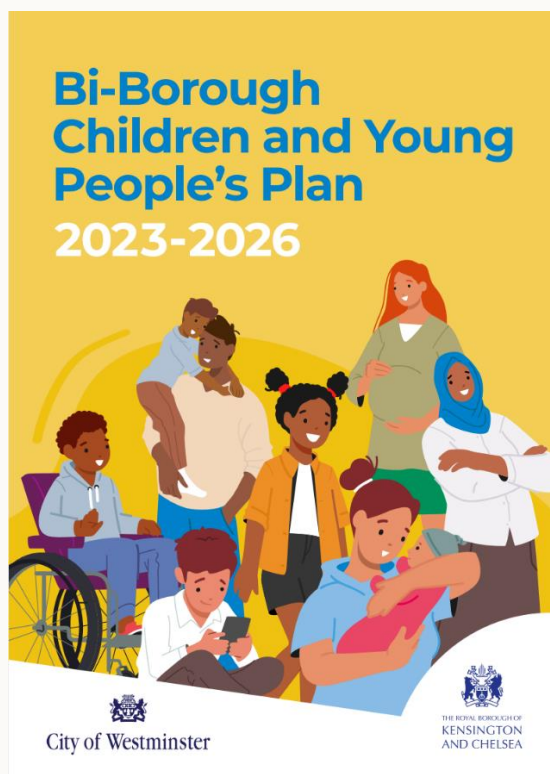
I’m currently in my final year of a Paramedic Science Masters and soon to be working as a qualified paramedic with the London Ambulance Service, a role I will be truly proud to reach. I could not have gotten to where I am without those around me. The support of the staff within the Westminster Leaving Care team has been unmatched, always available for a chat when needed and with multiple events every year seeing the consistent faces within the team, always giving me unwavering kind messages of support. With this, it ever inspires me to make them proud.

With regular meetings with my personal advisor and meet-ups with other care leavers regularly planned by the service, I always know I have somewhere to turn. The Westminster ‘Life After Care’ team wear their hearts on their sleeve for all of us care leavers, and I’ll forever keep pushing on thanks to them.

Ashleigh, a Westminster Care Leaver

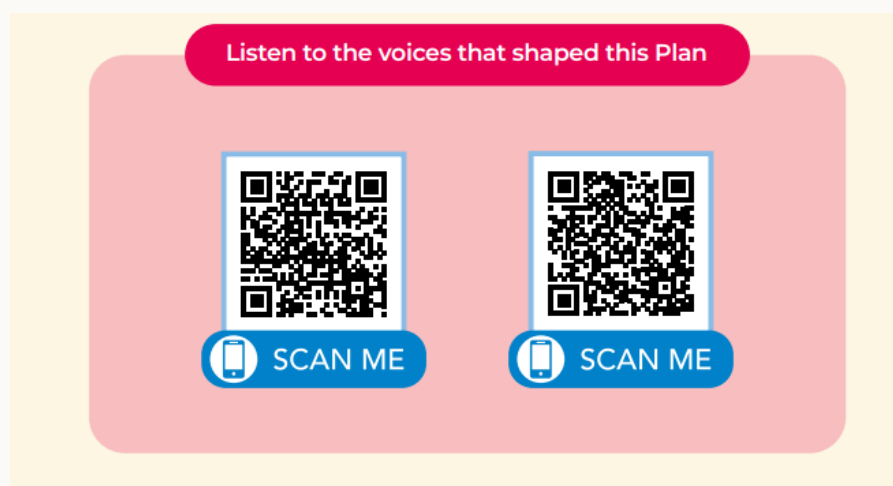
2.1 Our Vision and Priorities: the new Bi-borough Children and Young People’s Plan

Strong families are at the heart of strong communities in Westminster, and we believe that by intervening at the earliest opportunity and the lowest level of intervention, we can affect positive outcomes and create lasting change. This approach has enabled our relational (systemic) practice model to evolve and mature, and we are pleased that Ofsted remarked in June 2022 that **“a robust prevention agenda, effective early intervention and multi-agency support, are embedded across services”** and that **“an impressive range of activity programmes and support is available for children through schools, early help, youth and community services”**. We believe in keeping as many children as possible safe and happy within their families where it is appropriate to do so because this is what is best for them. In the minority of cases where this is not possible, our focus is on stable, permanent care whilst sustaining family relationships and contact.



In January 2023 we launched an ambitious new Children and Young People’s Plan which sets out the priorities for Children’s Services over the next three years and how we will work to achieve better outcomes for children and young people.

More than 130 children and young people aged 11-25 participated in a series of workshops; these groups included our Children in Care Council, the Young Westminster Foundation, Westminster Youth Council, and a variety of youth clubs and holiday and food activity provisions. Issues of equality, diversity and inclusion emerged as a key theme throughout the engagement with young people, as well as the environment, learning skills for the future and transitions to adulthood. These are reflected at the heart of the plan and have shaped our key priorities for Children’s Service over the next three years. The success of the plan will be measured by a Youth Forum, convened at the end of each year, to bring young people together to scrutinise and review progress. Children’s Services will also publish data quarterly to ensure services and support for young people are being delivered effectively.



2.2 Delivering the Vision

Our vision is to deliver excellent services that enable all children and young people to reach their full potential including those who are most vulnerable.

Our Priority Outcomes for the next three years:

- **Priority One**
All children have the best start in life, needs are identified and supported early, and they are school ready at five.
- **Priority Two**
Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential.
- **Priority Three**
Children and young people feel safe and are protected from serious youth violence, harm, harmful practices, abuse and neglect at home, online and in the community.
- **Priority Four**
All young people, and particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood.
- **Priority Five**
All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them.
- **Priority Six**
All children and young people are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional well-being within the post-pandemic context, environmental challenges and rising cost of living pressures.
- **Priority Seven**
Children and young people affected by the Grenfell tragedy continue to be supported. The Council, NHS and commissioned voluntary sector providers learn from their experience of the past five years and work together to ensure support is effective for children and their families.

The principles that guide our decisions and underpin how we will deliver these priorities are as follows:

- Children and young people are at the heart of what we do.
- We believe in children growing up in their own families and work to make this happen while keeping them safe.
- We deliver the right service at the right time for sustainable change.
- We promote independence and achievement, enabling families to be ambitious.
- We understand that good relationships are crucial and promote this through our systemic practice model and a trauma-informed approach.
- We listen to front-line staff.
- We are committed to Bi-Borough working.
- We accept and work with risk more creatively.

3. What our Children and Young People say

We want all our young people to feel listened to, feel empowered to act and have opportunities to co-produce/co-design services that affect them. There is now much more of a focus on the quality of this engagement; we have become better listeners and more creative in facilitating conversations as we did in our imagined futures workshops to develop the new Children and Young People's Plan and through investing in participation and co-creating strategies such as the Westminster Guardian's Strategy and pledges. Examples of the direct feedback we received include:

- An 8-year-old said, ***"I like my social worker as she looks like us, speaks our language and is helping us get a bigger house."***
- A Looked After Young person said, ***"I have been supported by the Council as they have given me a career advisor."***
- Young Assessor's programme: ***"My favourite part was being able to voice my opinion on the changes that need to be made to youth clubs in the borough and knowing that the council wants to make changes and to include young people in the changes they make."***
- ***"We need a curriculum for life so that we have skills for adulthood."***
- Two sisters told us what they liked about their social worker: ***"She's really nice and makes sure I know I have a say" and "[she] gives me an opportunity to talk about stuff that's hard to talk about."***
- ***"There should be more engagement with children and youths at school to find out what support they need to succeed."***
- Early Years, ***"The best thing she helped me with was getting over my fear to be happy again. All of us need a little help from time to time and when someone steps in to lend a hand, often they don't realise how much their help meant."***
- ***"No matter where you're from, your background, youth groups provide a space where your voice can be heard."***



4. Needs Analysis: Managing Rising Demand and Complexity

Emerging from the pandemic there have been a number of challenges facing families and the services that support them. Cost of living pressures, a drop in attendance at school for some children, and a rise in concern for young people's mental health are issues affecting increasing numbers of children and families. We know that larger families, single-parent families and families from the global majority are most affected. One in four children in Westminster are now living in poverty and additional support is being provided to ensure children and families have the support they need, including a universal free school meal offer, a school uniform grant, holiday activities and food during half term school holidays. There is wrap-around support to contingency hotels providing accommodation to refugees and an enhanced library offer encouraging reading and providing books in a number of different languages as well as after-school and homework clubs.

Across our social care service, we have seen an increase in children becoming subject to protection plans and teenagers becoming looked after. Social workers are reporting increased complexity in the issues families are facing, including food and fuel poverty, mental health issues and domestic abuse. These issues are not unrelated and require coordinated support across education settings, health agencies and our social care provision.

- **We have seen a 10% increase in the number of Children in Need (CIN) since February 2023**
 - In May 2022, we were supporting 671 CINs.
 - In April 2023, we were supporting 719 CINs.
- **As of April 2023, we had 86 children on Child Protection Plans**
- **We have seen a 10% decrease in Child Protection plans since April 2022: however, it this figure still represents a 69% increase in CP Plans compared to April 2021.**
- **We have seen a 16% rise since April 2022 in the number of families accessing Early Help Services**
- **In 2020 to 2021 there were 11 entries of local Looked After Children (LAC) entries to care for children aged 16+**
- **In 2022 to 2023, there were 25 entries of local Looked After Children (LAC) entries to care for children aged 16+**
- **As of March 2023, we have 182 Looked After Children in Westminster.**
 - 85% of our Looked After Children are of a global majority ethnicity.
 - Over 33% are age 14+
 - 25% of our Looked After Children are Unaccompanied Asylum-Seeking Children (UASC)
 - 79.3% of our Looked After Children are in long term placements of 2.5+ years.
- **We have 343 Care Leavers: 210 were formerly UASC.**
- **We have seen an increased rate of older children (14+) coming into care with complexities, and links to criminal exploitation.**
- **There is a national shortage of placements and associated rising costs makes it increasingly difficult to secure placements, particularly for complex cases.**

5. How we work: Skills, care and compassion

Working with families in this challenging context requires an experienced and skilled workforce, with a relentless focus on building positive relationships with children and families. We have continued to build on our system practice model in Westminster, ensuring our workforce understand the importance of engagement, communication and relationships, and this resonates across our practitioners, managers and senior leaders. We continue to work closely with the Centre for Systemic Social Work, to access different levels of systemic training for social workers and clinicians up to a Masters in Systemic Psychotherapy. This complements an extensive package of commissioned training and professional development available to staff by the West London Alliance, Firstline, The Staff College and the Practice Supervisor Development Programme.

Despite a national shortage in social workers, we have continued to decrease our reliance on agency staff (which is currently at 6% March 2023), have a limited reliance on newly qualified staff (7% as at March 2023) and maintained staff turnover at 16.3% compared to a national turnover rate of 27.3%. This year, we will see the first graduates from the new Social Work Apprenticeship scheme and there is an appetite for more of this as an approach to 'grow our own'. We also continue to work with the Frontline Academy, Step Up to Social Work, the West London Teaching Partnership, and our local universities to provide high-quality student placements and subsequently recruit the best calibre staff – who as Newly Qualified Social Workers (NQSWS) benefit from a robust professional development programme as part of their Assessed and Supported Year in Employment (AYSE).

How do our staff feel about working in Westminster? In the latest comprehensive staff survey in October 2022, 70% of family services staff said that they feel valued by the council; 71% said that the Council cares about their well-being; 80% would recommend the Council as a great place to work, and 88% reported that working at the council makes them want to do the best work they can. There is always more for us to do to support our staff, but this gives us confidence that the open, supportive and collaborative work environment we have created is working well.

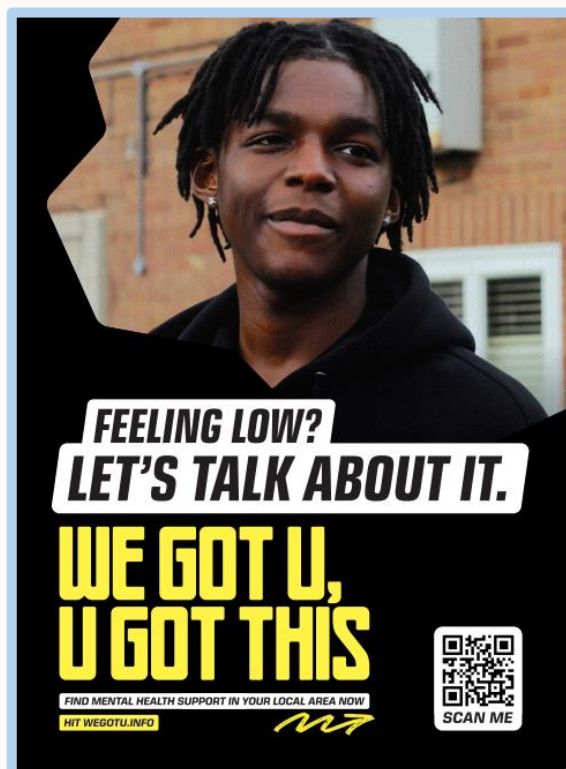
6. Doing things differently - Innovation in our targeted Social Work

To work effectively amid the pressures of rising demand and complexity across Children's Social care locally, we know that we must work collaboratively and creatively. We have a stable and committed workforce, a practice model rooted in relationships and a drive for continuous improvement.

The strength of our leadership was commended by Ofsted, who noted that ***“Senior leaders in Westminster are ambitious for children. They use research skilfully to inform new strategies, and trial new approaches to engaging and supporting children” (June 2022).*** We do that by relentlessly focusing on practice, hearing the voice of children and young people and being curious about different approaches which improve the experience of children and families. Some highlights of innovation work **and why it has been important** this year are:

We Got U, U Got This

This year we have moved away from traditional approaches to awareness raising to work with a marketing agency, Nerd's Collective, to design a dynamic youth-led mental health campaign to address issues of awareness and access. The purpose of this campaign is to empower children and young people so that they feel confident accessing services to support their



mental well-being, particularly in utilising our early intervention services such as Mind and Kooth. This campaign is made up of various elements, including a new landing page for mental health services, co-produced videos to explain services on offer and a phased in-person engagement across various youth settings. We have employed a local young video officer who is leading a team of young people to co-produce videos and social media materials with the mental health service. Young people will continue to lead the online and offline campaign over Summer 2023.

Black Fathers Unheard

Innovation for us is also about harnessing expertise and we have a strong track record of working in partnership with all kinds of institutions and organisations to find solutions to local issues. In the UK, 70% of young offenders come from lone-parent families, and studies have shown strong correlations between absent fathers and Serious Youth Violence. This also reflects our local experience.

Run in partnership with Essex University's Department of Sociology, this new pilot explores practices with fathers to promote social inclusion and give men a voice to steer the future development of our services. Findings will be published in October 2023.

Harnessing Virtual Reality Technology as a therapeutic and preventative tool



The use of Artificial Intelligence has become more popular in the last year, and we have been looking at how we can harness its capabilities, partnering with experts to have a positive impact on young people in Westminster. Last year, our Integrated Gangs and Exploitation Unit piloted Virtual Reality technology as a new and engaging therapeutic intervention for young females affected by serious youth violence. The pilot engaged with over 550 females aged 14- 21 from groups who did not typically engage with youth services and proved incredibly successful with participants, who reported various benefits such as a greater sense of purpose, feeling calmer, safer, more relaxed and happier. We have partnered with the Fred Company to roll out Virtual Reality sessions within our Alternative Provision (AP) and in youth hubs across the borough. This work has now reached over 1600 young people and parents, and we are now using Virtual Reality as an educational tool, in our prevention work with young people with SEND who may be susceptible to exploitation, and to increase engagement, improve behaviour and prevent suspensions in our Alternative Provision.

“It has had such a marked improvement on the mental health and wellbeing of our pupils. We are seeing much more

reflective approaches from pupils that have struggled with emotional regulation, we have seen some very “quiet” or non-communicative pupils open up and engage more with staff and other pupils”

Headteacher, Beechcroft Alternative Provision.

Domestic Abuse Perpetrator Intervention Fund: Taking a Culturally Integrated Family Approach to tackling domestic abuse

We understand the impact of the economic crisis on parent-child relationships and the Early Intervention Foundation and What Works Centre have been clear about the need for more evidence of programmes that support children experiencing domestic abuse that work. We have been working with nine other London Local Authorities to deliver an intersectional family and community approach to tackling domestic abuse with a particular focus on our diverse populations. The primary aim of the project is to reduce violence and increase safety for victims, using a culturally integrated whole-family approach, ensuring that individuals' protected characteristics and needs are considered whilst also holding perpetrators accountable. Outputs will include a Victim Safety Support Service through our borough

Independent Domestic Violence Advisors, 1:1 interventions for medium-high risk men, with family sessions, Female Awareness Domestic Abuse sessions designed for women identified as perpetrating, as well as outreach sessions working with LGBTQI+ organisations using non-violent resistance, Cognitive Behavioural Therapy (CBT) and feminist theory, reducing violence and entrenched dependency.

Turnaround Programme: preventing youth offending earlier

Given our ongoing commitment to early intervention, we have chosen to work as part of the Turnaround Scheme, to support children and their families who are on the cusp of the youth justice system. Over the next 2 years we will be working with children who are interviewed under caution following arrest, those receiving a first-time youth caution, those discharged or acquitted at court and those in receipt of Community Protection Orders (CPO), Civil Orders and/or Acceptable Behaviour Contracts (ABCs) for anti-social behaviour. What makes this innovative is the way in which we will be taking an Early Help and whole family approach, ensuring the primacy of additional needs and family support. We have employed a part-time early help practitioner to develop and support the programme, this worker is based within the YOT but will link with Early Help services. We have a Turnaround panel to discuss the referrals which come in and to discuss the eligibility of the case, background information as well as their willingness to participate in the programme.

Your Choice: intensive CBT-informed programme for young people at risk

In last year's focused visit looking at children at risk of extra-familial harm, inspectors noted the whole system approach to contextual safeguarding. Work goes on with schools, voluntary sector services, the police, housing, our community safety team and our economic development service. One of our collaborative pieces of work in this area has been participation in the London Your Choice regional programme to deliver an intensive Cognitive Behaviour Therapy informed programme of intervention to young people where there are contextual safeguarding concerns. The programme provides a four-day training programme for practitioners to deliver a highly intensive programme of three weekly sessions including a goal-orientated activity over three months. To date, 10 practitioners from a range of children's social care settings were trained to work with a minimum of 10 young people. Young people engaged with three sessions/contacts per week for 12- 18 weeks.

7. Cross Council Partnership supporting Children and Young People

Children's Services does not operate in a vacuum, many of the problems we are seeking to resolve with our families need the support of other departments/ agencies and voluntary and community organisations across the borough. This means that we have a strong cross-council offer of support for children, young people and families in Westminster which supplements our traditional social care services.

Creating a Fairer Westminster through Cost-of-Living Support to families in need

Addressing the Cost-of-Living Crisis on Westminster's most affected families has been a key priority for this Council this year. The Council have introduced a School Uniform Support Fund to help disadvantaged Westminster families with the cost of school uniform when entering primary school and secondary school in the borough, which has supported 770 pupils. We have also secured funding for a universal Free School Meal offer to all Westminster children in Westminster maintained schools from reception through to age 14, and to 2,3- and 4-year-olds in nurseries across the borough, to ensure that ensure that no child goes hungry, and is able to achieve their best at school.

Increasing Holiday Activity and Food provision to ensure even more children can access opportunities during every school holiday

To support our most vulnerable children and young families during the school holidays, Westminster City Council in partnership with the Young Westminster Foundation has bolstered the Department for Education's Holiday Activity and Food (HAF) programme. Working with the Voluntary and Community Sector, and businesses across Westminster,

we have provided an extra 2700 activity spaces for children and young people, delivered by some 44 organisations, for children who do not meet the criteria for the DfE funding.

While some ongoing HAF providers have extended their offer to children and young people who need support but do not meet the FSM criteria, other providers have used the additional funding to set up a wide range of workshops, sports clubs and play activities, such as a week-long camp at the London Zoo, tutoring, sporting programmes, cooking workshops, cartoon-making workshops, music production, and a careers fair at a library, offering initial interviews with local employers, free professional photography and CV writing workshops.

An example of this is the Treasure Boxing club in Queen's Park, which was set up last year by local elite boxer Ashley Theophane to support children and young people in the place he grew up. Ashley said ***"The additional funding has meant we have been able to do more. We can hire more staff and reach more kids. We can do more for our community. We've had 90 kids sign up to the summer programme and it's growing. In such a short time, we have done a lot of work and I am very proud of my team."***



Louis, 7 years old attended the Treasure Boxing club in Queen's Park during the Summer Holiday

"The additional funding has meant we have been able to do more. We can hire more staff and reach more kids. We can do more for our community. We've had 90 kids sign up to the summer programme and it's growing. In such a short time, we have done a lot of work and I am very proud of my team."

To ensure the most vulnerable children do not go hungry in half-term holidays, which are not funded by the DfE programme, we have worked in partnership with Grosvenor Estates who have match-funded vital activity and healthy food programmes during the October 2022 and February 2023 half-term holidays.

Supporting evacuees and migrant families

Children's Services led the cross-council work supporting Ukrainian refugees arriving in the UK from April last year. Enabling them to move into safe and welcoming homes in Westminster to working with the VCS to provide a wraparound offer of support helping integrate them into life in the borough. Support has been delivered through our family hubs, working closely with our libraries and our community leisure program.

We are currently supporting 140 children who have fled the war in Ukraine with their families and occasionally alone –this includes finding school and nursery places, working closely in partnership with a local Ukrainian supplementary school, translating our Youth Offer into Ukrainian and ensuring books and other resources in Ukrainian are available.

As of April 2023, 348 Westminster residents have opened up their homes to host 619 refugees from the crisis as part of the government's Homes for Ukraine scheme. We have increased support to sponsors to prevent the end of placements, and we have also run a campaign to attract new sponsors for families who need to be re-matched. This extra support has been very successful, with fewer than 5% of placements coming to an early end.

For those families who cannot be re-matched with other sponsors, we have set-aside support to help families into private rented accommodation. We have established a dedicated offer for displaced Ukrainian families in the council's HELP (Housing, Employment, Learning and Progression) which includes two support workers recruited from the Ukrainian community.

Extensive Arts and Culture offer to Support Children and Young People

In addition to our HAF offer, Westminster has a fantastic variety of arts and cultural activities on offer in the borough, which support children with additional needs or who are from a disadvantaged background. These include the following:



City Lions

The City Lions is a unique and local programme for young people which works in collaboration with leading cultural organisations, creative businesses, and schools to nurture opportunities that enrich young people's lives at the heart of London. In addition to Holiday Activities and free access to cultural events, City Lions have provided bespoke mentoring to 40 young people this year in addition to providing creative workshops in schools, Alternative Provision and our SEND centre. Perhaps the most innovative and enduring piece of work is the unlocking of young people's creative talent through a Creative Collaborative (see below or click [here](#) to watch the video).

Creative Collaborative

Led by the City Lions, the Creative Collaborative works with professional artists to create workshops across primary and secondary schools based on themes chosen by young people that matter to them. Westminster's Creative Collaborative reached over 500 children this year. As well as supporting children to explore their experiences and emotions through art, these workshops produced some outstanding pieces of work that have been showcased in Westminster libraries, City Hall, and the Saatchi Gallery.

Spotlight - J'adore Kid

J'adore Kid is a prime example of how the Creative Collaborative supports our young people to take advantage of cultural opportunities. Since taking part in the Creative Collective when it began four years ago, J'adore Kid has had his own art journey from creating postcards and hosting workshops to now designing Jadoodle socks, prints and merchandise which are available for purchase in the Cartoon Museum. JK's work uses facial expressions to place emphasis on emotions and feelings and has resulted in the development of his own characters – the Jadoodles. He is currently working with the Serpentine Gallery as a member of the Serpentine Studios youth collective, and in Spring 2022 celebrated his 17th birthday by becoming the first Young Cartoonist in Residence at the Cartoon Museum. Since then, he has been leading workshops, public speaking and developing his artistry. In Summer 2022, he carried out a live art performance at the National Theatre's festival and finished the summer with his own community event JKCS: Arty in the Park.



Dance Westminster

Cultural enrichment is a key aspiration we have for all young people in Westminster but in particular those who might be marginalised or disadvantaged. Dance Westminster provides opportunities for disabled people of all abilities in Westminster to be active through dance. This is a popular endeavour with many young people taking part. Workshops are organised with professional dancers which culminate in a dance competition in November, which is a joyous celebration of diversity in dance.



[A video of the highlights from 2022 can be found here: Dance Westminster Highlights 2022 - YouTube.](#)

Dream Arts: Arts-based therapy, empowerment and development

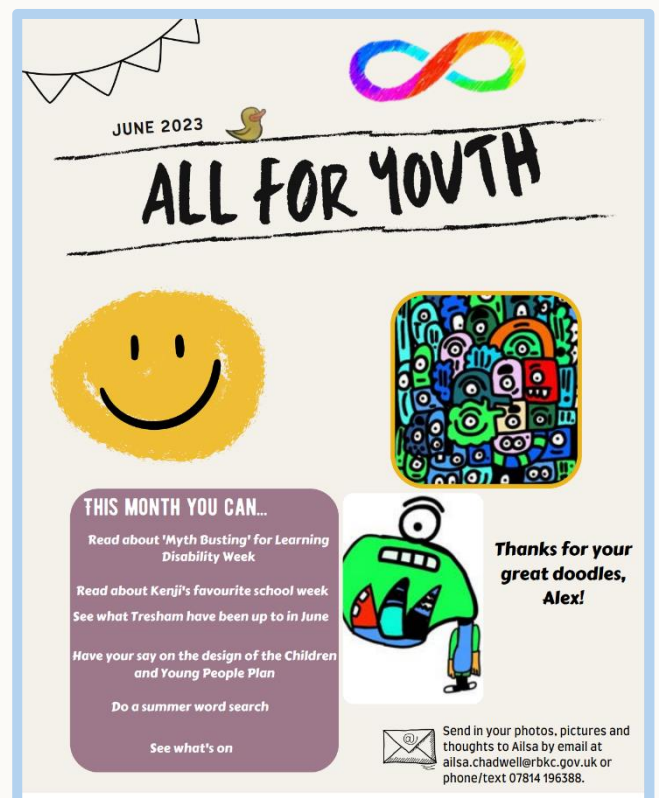
Dream Arts is an outreach charity that we commission to work with 7-25 year-olds using a creative arts-based methodology to empower and inspire young people. Dream Arts run three core programme of activities; a targeted therapeutic programme for young people most in need and at risk; an accessible weekend programme of workshops for young people living in deprived areas; and a personal development programme for young people to develop leadership and entrepreneurial skills. Dream Arts have developed a bespoke project with our

Unaccompanied Asylum-Seeking children 'journey's from afar' to share their experiences and cultures through performance. This year we have introduced a Young Carers Navigator, sitting within Dream Arts, to lead on the identification of young carers which includes delivering training and awareness for partners and the development of a toolkit and a pathway for partners to follow when identifying a young carer.

News Crew (SEND)

We've been looking at ways we can involve young people in delivering service as part of a wider drive to increase co-design and co-production with young people. Our SEND 'News Crew' (local young people with SEND who volunteer their time) produce the "All for Youth" newsletter, which is aimed at other children and young people with SEND. The newsletter captures monthly highlights selected by the News Crew, for example, the latest edition focused on King Charles III Coronation celebrations with quotes and photographs. The newsletter also includes details of local leisure activities and information on how to access these activities, and tips and advice for young people by other young people on topics such as planning for college and addressing concerns young people might have. Published monthly since June 2020 it is a great platform for young people with SEND to demonstrate their creativity, share their thoughts, views and ideas with their peers as well as gain valuable skills and work experience.

[A copy of the latest issue of All for Youth can be found here: All For Youth May 2023 | Westminster FIS](#)



Fashion Business Diploma for NEET Young People

We are lucky to be based in heart of the London with the ability to build relationships with world-leading businesses and institutions and in partnership with them to improve outcomes for children and young people. This year our economy team worked in partnership with Ted Baker to develop a bespoke Fashion Business diploma for young people who are not in Education, Employment or Training (NEET)- the first of its kind in the country. The programme proved very successful, with several young people achieving a Gold award in the diploma. One young person, Sanna, who particularly excelled in the course, has become the first Youth Ambassador for Ted Baker. Using the 'train the trainer' model, Sanna is training to deliver the business diploma herself to young people in Westminster, in youth clubs, secondary schools and Alternative Provision. We will be repeating the diploma next year with a group of NEET young people and as a tool for prevention with young people identified as at risk of becoming NEET.



Westminster young person presenting at Ted Baker

Supporting Young People to feel safe in Westminster



Our Executive Director Sarah Newman and the former Lord Mayor, Hamza Taouzzale taking part in the tournament with colleagues, members of the community and young people.

It is so important that our young people feel safe wherever they are in the borough. Nationally we have been in the vanguard of developing family hubs and are using that experience to further create and develop Youth Hubs throughout the city. We have been focusing on positive experiences for young people and this year we have introduced intra-hub residential trips and an intra-hub football tournament. These have proven greatly successful, with young people requesting more of these intra-hub activities.

8. Equality, Diversity and Inclusion- Building Momentum

Our families and our workforce tell us how important it is to be treated fairly, to have their cultures and backgrounds respected and viewed as positive attributes when solving problems or looking for enriching experiences. For Westminster as a Council discussions around how we embrace and enliven Equality, diversity and inclusion are live and purposeful discussions embedded in our daily work. They are also core values underpinning children's services, which we continue to work hard to progress and celebrate within our workforce and through our practice.

In our workforce:

- This year, we have developed an Inclusive Recruitment strategy to increase the recruitment of staff who reflect the community in which we serve. This has been effective, particularly in recruitment to our Front Door team.
- Our intensive 7-month Black on Board programme seeks to actively diversify boards across Westminster, so they better reflect our communities. The programme trains global majority staff in everything needed to sit on a board from legal and financial duties through to the core principles of running an organization.
- Our Black and Asian Leadership Initiative (BALI) supports and coaches our global majority staff members to move into leadership and management roles.
- Development of a Diversity, Inclusion and Anti Racism Group (DIARG) – children's workforce led and sponsored by senior leaders.

In our social work:

- Our 'Anti- Racist Front Door' ensures that we are identifying and challenging racism at the referral stages
- All board members in the Youth Crime Prevention Partnership and the Youth Offending Team (YOT) have undertaken training on Anti-racist practice, cultural competency, and multi-dimensional racism. We plan to roll this out across other teams.
- We have also commissioned bespoke Adultification training for staff in response to Child Q.
- Our Anti-Racist Charter promotes shared values and behaviours. Our Forum meets quarterly to review progress.
- The YOT has an active Disproportionality Action Plan which includes work to address disproportionality in Stop and Searches and school exclusions.

Effect in our communities:

- Children and young people's voices on equality, diversity and inclusion were heard and informed in the new Children and Young People's Plan.
- Staff in our service represent cultural diversity and are more reflective of our communities.
- Our School Uniform Support Fund reduces the financial burden for our neediest families and removes barriers to education.
- Our extended Holiday Activity and Food offer means Children and Young People have access to opportunities and eat well regardless of their background.

9. Audits: A Window into Practice

A key question we ask ourselves is: how do we know whether our practice is good or not? Sources for understanding the quality of our practice include key performance indicators, staff supervision, audit activity and feedback from service users. Senior managers make good use of data, audits and feedback to give them a good understanding of the quality of service. Indeed, we have re-purposed our audit activity as reflective practice reviews recognising the potential for professional development.

What are we doing well?

- Auditors noted evidence of practitioners working with multi-generational systems and attending to the different needs of young people, parents and grandparents within their interventions. Practitioners are highly skilled at identifying and working with wider family networks, supporting children when they need additional support or temporary care arrangements.
- Multi-agency working and collaboration with professional colleagues is a strength – practitioners are skilled at forming helpful networks around young people that contribute to a joined-up approach and ensure good communication about their needs. Auditors noted a strong multi-agency approach to risk management with social workers coordinating information sharing and safety planning via network meetings.
- Our Youth Offending Service, Children in Care and Care Leavers Team, and School Inclusion Project were highlighted as particularly skilled in risk management and strong practice to address identified risk, including diversion activities, the use of trauma-informed approaches and strong systemic practice identified as supporting their management of risk.

Areas for Development

- Evidencing management oversight continues to require attention. Whilst many practitioners talk about the support, direction and reflective opportunities provided by managers, the recording doesn't always match verbal reports. We are also continuing to work on how we evidence discussion between managers and practitioners following the completion of reflective practice reviews.
- In terms of improvement activity, we are constantly thinking about more creative ways to evidence the voice of the child in case files – particularly young children. Whilst there is good evidence that workers are speaking with children and capturing their views, they could do more to capture children's perspective in recording, and evidence creative direct work sessions. More and more we are promoting recording directly to the child so that they can see themselves in our records and that practice is thoughtful, careful and measured. Ultimately, we want children who receive our services to know that we care about them.

How are audits informing practice?

- Practitioners tell us that they find it helpful to reflect on the work they do to engage and support children and families. We are using the reflective practice reviews as learning opportunities with our workforce, so that we can share examples of good practice and think about different ways of working. Staff regularly utilise clinical consultations and the reflective practice reviews can offer an extension to this process, particularly when discussed in supervision. Staff consistently highlight that they like to use the therapeutic letter/ child-centred style of recording to bring children more to life within the recording on file.
- Social workers have told us that they enjoy the opportunity to better understand the impact of their practice, particularly when it results in improved outcomes for children. The audits allow practitioners to reflect on the importance of systemic concepts and how this can contribute to their work – social GRACES, critical moments, multiple points of view.

- A mother said that her social worker *“always feels like he genuinely cares about her – for example, he popped in yesterday unannounced because he couldn’t get through by phone, and she really appreciated that – particularly as she has depression and can understand why he might have been worried”*.
- The mother from the Good Practice Case example below told us that the *“most helpful part of [the work of the social worker] was seeing her, calling her several times and asking about [her son]. If she needed anything, she could call [the social worker] and [the social worker] would help her with it.”*

Good Practice Case Example

Case Summary:

The family consists of a 2-year-old boy and his parents, both of whom are refugees and experienced trauma in their country of origin. The family is isolated and both parents have mental health challenges and are engaged with adult services. Their son also has some developmental delays and demonstrates some behavioural challenges which his parents find difficult to manage.

What we did:

The social worker approached the assessment using systemic social work model techniques to build trust and open conversations about parenting. The parents and the social worker identified a plan that best meets their son’s needs. As part of the management sign off of the assessment, the manager wrote a letter to the 2-year-old explaining the role of social care and explaining the decisions that were made as a result of how the social worker understood his lived experience.

Intervention and Impact

The practitioner utilised systemic tools and approaches when completing the assessment, which allowed them to develop a trusting relationship with the family as they explored their approach to parenting together. The practitioner was mindful of the lived experience of the parents and sensitive to their own challenges, utilising the social graces to build respect and empathy. The support plan was co-produced with the parents, placing the child central to plans whilst also building mum and dad’s confidence in understanding and responding to their son’s needs. In concluding the assessment part of the intervention the practitioners’ line manager wrote a letter to Malik, explaining the role of the social worker and how decisions were made together with the family to meet his needs.



10. Areas of Focus for 2023 - 2024

We are constantly reviewing the quality of our services for our children and families. The world is rapidly changing for our children and young people, and we must be open and flexible to deliver the best services, identifying where we can further improve our offer and embed best practice.

Council-wide approach to support families with the Cost-of-Living Crisis

This year we have supported many families experiencing financial hardship, providing direct hardship vouchers, extra grants to our voluntary and community sector, the extended Holiday Activity and Food programme, a free school uniform scheme and Free School meals. With continuing inflation, we expect that needs will increase, and they will be complex- touching on many areas of family lives. We recognise the importance of working in partnership with our families, our communities, our local voluntary sector partners, as well as our statutory partners and other directorates across the council to ensure wraparound and joined-up support for our most vulnerable families.

Addressing disproportionality in our workforce and our communities

We have made significant progress in promoting diversity and inclusion within our workforce and have embedded anti-racist practices throughout the service. We recognise that there is still a long way to go to eliminate disproportionality, and that to achieve equity, we must build on the momentum of our work in addressing racism and promoting diversity and inclusion. We will continue to work with the wider council to embed the Anti-Racist Staff Charter principles, to provide further leadership and development opportunities for staff who identify as Global Majority and will ensure that equity and anti-racism are part of the continuous professional development of our work force.

Workforce recruitment, retention and wellbeing

We are proud that we have a very low dependency on agency social workers and are continuing to reduce our staff turnover rate, particularly at a time of a national shortage of social workers. More professionals than ever are leaving the national workforce and therefore we will continue to build upon our offer to ensure that we retain skilled and experienced workers who are able to hold complex cases. This will be actioned through our Workforce Development Strategy. We are particularly excited about the apprenticeships in social work.

Implement the Youth Justice Board action plan

In 2022, we published a new three-year Youth Justice Strategic Partnership Plan which seeks to ensure that children and young people who are at risk of, or involved in, offending behaviour are supported to lead safe, healthy lives and are helped to reach their full potential and fully contribute to their community. This year we will focus on fully implementing our new action plan which we believe is robust in meeting the needs of the children and young people we are working with. Our Youth Crime Prevention and Partnership Board will monitor progress against this.

Review and Refresh the Local Offer for Care Leavers

In line with our updated Westminster Guardians Strategy and Placement Sufficiency Strategy, this year we will review and update our Local Offer to Care Leavers. The Local Offer will be shaped on what our Care Leavers tell us is important to them, and we will also ensure that our high-quality offer meets the requirements of the London Care Leaver's Compact, a collaborative project sponsored by the Children in Care Council, the Greater London Authority and the Department for Education. The London Care Leaver's Compact seeks to provide a framework for a consistent and high-quality offer across London. By adopting a common core offer, with cross border collaboration and multi-agency working, we will improve outcomes for our care leavers and reduce risk for young people, which in turn reduces demand on the local system.

Further Improve learning from our Audit process and embed into practice.

Recent improvements to our audit process has resulted in high- quality and meaningful reflections on practice. During our focused visit in the summer, the value of our reflective practice reviews (audits) was highlighted, with a suggestion of greater learning if the completed reviews were discussed as part of the supervision process.

11. Action Plan for 2023-2024

Objectives April 2023-2024	Activities	How we will measure progress
Council-wide approach to support families with the Cost-of-Living Crisis	<ul style="list-style-type: none"> Continue to build relationships with other services such as Communities, Economy and Housing to support families who are struggling. Continue to support families via the Holiday Activity and Food Extended Offer, Free School Meals and Household Support Fund. 	<ul style="list-style-type: none"> Amount of collaboration at a strategic level with other Council departments. Amount of support provided by other Council services to support our struggling families. Take up of HAF activities.
Addressing disproportionality in our workforce and our communities	<ul style="list-style-type: none"> Continue to promote staff training, staff scenario book clubs, Black and Asian Leadership Initiative training, Black-On-Board training programme and any further initiatives. Continue to work closely with the Staff College and adopt learning from their research. Building on the successful recruitment of a more diverse Assessment Team and the 'Towards an anti-racist front door' forum, continue to implement an inclusive recruitment strategy, focused on advertising, interviewing and promoting members from Westminster communities. Make better use of our data to understand disproportionality and better inform strategies for addressing this. Develop senior personal advisor roles to provide an improved career progression pathway for staff within the Leaving Care Service. Continued commitment and investment in the social work apprenticeship pathway. Improved engagement with fathers from a global majority background, implementing the learning from the Black Fathers Unheard Pilot. Actively addressing disproportionality, adultification and racism with partners including stop and search and exclusions of black children. 	<ul style="list-style-type: none"> Reduced global majority pay gap, increased proportion of global majority staff in leadership roles and career progression opportunities. Increased diversity across all teams. Better awareness and understanding of what communities are most over-represented across the services.

<p>Workforce Retention and Wellbeing</p>	<ul style="list-style-type: none"> • Implement the new Workforce Development Strategy • Work with team managers to implement a more structured approach to workforce planning taking account of anticipated turnover and expected recruitment through fast-track programmes, student placements and apprenticeships. • Work with managers to gain an understanding of why staff are leaving the borough, including analysis of exit interviews. 	<ul style="list-style-type: none"> • Reliance on agency staff. • Numbers of agency staff converting to permanent roles. • Staff turnover rates. • Annual Your Voice survey results. • Career progression and increased diversity within leadership roles.
<p>Embed new principles of the Early Help strategy</p>	<ul style="list-style-type: none"> • Convene workshops with partners and managers to embed principles into working action plans for each Locality Family Hub area. • The Early Help strategy will be reviewed in December 2023 following partnership consultation and collaboration. Review to be published in March 2024. • Continue to develop our Early Help system focusing on the Data Cube and E-Family Hub platform. • Review our Family Hubs against the Best Start in Life objectives. • Development of Parent and Carer Forums to drive service improvement and co-production. • Review membership and performance of the Integrated Leadership Teams. • Progress the 0-5 Pathway objectives. 	<ul style="list-style-type: none"> • Outcomes are measured against the Supporting Families Framework and the Early Help systems guide as set by DLUHC. • Enhanced action plan that is directly impacting the communities we serve who will provide feedback on their experience of the Early Help system.
<p>Implement the Youth Justice Board’s action plan</p>	<ul style="list-style-type: none"> • Continue to focus on all domains in the Youth Justice Plan particularly focusing on disproportionality. • Ensure Youth Justice Board members are fully engaged and collaboratively drive and develop the action plan and address any barriers that may arise. • Embed the new KPI framework within our work within the Youth Justice service. • Ensure children continue to be the focus rather than the offence. • Progress our early intervention and drive the Turnaround programme. 	<ul style="list-style-type: none"> • Review of outcomes from subgroups around the youth justice and the disproportionality plans. • Feedback and engagement from the YCPP Board members. • Disproportionality data analyse including police data. • YCPP Board development regarding cultural competency. • Reduction of first-time entrants into YJS.

<p>Review and revise Local Offer for Care Leavers</p>	<ul style="list-style-type: none"> • Undertake Annual Survey with children in care and care leavers to inform revised Local Offer. • Work with partners to ensure Local Offer meets the standards and objectives of the Pan London Care Leaver’s Compact. • Work with partners to drive corporate parenting commitments and opportunities for children in care and care leavers. • Develop and publish new Local Offers for Care Leavers. 	<ul style="list-style-type: none"> • Feedback from Care Leavers in Annual Survey and regular participation sessions including Guardian’s Board. • Percentage of Care Leavers in Suitable Accommodation. • Percentage of Care Leavers that are EET.
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Children's Services

2022 - 23 Year-end report

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westminster.gov.uk/fairer-westminster

#FairerWestminster

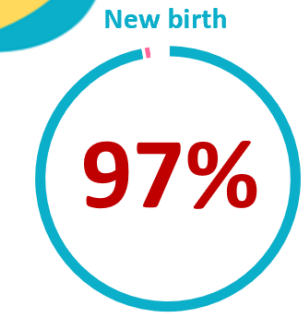


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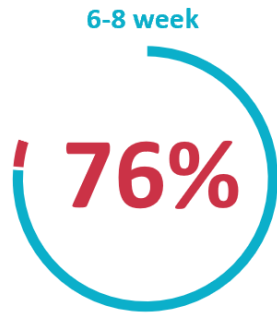
- All children have the best start in life, needs are identified, supported early and they are school ready at five [Slide 3](#)
- Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential [Slide 4](#)
- Children and young people feel safe, and are protected from serious youth violence, harm, harmful practices, abuse and neglect at home, online and in the community [Slide 5 – 6](#)
- All young people, particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood [Slide 7](#)
- All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them [Slide 8](#)
- All Children and Young People are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional wellbeing within the post pandemic context, environmental challenges and rising cost of living pressures [Slide 9](#)
- Annual workforce return [Slide 10](#)
- Key priorities achievements and updates [Slide 11 – 12](#)

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ALL CHILDREN HAVE THE BEST START IN LIFE, NEEDS ARE IDENTIFIED, SUPPORTED EARLY AND THEY ARE SCHOOL READY AT FIVE



Below target by 1%



Below target by 4%



Below target by 6%



Below target by 10%

HEALTH AND DEVELOPMENT REVIEWS

DENTAL HEALTH



0.92
LONDON
0.80
ENGLAND

The mean average number of teeth decayed, missing or filled (DMFT) per 5 year old in WCC is higher than London and national figures. Latest figures are from 2018/19 fingertips data

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2YO IN FUNDED EARLY EDUCATION

65%

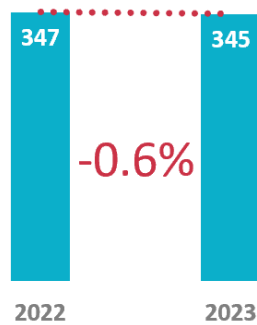
compared to 72% nationally

Westminster is ranked 10th of 14 inner London authorities (Summer Survey 2022)

Decreased from 6th since Autumn 2021 survey

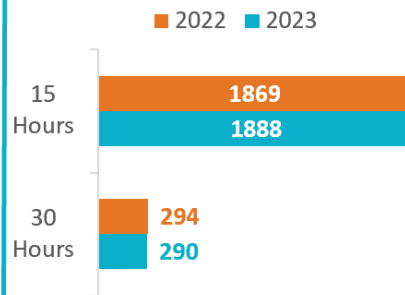
2022-23 Year end report – Slide 3

2 TO 4 YEAR OLDS ELIGIBLE FOR EARLY YEARS PUPIL PREMIUM



National and Inner London figures for 2022 are not yet available

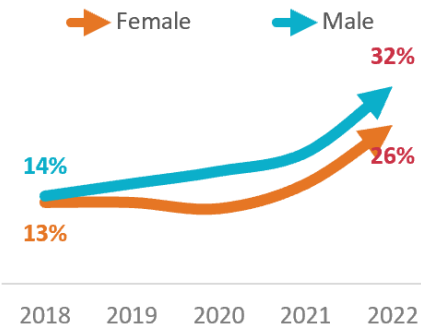
3 & 4 YO IN 15 - 30 HOUR PLACES



Percentage change 2023 to 2022

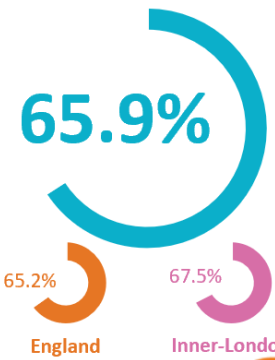
Region	15 hours	30 hours
WCC	+1%	-1.4%
London 2022	-2%	+5%
National 2022	No change	+6%

RECEPTION YEAR OBESITY



Obesity rates have increased for both measured groups due to the use of population BMI cut points instead of Clinical BMI cut points, which are lower to capture children with unhealthy BMI and those at risk of moving to an unhealthy BMI.

GLD SCORE 2021 - 22

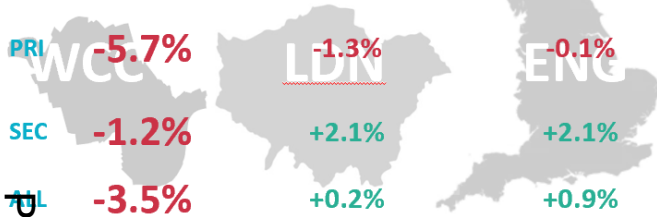


CHILDREN AND YOUNG PEOPLE HAVE ACCESS TO HIGH-QUALITY EDUCATION AND TRAINING OPPORTUNITIES, HAVE GOOD ATTENDANCE AT SCHOOL AND ACHIEVE THEIR FULL POTENTIAL

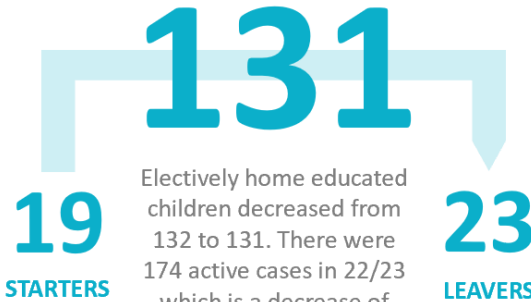
SCHOOL ROLLS

School rolls **decreased** for both primary and secondary schools in 21-22 compared to the previous year. The surplus % in primary settings **increased** from -22.3% in Autumn 2021 to -25.4% in Autumn 2022

2020-21 TO 2021-22 CHANGE IN ROLL LEVELS

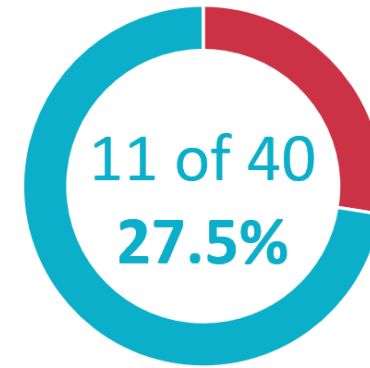


ELECTIVE HOME EDUCATION



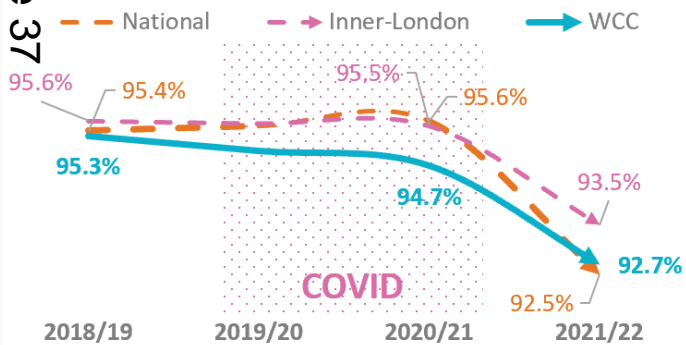
Electively home educated children decreased from 132 to 131. There were 174 active cases in 22/23 which is a decrease of 1.69% compared to 21/22.

SCHOOLS FORECASTING DEFICIT



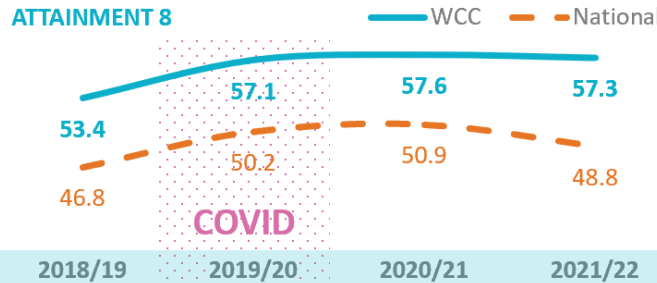
There are **two fewer** LA maintained schools forecasting a budget deficit compared to 2021/22-year end and this one more school compared to Q3.

ATTENDANCE

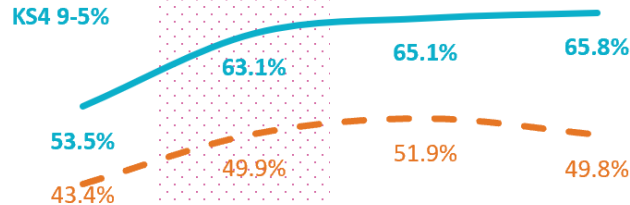


Year-end figures show Primary and Secondary schools follow the national/inner-London declining trend post-pandemic

ATTAINMENT 8



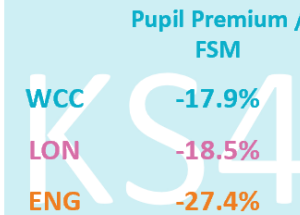
KS4 9-5%



Pupil Premium / FSM



ATTAINMENT GAPS 21/22

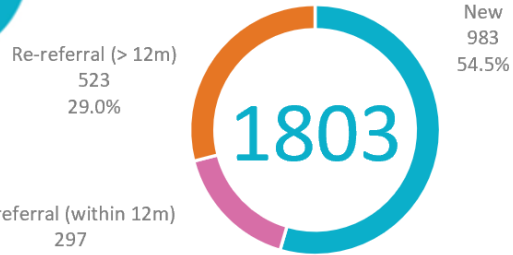


SCHOOL OFSTED RATINGS

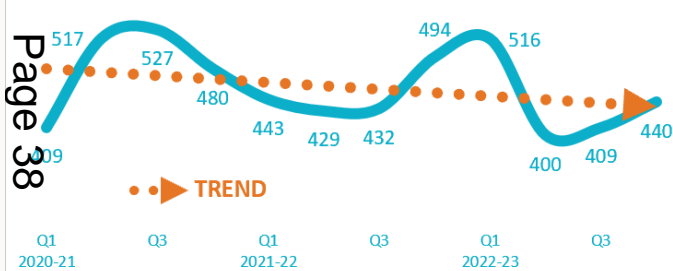


CHILDREN AND YOUNG PEOPLE FEEL SAFE, AND ARE PROTECTED FROM SERIOUS YOUTH VIOLENCE, HARM, HARMFUL PRACTICES, ABUSE AND NEGLECT AT HOME, ONLINE AND IN THE COMMUNITY

REFERRALS (YEAR TO DATE)

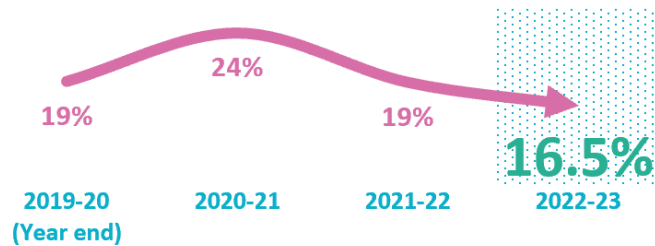


REFERRALS (OVER TIME)



RE-REFERRALS WITHIN 12 MONTHS

Re-referrals within 12 months have **decreased** from 19.3% to 16.5% compared to the same point last year



2022-23 Year end report – Slide 5

SAFEGUARDING (YEAR TO DATE)

Section 47s

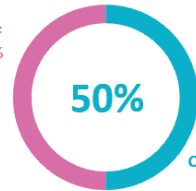
522

2.4% decrease in completed S.47s compared to same point last year (535)

ICPCs

108

Completed within 15 days



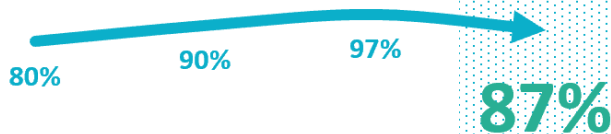
100% when applying DfE Freedoms & Flexibilities criteria

CP plans

+80 86 -72

10.4% cohort decrease compared to the same point last year (96)

CP Visits within timescales



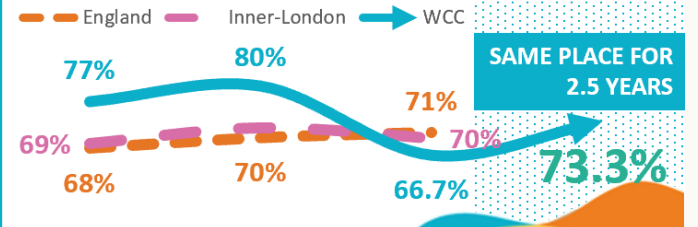
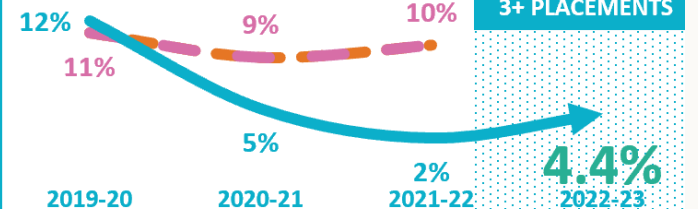
2019-20 (Year end) 2020-21 2021-22 2022-23

LOOKED AFTER CHILDREN (YEAR TO DATE)

Started **+136** Ceased **-125**

NON-UASC 133 UASC 49

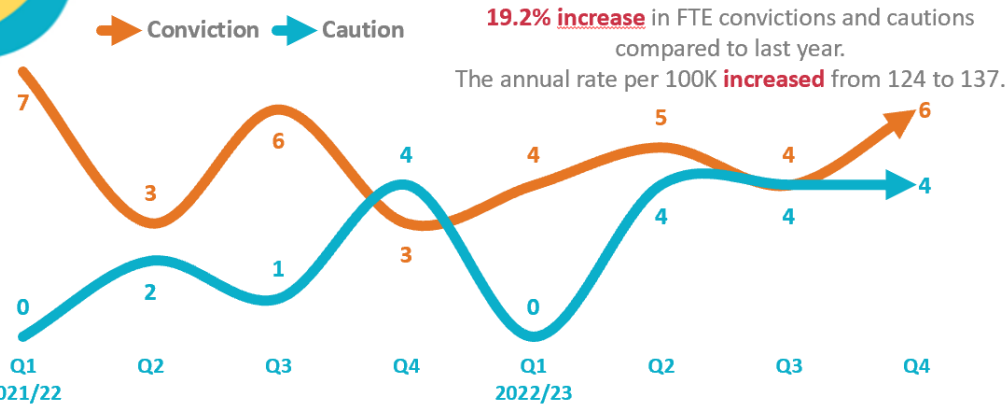
Foster Care **59%** External Foster Placement **21%**



2019-20 (Year end) 2020-21 2021-22 2022-23

CHILDREN AND YOUNG PEOPLE FEEL SAFE, AND ARE PROTECTED FROM SERIOUS YOUTH VIOLENCE, HARM, HARMFUL PRACTICES, ABUSE AND NEGLECT AT HOME, ONLINE AND IN THE COMMUNITY

FIRST TIME ENTRANTS TO THE YOUTH JUSTICE SYSTEM

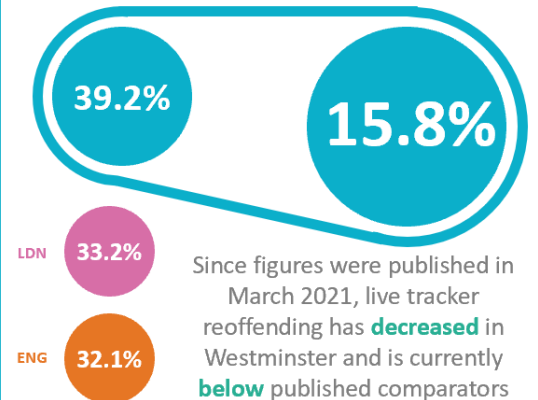


WCC: 137
LDN: 169
ENG: 148

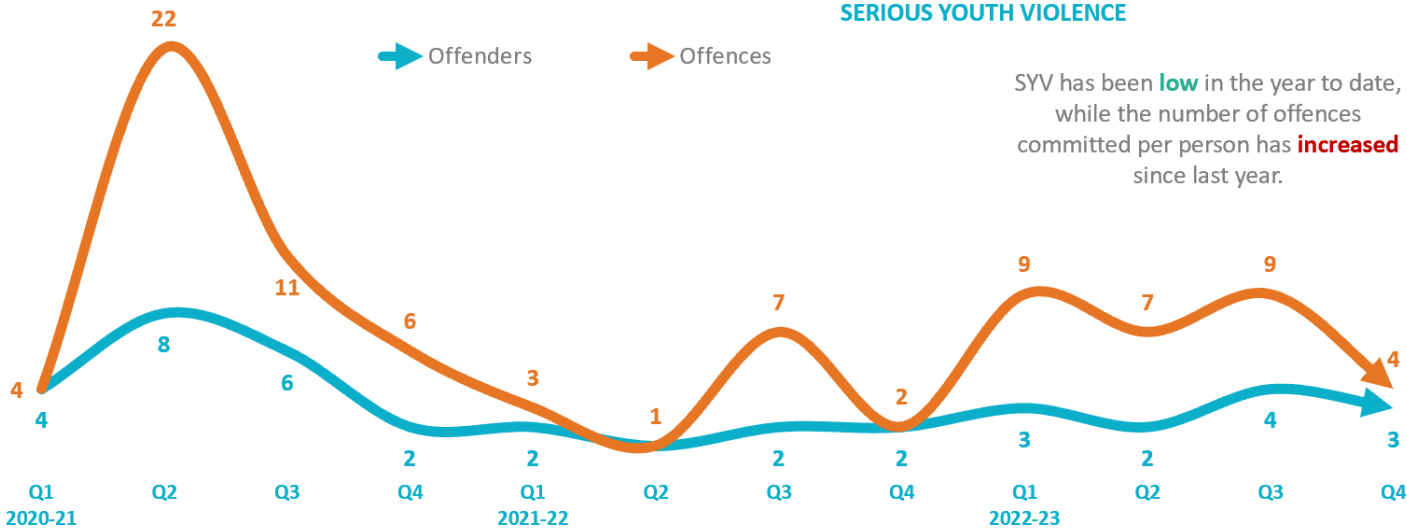
PER 100K

Latest period is September 2022

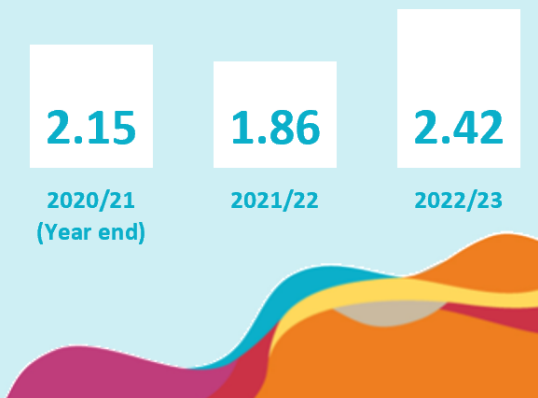
RE-OFFENDING (WITHIN 12 MONTHS)



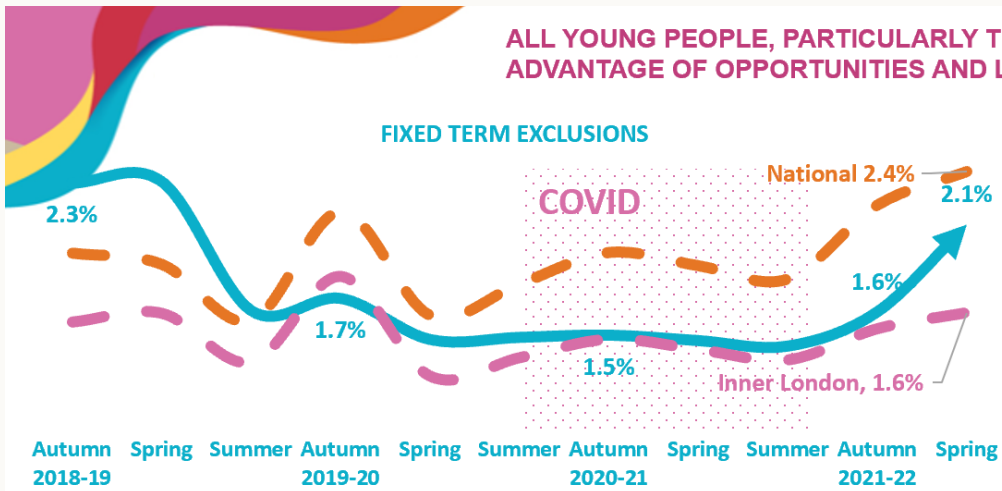
SERIOUS YOUTH VIOLENCE



OFFENCES PER OFFENDER



ALL YOUNG PEOPLE, PARTICULARLY THOSE WHO ARE VULNERABLE CAN REALISE THEIR AMBITIONS AND TAKE ADVANTAGE OF OPPORTUNITIES AND LIFE SKILLS WHICH PREPARE THEM FOR ADULTHOOD

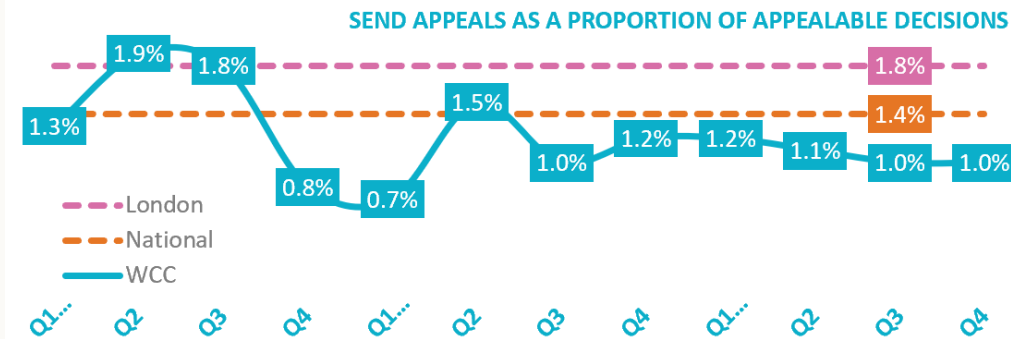


Spring 2021-22 term has seen an increase in fixed term exclusions post-pandemic. Levels are **above** Inner-London levels but **below** national levels

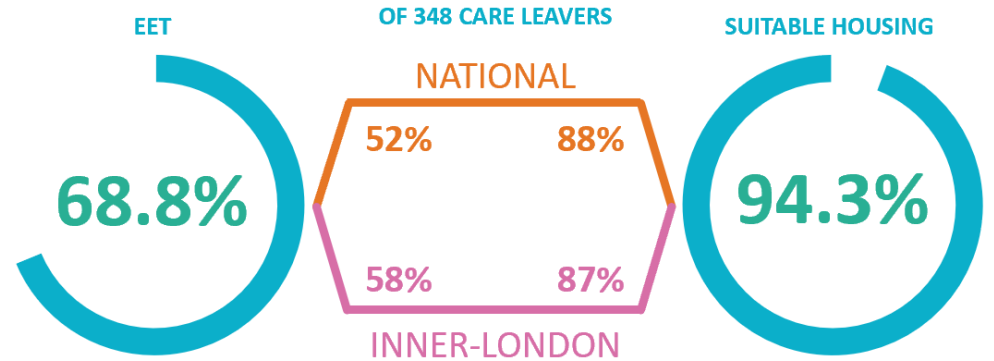
EHCP ISSUED IN 20 WEEKS (EXCLUDING EXCEPTIONS)

All 28 Plans in Q4 were issued within 20 weeks, much higher than the national average of 58%

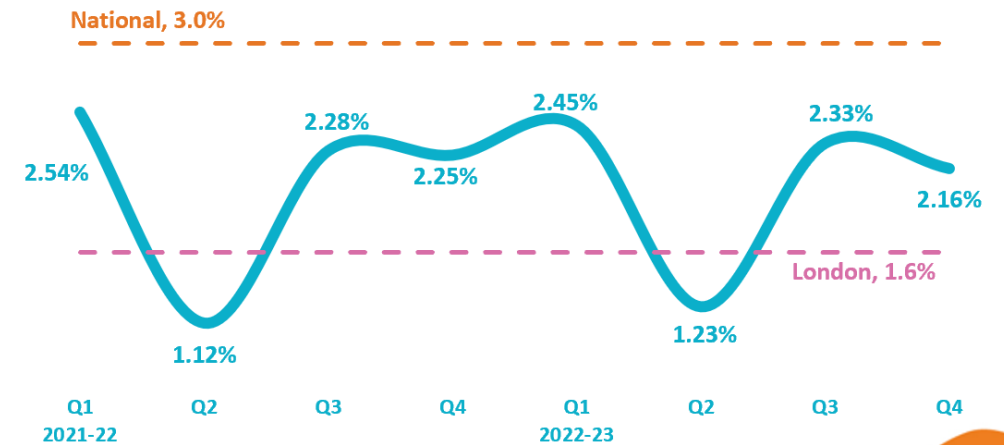
100%



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YEAR 12/13 NEET



NEET levels tend to fluctuate throughout the year with levels decreasing in Q4. Levels are currently above **London** but below **National** recently published figures (Mar-2023).

ALL OUR YOUNG PEOPLE FEEL LISTENED TO, EMPOWERED TO TAKE ACTION AND HAVE OPPORTUNITIES TO CO-PRODUCE/CO-DESIGN SERVICES THAT AFFECT THEM

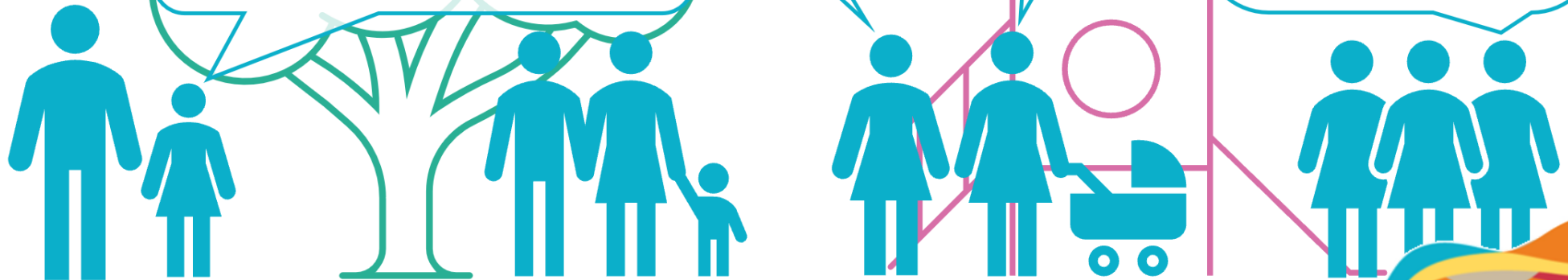
One care leaver said "[My Personal Advisor] has really helped with me moving to my council house and with accessing courses for my education"

Another care leaver told us "With regular meetings with my personal advisor and meet ups with other care leavers ... I always know I have somewhere to turn. The Westminster Life After Care team wear their hearts on their sleeves for us care leavers, and I'll forever keep pushing on thanks for them"

One young person attended a Westminster Creative Collective workshop and told us "we were previously taught that art is a paintbrush and paper but today has shown us that art is a huge world. City Lions is a good thing to do as it provides really good opportunities to visit places like this (Somerset House)"

Our ongoing engagement with Our Looked After Children and Care Leavers helps us to listen to them and ensure we are meeting their needs. In April, 23 young people participated in an Education and Wellbeing event including Arts and Crafts, and poetry and inspiring talks by ex-care leavers who are in further education. Some feedback from young people includes "we felt listened to" and "I felt that we were in a safe and secure place to be vulnerable and express ourselves"

A carer about a social worker - "she is reliable and someone you can trust, she keeps me going and gives good advice, she is wonderful."



ALL CHILDREN AND YOUNG PEOPLE ARE HAPPY AND HEALTHY, WITH ACCESS TO A DIVERSE RANGE OF ACTIVITIES AND OPPORTUNITIES TO SUPPORT THEIR PHYSICAL, MENTAL HEALTH AND EMOTIONAL WELLBEING WITHIN THE POST PANDEMIC CONTEXT, ENVIRONMENTAL CHALLENGES AND RISING COST OF LIVING PRESSURES

PHYSICAL HEALTH

MMR VACCINATIONS

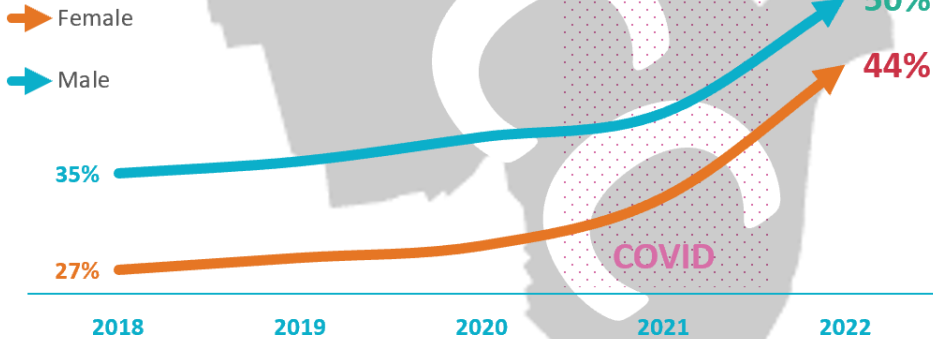
70%



5 year olds receiving 2 doses of MMR has **increased** since Q2 but is currently **below** London and England levels

*MMR data from public health is 1 quarter in arrears as published figures are not available until the end of the following quarter

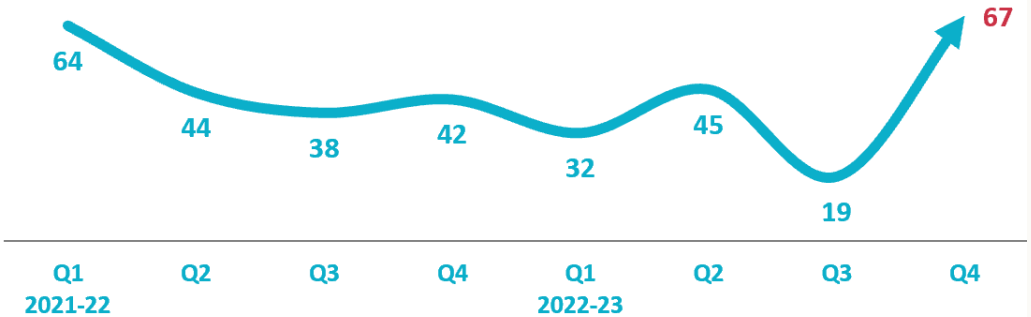
YEAR 6 OBESITY



Obesity rates in Westminster year 6 pupils have seen a **continuous rise**

The rise in Obesity post-pandemic is due to the use of population BMI cut points instead of Clinical BMI cut points, which are lower to capture children with unhealthy BMI and those at risk of moving to an unhealthy BMI.

CHILD MENTAL HEALTH – SOCIAL WORKER ASSESSMENTS



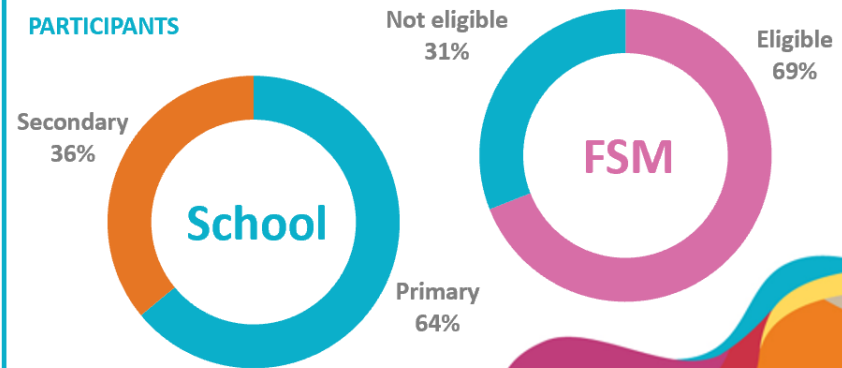
Q4 assessments with Child MH factors has **increased** since Q3 2022/23, reaching it's highest point (67) over 24 months.

HOLIDAY ACCESS FUND

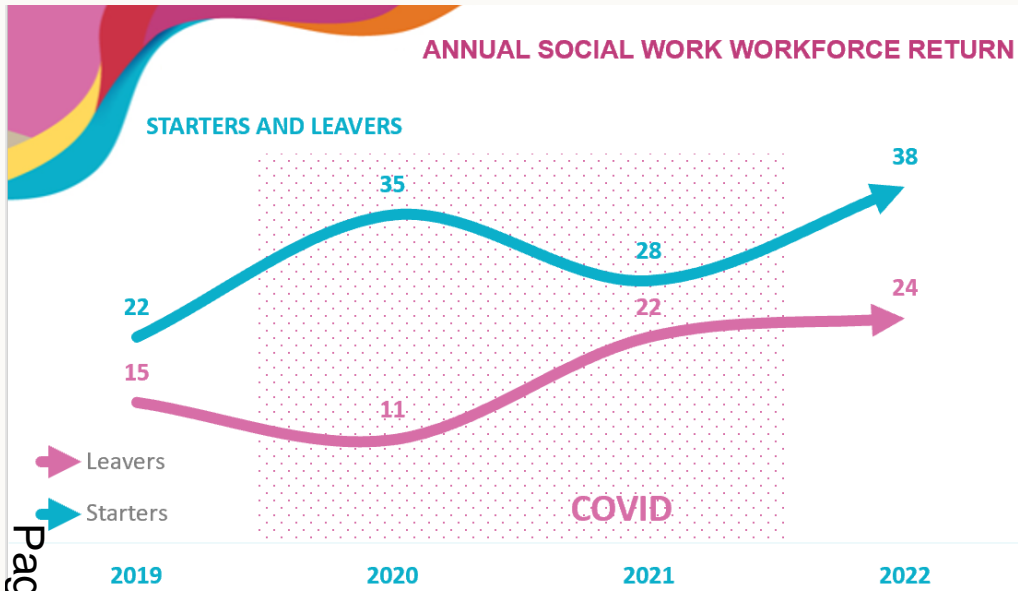
Winter 2022 offer



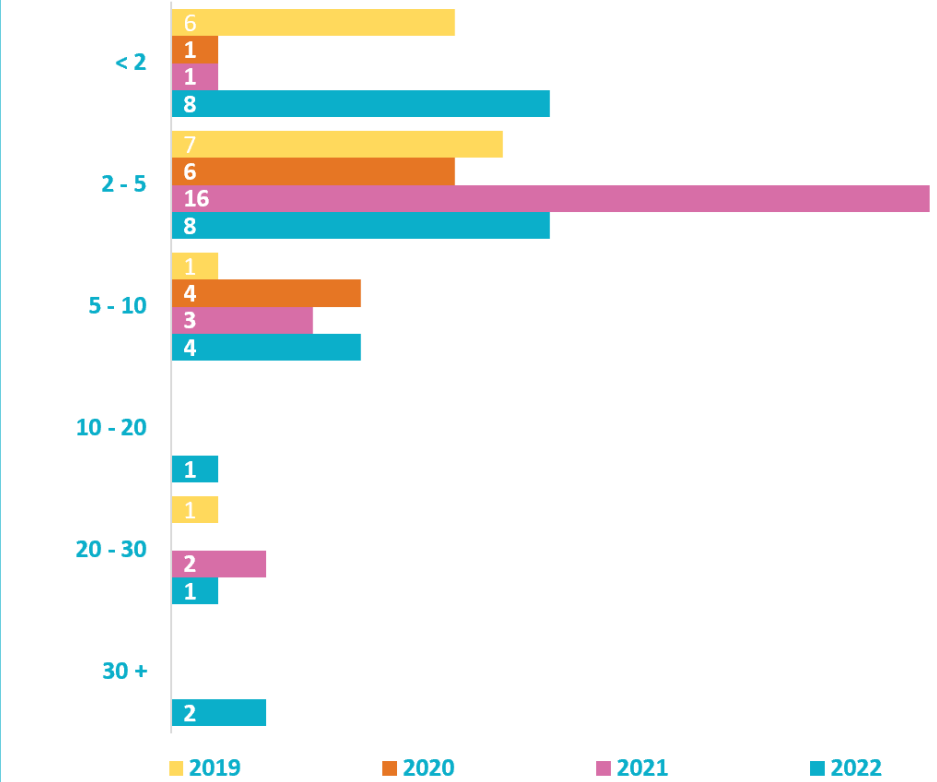
PARTICIPANTS



ANNUAL SOCIAL WORK WORKFORCE RETURN



LEAVERS YEARS IN SERVICE



QUARTERLY FINANCE UPDATE

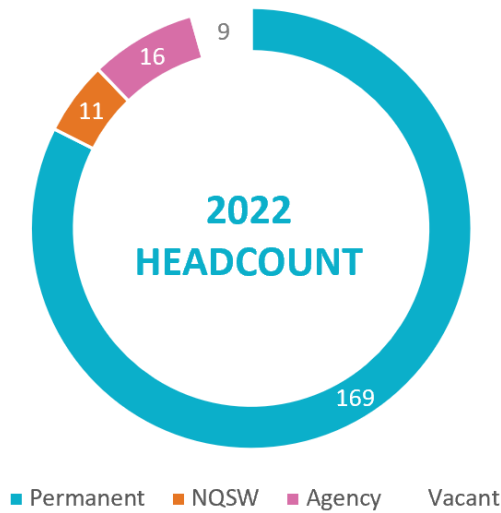
£11,214,286
Cost

£10,939,650
Budget

103%

Costs for Q1 – Q4 are currently running 3% over the social care workforce budget

2022-23 Year end report – Slide 10



AVERAGE LENGTH OF SERVICE YEARS

3 3 6 7

KEY PRIORITIES ACHIEVEMENTS AND UPDATES

1. Children have the best start in life, needs are identified and supported early, and they are school ready at five

- Westminster City Council has recently pledged to provide free school meals to children in nursery school and for Westminster residents in Secondary schools. The new provision will cover 2-year-olds who qualify for the targeted provision, all 3–4-year-olds in maintained and private nursery schools in Westminster, and in-borough Westminster pupils in KS3.
- The Council has invested in a Parent Child Plus programme (weekly visiting for 52 weeks) for 2-year-olds with speech and language delay identified at 2-year check. The impact of the borough-wide programme for children and families is being evaluated, outcomes recorded so far have shown significantly improved assessments results for both children and parents.
- Accredited SEND course for EY staff and SENCOs – the ninth cohort has completed the training in the Spring term.
- The new integrated targeted service is being mobilised; recruitment issues have slowed development, 1 of 6 Health Visiting staff have started to triage and take cases with support from the Early Help team capacity. Work is ongoing to get the service to full capacity. Building works to enable co-location if the Health Visiting teams have been completed in Queen's Park Family Hub and moves are expected to happen in May 2023. Works at Portman are expected to be completed soon to enable co-location of the remaining Health Visiting team in Q1 23/24. Joint sessions and clinics are being planned alongside development of integrated work practices.

2. Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential.

- 95% of schools currently judged by Ofsted to be good and outstanding in Westminster. 28% are judged as outstanding and 67% as good.
- The implementation of the Inclusion Strategy is focusing more on the importance of school attendance and engagement in line with the national and local drive to level up attendance to pre covid levels.
- Progress has been made to simplify the Inclusion Strategy Action Plan to reflect the ambitions of the Inclusion Strategy and the DfE SEND and Alternative Provision Green Paper. Once this is finalised it will be share with the Education Partnership Board.
- Work is continuing to increase the number of children and young people at risk of exclusion who are engaged and educated in mainstream schools through extension of behaviour outreach contracts, Secondary Behaviour Outreach pilot and Trauma Informed training with associated award system.
- The Vulnerable Children Collaborative continues to focus on the most vulnerable cohort of children including those children and young people with an Education Health Care Plan (EHCP) and at Special Educational Needs (SEN) Support level. This includes children /young people with SEN Support level in Alternative Provision where attendance may also be a significant concern and/or risk of NEET at Key Stage 4.

3. Children and young people feel safe, and are protected from serious youth violence, harm, harmful practices, abuse, and neglect at home, online and in the community.

- Schools have a Single Point Of Contact (SPOC) Gangs worker in the Integrated Gangs and Exploitation Unit (IGXU) who work with the school according to their expressed needs, for example, holding 'surgeries' in school to offer 1-1 time with affected students. This compliments the work of the dedicated Schools worker such a providing jointly delivered workshops to pupils, staff and parents.
- The IGXU continues to support voluntary sector youth provision through delivery of Serious youth violence local partnership meetings for Harrow Rd (NW) and Church St (NE). This Harrow Road meeting will continue into Q1 2023 while at the meeting for Church St in NE in March it was agreed to now roll this into the regular family/ youth hub meetings with additional membership of key agencies.
- The increased complexity of referrals through to IGXU (among others) has required us to consider increased training and clinical group supervision in conjunction with Science of Violence training with the Tavistock and Portman Trust. This will be delivered in Q1 2023-24.
- In response to increased risks for specific people connected to gang violence the IGXU has developed closer partnership work around housing and is increasingly involved in the safe movement of families and individuals within and outside of Westminster.
- The IGXU has overhauled its referral assessment, planning processes to make them smoother on the social services Mosaic database.

KEY PRIORITIES ACHIEVEMENTS AND UPDATES

4. All young people, and particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood.

- 78.2% of our Care Leavers are in Education, Employment and Training compared to 55% nationally. We attribute this to the hard work and dedication of our young people, and a strong Virtual School that support our young people through education and into employment and training opportunities.
- This year, two of our care leavers who have undertaken an apprenticeship with the Council have been successful in securing permanent jobs in the Economy Service, and a further two are working as Ushers in the Registrars service.

Page 45

The Bi-Borough School Inclusion Strategy continues to increase the range of outreach interventions available to support young people at risk of exclusion which will complement our existing offer via our Early Help Inclusion teams. Ormiston will be rolling out an in-school pilot in three schools across the Bi-Borough. We have received funding from the Violence Reduction Unit to fund mentoring programmes which will work in Beachcroft and Latimer AP Academies and the two Bi-Borough managed intervention centers.

- We are in the process of agreeing a two-year funding package with Ormiston for both alternative provision and behavior outreach. The funding strategy will ensure that costs to the Local Authority and schools are managed within the current financial context but will also provide Ormiston the security to invest in staffing and quality improvements at in the AP academies and managed intervention centers.

5. All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them.

- On 17th April, we launched a youth-led Bi-Borough Mental Health campaign 'I got U , U got this' . The campaign was co-designed with young people and aims to empower and reassure young residents so that they feel confident accessing services to support their mental wellbeing, particularly early intervention services such as Mind and Kooth.
- The campaign includes the launch of a new landing page for mental health services, co-produced videos to explain services on offer and a phased in-person engagement across various youth settings.
- We have employed a local young person as video officer, who has been leading a team of young people to co-produce signposting videos with mental health services. Young people, and our young ambassadors, will continue to lead the online and offline campaign over the next 3-months.
- In April, the Mayor visited the Tresham Centre for Disabled Children and Young People, and young people were invited to share their views, and feedback on the service.
- A new project with NHS Partners based at College Park School has begun. The project will provide training for health care professionals in their delivery of Education, Health and Care Needs Assessments (EHCNA's). The training hopes to ensure health professionals can offer advice that is more personalised and aspirational.
- The SEND Youth Participation Team is looking for young people to help develop this person-centred training, providing youth led support for professionals when writing Education, Health and Care Needs Assessment advice.

6. All Children and Young People are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional wellbeing within the post- pandemic context, environmental challenges, and rising cost of living pressures.

- Children aged three to 14 in Westminster will be able to receive a free school lunch in the most ambitious expansion of the free school meals programme seen in the capital. The announcement - confirmed at Full Council on 8 March - builds on the free lunch programme for Westminster primary pupils which launched in January.
- By September 2023, the Council will provide a free nutritious meal to all three- and four-year-olds across all early year's settings across the borough (including private, voluntary and independent nursery settings) offering free entitlements, and all 11-14-year-old resident children at Westminster maintained secondary schools. Additionally, two-year-olds who currently access the Free Early Education Entitlement in an early year's setting will also benefit receive a free healthy meal.
- Westminster's additional investment of £2m will complement the existing Government free school meals offer and recent additional Greater London Authority funding to make 14,000 children eligible for free school meals.

ACCRONYM GLOSSARY

CCE

Child criminal exploitation

CP

Child protection

CSE

Child sexual exploitation

DMFT

(Visible signs of)
Decayed, missing or filled teeth

EHCP

Education, health and care plans

ETE / EET

Education, training or
employment

EWMH

Emotional Wellbeing & Mental
Health

EYPP

Early years pupil premium

GLD

Good level of development

ICPC

Initial care plan conference

LAC

Looked after children

NEET

Not in education, employment or
training

PRU

Pupil referral unit

SEN

Special educational needs

SNAPT

Special educational needs
assessment team panel

SYV

Serious youth violence

TPT

Targeted prevention team

UASC

Unaccompanied asylum-seeking
child

Annual Self Assessment

April 2022/March 2023



Greener

Safer

Fairer



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1.1 Message from the Senior Leadership Team

“It has been an enriching and challenging year post-pandemic. We recognise the incredible work done by our social work teams and the support that they provide to enable children and young people in our borough to thrive”.

Our staff are continually striving to do better, to be better and to test new approaches whether that is working with vulnerable young people to prevent serious youth violence and criminal exploitation, with schools, families in need of support, young people with Special Educational Needs and Disabilities or our latest pilot ‘Black Fathers Unheard’. You can see some of the highlights in the Innovation section on page 9.

The past year has been one of real change for our families and communities. Achieving positive outcomes for children is a Council-wide priority and reinforced as part of our Council Plan 2023 - 2027 ‘Becoming the Best Council for a Borough that is Greener, Safer, Fairer’. Go to page 14 to read how we champion equity, diversity, inclusion and equity in our workforce, in our social work and how this impacts our communities. In the past year, Ofsted have separately inspected our arrangements to protect children from extra-familial harm (also called contextual safeguarding). Outcomes continue to reflect strong practice and leadership.

Becoming the best Council means involving children and young people and families from start to finish in decisions about their lives and ensuring we are there for our most vulnerable children and young people. The voices of our young people play a central role in shaping our services, such as in our new Children and Young People’s Plan where over 130 young people shared their thoughts to create our new three-year priorities head to page 4 and for our new Looked After Children and Care Leavers Strategy head to page 7. Over the next three years, government reforms are aiming to change the way the social care system works. In Kensington and Chelsea, we endorse the review’s focus on making sure children grow up in loving, stable, and safe families; with the same foundations being provided for those living in their own families and those growing up in care and we are in a strong position to build on our strong practice base to deliver these. You can find the areas that we need to pay specific attention to on page 18.

Sarah Newman, Executive Director of Bi-borough Children’s Services
Glen Peache, Director of Family Services
Ian Heggs, Director of Education
Annabel Saunders, Director of Operations and Programmes

1.2 Note from a Young Person

Last year, I had the opportunity to go to Gambia with other care-experienced young people in the borough. While we were there, we taught other children, donated clothes, and immersed ourselves in the culture. It was a rewarding and humbling experience, and it really opened my eyes to the culture and experiences of young people in another country. I am really interested in going back as it sparked my interest in travelling to new places and opened my eyes to the wider world.

I am really interested in boxing and now have the opportunity to do this at the Thursday Group. I train at the group weekly with Treasure Boxing Club and have also started training at my local club. You might have seen my showcasing my boxing skills at the Stepping Up Awards in February 2023. I was reasonably fit before, but the Council gave me an opportunity to improve my fitness to an outstanding level, and I have recently joined the gym. Boxing and exercise have really helped with my mental health and well-being. I have been presented with several opportunities to do things that I may have not done otherwise with the future union group (our Looked After Children and Care Leavers participation group). I want to start my own business and am learning entrepreneurial and graphic design skills with Kweku at the Thursday Group. We have also done things such as go-karting, paintballing, and have also been on trips such as to Thorpe Park and the theatre.

I have also been given money-making opportunities when I have worked on young people interview panels for the Council. It has been useful because it helps me to buy the things that I want/need and gives me work experience. I feel involved in the selection of social workers and managers in RBKC and feel that my voice is being heard.

In education, I have been assisted by the Council by being provided with tutors which helps me to feel more confident before my exams (which are not long away) and it also makes me believe that I will do well in my exams. I have been exploring several career paths and I have been supported by the Council as they have given me a career advisor. I am interested in doing an apprenticeship and have applied to college.

Austin, a Looked After Child

2.1 Our Vision and Priorities: the new Bi-borough Children and Young People's Plan

Building effective relationships and creating meaningful interventions are the most important part of effecting real change for children and their families. This approach is underpinned by our systemic practice model which has evolved and matured over the last 10 years. This is, and will continue to be, important in the context of a new national social care strategy focused on reforming social care across the country. This new strategy is built around six pillars:

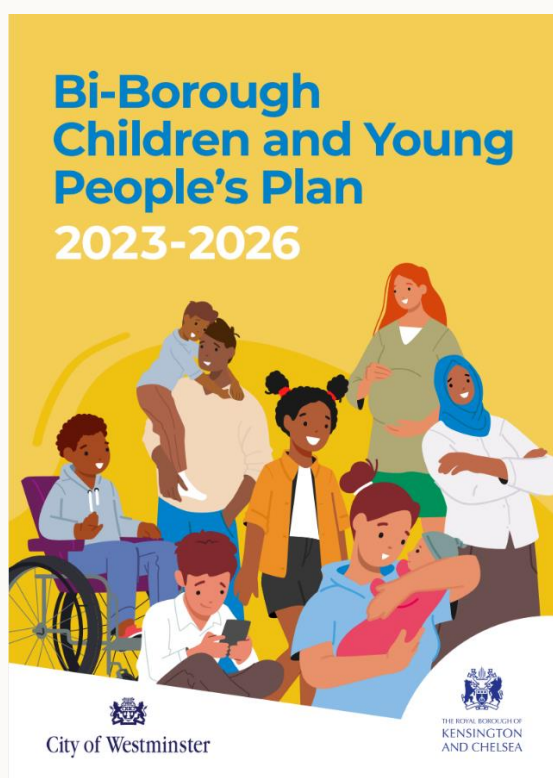
1. Family Help provides the right support at the right time so that families stay together.
2. A decisive multi-agency child protection system.
3. Unlocking the potential of family networks.
4. Putting love, relationships and a stable home at the heart of being a child in care.
5. A valued, supported and highly skilled social worker for every child who needs one.
6. A system that continuously learns and improves and makes better use of evidence and data.

Consistent with this, we believe that strong families are at the heart of strong communities. Our ethos is to intervene at the earliest opportunity and lowest level of intervention, to effect positive outcomes and create lasting change: ***“Professionals can swiftly identify vulnerable children and ensure that they and their families receive early and effective support to mitigate risks. Social workers have a highly developed approach to supporting change for children and their families. Workers are passionate about improving children’s safety and creating opportunities for them”*** (Ofsted, June 2022).

Staff are strong advocates for our children. We aim to keep as many children as possible safe and happy within their families where it is safe to do so because this is what is best for them. For children who cannot live with their birth

parents, permanence and stability are achieved highly effectively and in a timely manner. Our locality social work model results in families and children maintaining consistency with social workers throughout the journey of involvement with us.

In January 2023 we launched an ambitious new Children and Young People's Plan which sets out the priorities for Children's Services over the next three years and how we will work to achieve better outcomes for children and young people.



More than 130 children and young people aged 11-25 participated in a series of workshops; these groups included our Children in Care Council, RBKC Youth Council, Westminster Youth Council, and a variety of youth clubs and holiday and food activity provisions. Issues of equality, diversity and inclusion emerged as a key theme throughout the engagement with young people, as well as the environment, learning skills for the future and transitions to adulthood. These are reflected at the heart of the plan and have shaped our key priorities for Children's Service over the next three years. The success of the plan will be measured by a Youth Forum, convened at the end of each year, to bring young people together to scrutinise and review progress. Children's Services will also publish data quarterly to ensure services and support for young people are being delivered effectively. [Listen to the voices that shaped this plan.](#)

2.2 Delivering the Vision

Our vision is to deliver excellent services that enable all children and young people to reach their full potential including those who are most vulnerable.

Our Priority Outcomes for the next three years:

Priority One

All children have the best start in life, needs are identified and supported early, and they are school ready at five.

- **Priority Two**

Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential.

- **Priority Three**

Children and young people feel safe and are protected from serious youth violence, harm, harmful practices, abuse and neglect at home, online and in the community.

- **Priority Four**

All young people, and particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood.

- **Priority Five**

All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them.

- **Priority Six**

All children and young people are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional well-being within the post-pandemic context, environmental challenges and the rising cost of living pressures.

- **Priority Seven**

Children and young people affected by the Grenfell tragedy continue to be supported. The Council, NHS and commissioned voluntary sector providers learn from their experience of the past five years and work together to ensure support is effective for children and their families.

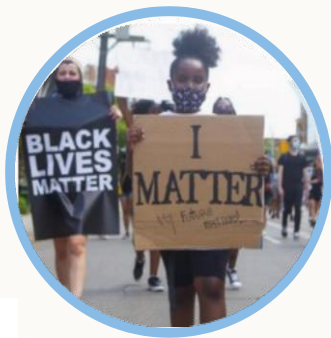
The principles that guide our decisions and underpin how we will deliver these priorities are as follows:

- Children and young people are at the heart of what we do.
- We believe in children growing up in their own families and work to make this happen while keeping them safe.
- We deliver the right service at the right time for sustainable change.
- We promote independence and achievement, enabling families to be ambitious.
- We understand that good relationships are crucial and promote this through our systemic practice model and a trauma-informed approach.
- We listen to front-line staff.
- We are committed to Bi-Borough working.
- We accept and work with risk more creatively

3. What our Children and Young People say

We want all our young people to feel listened to, feel empowered to act and have opportunities to co-produce/co-design services that affect them. There is now much more of a focus on the quality of this engagement, we have become better listeners and more creative in facilitating conversations as we did in our imagined futures workshops to develop the new Children and Young People's Plan and through investing in participation and co-creating strategies such as the Looked After Children and Care Leavers Strategy. Examples of the direct feedback we received include:

- From a young person involved in our Young Assessor's programme: ***"My favourite part was the ability to partake in changes within the borough and know that my voice made a difference"***.
- A young person said that they felt ***"a sense of community"*** in the Kensington and Chelsea youth clubs they visited.
- A young person said about their social worker ***"it made me feel better having someone outside of the family to talk to."***
- A young person said ***"[My] previous social workers and parents sometimes they don't want to listen to my ideas, but [my current social worker] listens to my ideas."***
- ***"We need a curriculum for life so that we have the skills we need for adulthood."***
- ***"There should be more engagement with children and youths at school to find out what support they need to succeed."***
- ***"I think that communities from different races and ethnicities are getting to accept each other, and racism is declining, which gives young people a future that is empty of any discrimination."***
- ***"No matter where you're from, your background, youth groups provide a space where your voice can be heard."***

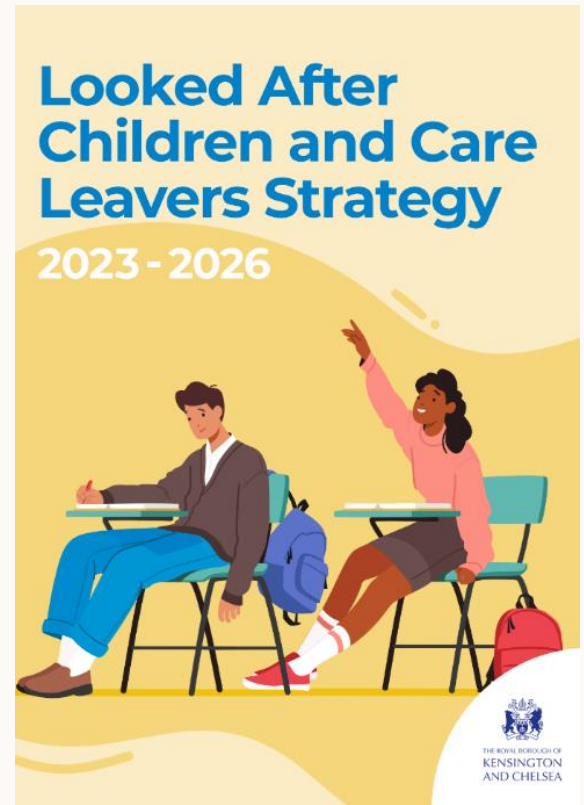


The Voice of the Child: RBKC Family Services Staff Conference

Ensuring that our children and young people have a voice underpins all we do this is the reason why the theme of our Family Services Staff Conference was **'The Voice of the Child'**. We are committed to supporting children and young people to have a voice in decisions that affect their lives and to put services in place to support and match their needs. To explore more fully how this can be achieved and the importance of us having a good grasp and understanding of the lived experience of the child, our keynote speaker was Rebekah Pierre, a care-experienced social worker and author who gave us some useful insights on how best to achieve this and some personal reflections on the impact on when this is done well and not so. The event was co-hosted by two Care Leavers one of whom performed a rap that reflected powerfully on his life experiences.

Our refreshed Looked After Children and Care Leavers Strategy

Our Looked After Children and Care Leavers strategy has been revised to reflect our ambitions and commitments for the next three years. The strategy sets out our commitment to being an effective, ambitious, and trustworthy corporate parent for any child or young person who is in our care irrespective of their age, gender, sexuality, ethnicity, faith, or disability. The Strategy was shaped through our engagement with Looked After Children, Care Leavers, elected Members, practitioners, and service leaders, and takes account of the good practice we have seen in Kensington and Chelsea but also in other areas of the country. The strategy is informed by the analysis of a wide range of data and will help shape future service development. It will also inform the Annual Service Improvement Plan (SIP) for Looked After Children and Care Leavers and the priorities of the Corporate Parenting Forum which act as the implementation mechanism for this strategy.



4. Change at the Council- A Legacy from Grenfell

Kensington and Chelsea will always be inextricably linked with the Grenfell tragedy, which has forever marked the borough, our communities and the Council. We continue to work with our partners to provide dedicated support to bereaved and survivors and those most affected in the local community. We continue to provide enhanced school-based and community-based provision to improve emotional well-being and mental health. 778 children and young people have been supported in an educational setting across 17 schools. The North Kensington Inclusion Advocacy pilot has been running for a year supporting 51 children.

Between August and December 2022, we heard from over 600 bereaved, survivors and residents via a range of channels, including an online and paper survey, drop-in sessions, facilitated discussions and one-to-one and group meetings. Residents told us how the Council should use the learning from Grenfell to change for the better and what 'becoming the best Council' in light of Grenfell meant to them. Although some respondents told us that they felt that important changes have been made at the Council and that the organisation is doing things differently, it was clear that people feel there is a long way to go. By a clear majority of the respondents, the most important were 'listening to residents' voices' (79%) and 'improving safety' (75%).

The lessons from Grenfell are at the heart of our Council Plan (2023-2027). This plan sets out how we will meet this challenge and how the organisation will address the issues raised above, particularly around listening, safety, making it easier to access services and talk to the Council. Given the scale and importance of the challenge to build a meaningful legacy from Grenfell, we will be developing a more detailed action plan alongside the Council Plan which will have more detail on the changes we are making in light of Grenfell. This plan will be developed with residents through 2023.

5. Needs Analysis and Managing Rising Complexity

Emerging from the pandemic there have been a number of challenges facing families and the services that support them. Cost of living pressures, a drop in attendance at school for some children, and a rise in concern for young people's mental health are issues affecting increasing numbers of children and families. We know that larger families, single-parent families and families from Black, Asian and minority ethnic backgrounds are most affected. Across our social care service, we have seen an increase in children becoming subject to protection plans compared to pre-pandemic levels and teenagers becoming looked after. Social workers are reporting increased complexity in the issues families are facing, including food and fuel poverty, mental health issues and domestic abuse. These issues are not unrelated and require coordinated support across education settings, health agencies and our social care provision.

- **The number of referrals in the year ending 31st March 2023 (1855) was down on the number completed in the prior reporting year (2257), but the percentage of referrals leading to assessment increased from 58% to 68%.**
- **Year on year we have seen a 30% decrease in Child Protection plans: however, the number of Child Protection plans is still up by 56% compared to the 31st of March 2021 when the number on plan hit a historic low.**
 - At 31st March 23, we had 42 children on Child Protection Plans (compared with 60 at 31st March 2022 and 27 at 31st March 2021)
 - As 31st March 23, we had 268 completed section 7s, which is in line with the number completed in the prior reporting year (266).
- **At the end of the 2022-23 reporting year, we had completed 67 Initial Child Protection Conferences. 100% of Initial Child Protection Conferences were in timescale.**
- **When comparing against last year, we have seen a 14% drop in the number of Children in Need (CIN) between 31st March 22 to 31st March 23.**
 - In March 2023, we were supporting 399 CINs.
 - In March 2022, we were supporting 463 CINs.
- **Unaccompanied Asylum-Seeking Child numbers have fallen from 40 at 31st March 22 to 34 at 31st March 23.**
- **Over the 2022-23 reporting year, 28.3% of re-referrals to children's social care were within 12 months of the previous referral.**
- **The percentage of families receiving Early Help Services at 31st March 2023 was up by 21% against those open to Early Help on the 31st of March 2022.**
- **As of 31st March 23, we have 105 Looked After Children in RBKC.**
 - 85% of our Looked After Children are Black, Asian and minority ethnic.
 - 70% of our Looked After Children were aged 14+
 - 32% of our Looked After Children were Unaccompanied Asylum-Seeking Children (UASC)
 - 54% of our Looked After Children aged under 16 are in long term placements of 2.5+ years. Please note that this relates to small cohort in RBKC (7 children from a cohort of 13).
- **At 31st March 2023 we had 180 Care Leavers: 106 were formerly UASC.**
- **Over the reporting year ending 31st March 23, 92.2% of Care Leavers (age 17 – 21) were in suitable accommodation on their Birthday.**
- **Over the same period, 71.9% of Care Leavers were in Education, Employment or Training on their Birthday.**

6. How we work: A skilled, caring and compassionate workforce

Working with families in this challenging context requires an experienced and skilled workforce, with a relentless focus on building positive relationships with children and families. Systemic theory provides the overarching practice methodology for all staff working with children and families. We have recently organised a series of Systemic events **“Our systemic Journey- past, present and future”** where the whole service had an opportunity to reflect on our journey, reconnect with our commitment to a systemic practice model and create a vision for systemic practice to further develop and grow.

Despite a national shortage in social workers, our reliance on agency staff remains low (which is currently at 6% March 2023) and we have maintained staff turnover at 16.7% compared to a national turnover rate of 27.3%. This year we will see the first graduates from the new Social Work Apprenticeship Scheme and there is appetite for more of this as an approach to **‘grow our own’**. We also continue to work with the Frontline Academy, Step Up to Social Work, the West London Teaching Partnership, and our local universities to provide high-quality student placements and subsequently recruit the best calibre staff – who as Newly Qualified Social Workers (NQSWS) benefit from a robust professional development programme as part of their Assessed and Supported Year in Employment (AYSE).

How do our staff feel about working in Kensington and Chelsea? In the latest comprehensive staff survey in October 2022, 87% of family services staff said that they are treated fairly and with respect by the people they work with; 62% said that the Council cares about their wellbeing; 81% would recommend the Council as a great place to work, and 90% reported that working at the council makes them want to do the best work they can. There is always more for us to do to support our staff, but this gives us confidence that the open, supportive and collaborative work environment we have created is working well.

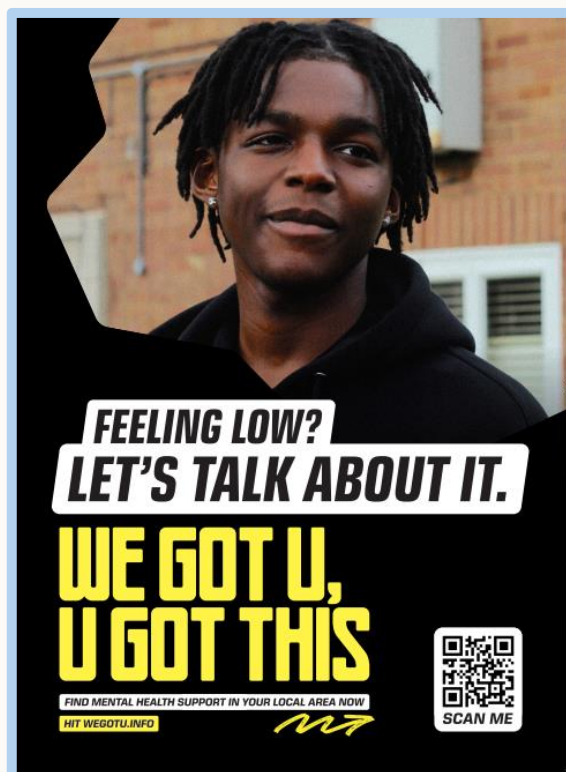
7. Doing things differently - Innovation in our targeted Social Work

To work effectively amid the pressures of rising demand and complexity across Children’s Social care locally, we know that we must work collaboratively and creatively. We have a compassionate and committed workforce, a practice model rooted in relationships and a drive for continuous improvement. The strength of our leadership was commended by Ofsted, who noted that **“Leaders and practitioners continually drive innovation and development of practice, recognising the evolving nature of extrafamilial risks. They continuously seek to improve the impact of the support they provide.”** We do that by relentlessly focusing on practice, hearing the voice of children and young people and being curious about different approaches which improve the experience of children and families.

Some highlights of innovation work **and why it has been important** this year are:

We Got U, U Got This

This year we have moved away from traditional approaches to awareness raising to work with a marketing agency, Nerd’s Collective, to design a dynamic youth-led mental health campaign to address issues of awareness and access. The purpose of this campaign is to empower children and young people so that they feel confident accessing services to support their mental well-being, particularly in utilising our early intervention services such as Mind and Kooth. This campaign is made up of various elements, including a new landing page for mental health services, co-produced videos to explain services on offer and a phased in-person engagement across various youth settings. We have employed a local young video officer who is leading a team of young people to co-produce videos and social media materials with the mental health service. Young people will continue to lead the online and offline campaign over Summer 2023.



Systemic Assessment as an alternative to the Asset Plus

In 2019 Kensington and Chelsea engaged in a pilot with the DfE to design and implement a child-first systemic assessment as an alternative to Youth Justice Board (YJB) Asset Plus (a national framework for assessing offending behaviour). The pilot included a systemic assessment designed to be completed with the young person and their family, a five-day systemic training programme for practitioners and increased access to clinical practice. The pilot was evaluated in 2021 and reported a reduction in recidivism. Practitioners described improved relationships with young people and their families through the completion of the assessment together. Young People and their families fed back that they felt involved in identifying needs and determining achievable outcomes. In October 2022, YJB announced that although Asset Plus will remain for referral orders, court disposals, and custodial and out-of-borough transfers, there will be a new assessment for all out-of-court disposals. Since that date we have continued to work closely with the YJB to influence the design of the new assessment, whilst they have been unable to adopt the systemic assessment in its entirety there is clear evidence of where it has been incorporated. We have recently been invited to help write their practice guidance for practitioners.

“We were very impressed with your approach and have introduced elements of it into the new tool, we want to enable practitioners to think about the structures and systems in place around children”, “We recognise your expertise in this area and would appreciate your involvement in writing the practice guidance for practitioners” (Youth Justice Board)

Black Fathers Unheard

Innovation for us is also about harnessing expertise and we have a strong track record of working in partnership with all kinds of institutions and organisations to find solutions to local issues. In the UK, 70% of young offenders come from lone-parent families, and studies have shown strong correlations between absent fathers and Serious Youth Violence. This also reflects our local experience.

Run in partnership with Essex University’s Department of Sociology, this new pilot explores practices fathers to promote social inclusion and give men a voice to steer the future development of our services. Findings will be published in October 2023.

Domestic Abuse Perpetrator Intervention Fund: Taking a Culturally Integrated Family Approach to tackling domestic abuse.

We understand the impact of the economic crisis on parent-child relationships and the Early Intervention Foundation and What Works Centre have been clear about the need for more evidence of programmes that support children experiencing domestic abuse that work. We have been working with nine other London Local Authorities to deliver an intersectional family and community approach to tackling domestic abuse with a particular focus on our diverse populations. The primary aim of the project is to reduce violence and increase safety for victims, using a culturally integrated whole-family approach, ensuring that individuals’ protected characteristics and needs are considered whilst also holding perpetrators accountable. Outputs will include a Victim Safety Support Service through our borough Independent Domestic Violence Advisors, 1:1 intervention for medium-high risk men, with family sessions, Female Awareness Domestic Abuse sessions designed for women identified as perpetrating, as well as outreach sessions working with LGBTQI+ organisations using non-violent resistance, Cognitive Behavioural Therapy (CBT) and feminist theory, reducing violence and entrenched dependency.

Turnaround Programme: preventing youth offending earlier.

Given our ongoing commitment to early intervention, we have chosen to work as part of the Turnaround Scheme, to support children and their families who are on the cusp of the youth justice system. Over the next 2 years we will be working with children who are interviewed under caution following arrest, those receiving a first-time youth caution, those discharged or acquitted at court and those in receipt of Community Protection Orders (CPO), Civil Orders and/or Acceptable Behaviour Contracts (ABCs) for anti-social behaviour. What makes this innovative is the way in which we will be taking an Early Help and whole family approach, ensuring the primacy of additional needs and family support. We have employed a part-time early help practitioner to develop and support the programme, this worker is based within the YOT but will link with Early Help services. We have a Turnaround panel to discuss the referrals which come in and to discuss the eligibility of the case, background information as well as their willingness to participate in the programme.

Your Choice: intensive CBT-informed programme for young people at risk

In last year's focused visit looking at children at risk of extra-familial harm, inspectors noted the whole system approach to contextual safeguarding. Work goes on with schools, voluntary sector services, the police, housing, our community safety team and our economic development service. One of our collaborative pieces of work in this area has been participation in the London Your Choice regional programme to deliver an intensive Cognitive Behaviour Therapy informed programme of intervention to young people where there are contextual safeguarding concerns. The programme provides a four-day training programme for practitioners to deliver a highly intensive programme of three weekly sessions including a goal-orientated activity over three months. To date, 10 practitioners from a range of children's social care settings were trained to work with a minimum of 10 young people. Young people engaged with three sessions/contacts per week for 12- 18 weeks.

Non-Violent Resistance Parent/Carer Programme

As part of our systemic practice toolkit, we have developed Non-Violent Resistance (NVR) services and approaches to addressing violent, destructive, and harmful behaviours in children and adolescents by working with parents/carers and family. NVR helps parents to overcome a sense of helplessness with their child's behaviours and to develop a support network that will stop violent and destructive behaviours both in and out of the home. We are also developing an NVR support group for foster carers to support with placements with older children presenting with violent or aggressive behaviour. The project creates opportunities for parents or carers to complete the 12-week NVR programme which is facilitated by trained practitioners. By supporting parents and carers to reduce and deescalate

conflict and build a stable and supportive relationships with their children. We are using NVR to reduce the risk of children and young people being involved in violence and mitigate other youth offending risk factors such as children coming into care, exclusions, placement breakdown and homelessness. We are in discussions with CAMHS to deliver a joint group and also to make our NVR offer universal.



Press Ctrl and click [here](#) to watch a testimony by one of the families that took part in the NVR programme.

8. Cross Council Partnership supporting Children and Young People

Children's Services does not operate in a vacuum, many of the problems we are seeking to resolve with our families need the support of other departments/agencies and voluntary and community organisations across the borough. This means that we have a strong cross-council offer of support for children, young people and families in Kensington and Chelsea which supplements our traditional social care services.

Cost-of-Living Support to families in need

Addressing the Cost-of-Living Crisis on Kensington and Chelsea's most affected families has been a key priority for this Council this year. The Council has allocated £250,000 to schools to use to help disadvantaged families and to extend the reach of FSMs ensure that no child goes hungry and is able to achieve their best at school. The current allocation of £577,432 has supported more than 4738 pupils during the holidays. To support nursery pupils the Council provided £92,931 to nurseries to provide a meal offer for targeted 2-year-olds as well as all 3- and 4-year-olds in maintained and Private, voluntary and independent nursery settings offering the early years entitlements.



Supporting evacuees, refugees and migrant families



In August 2021, 144 families with over 400 children and 246 adults were evacuated from Afghanistan and placed in three 'Bridging Hotels' in RBKC. Upon their arrival, our social work, housing and health partners came together at short notice to ensure their housing, health and education needs were met. Together they went above and beyond to support mental health and emotional well-being needs, language and employability and cultural integration in the UK. As the Hotel Outreach Teams and Afghan Social Care Teams prepare for the closure of the hotel, we can reflect on the journey over the past 16 months; how teams across the Local Authority came together quickly, established their role as leaders, co-ordinating a partnership response with the health sector, faith networks and voluntary sector, and delivered daily support to Afghan evacuees that

were sensitive and timely. These teams have worked tirelessly to ensure that during a time of unimaginable upheaval, the families have had the most caring and positive experience of life in the UK from the first moment they arrived in the borough right through to their next stage of life in the UK. Control and Click [here](#) to learn about the Council-run cricket sessions and [here](#) for the game that brought Afghan evacuees and councillors together.

Contingency Hotels

The Borough is currently hosting 7 'contingency hotels' commissioned by the Home Office to house newly arriving asylum seekers. There are over 600 asylum seekers placed within these settings, with just under 100 of those being children. Learning from the best practice approach to supporting new arrivals from Afghanistan, via a multidisciplinary team with strong links to both internal and external partners, we have piloted a similar approach to offering signposting and support to those within this accommodation. These are challenging circumstances as we know families are spending months and sometimes over a year in this type of accommodation whilst awaiting a decision from the Home Office. The No Recourse to Public Funds (NRPF) and Refugee Services team has been established in response and sits within Housing Needs whilst retaining strong links to both Children and Family Services and Adult Social Care. The team also collaborate with colleagues in the Voluntary and Community sector, Public Health, Environmental

Health and the NHS on a regular basis. The team’s aim is to build relationships within the hotels, identifying needs early and preventing escalation; ensuring that everyone placed in the Borough has the best start to life in the UK. All school-aged children are placed in a school as soon as we are able to do so, and all under 5s have developmental checks and are encouraged to access VCS support through our Family Hubs.

Homes for Ukraine

Children’s Services led the cross-council work supporting Ukrainian refugees arriving in the UK from April last year. Enabling them to move into safe and welcoming homes in Kensington and Chelsea and working with the VCS to provide a wraparound offer of support helping integrate them into life in the borough. Support has been delivered through our family hubs, working closely with our libraries and our community leisure program. We are currently supporting more than 150 children who have fled the war in Ukraine with their families and occasionally alone –this includes finding school and nursery places, working closely in partnership with a local Ukrainian supplementary school, translating our Youth Offer into Ukrainian and ensuring books and other resources in Ukrainian are available.

Extensive Arts and Culture offer to Support Children and Young People: Creative Collaborative

In addition to our HAF offer, Kensington and Chelsea has a fantastic variety of arts and cultural activities on offer in the borough, which support children with additional needs or who are from a disadvantaged background. The artistic talents of young Kensington and Chelsea residents are being showcased in local libraries. The Council-wide initiative is led by City Lions, our partners in Westminster. Each year, the Collective has four different themes that we ask young people to respond to. Themes are determined by young people, as issues or topics they feel are important or relevant to their lives. In 2022, the themes in Kensington and Chelsea were Love and Unity, Climate Change, Your Future and Equality. You can see the amazing work submitted so far this year in the virtual gallery here. Examples of other activity and the libraries offer in RBKC last year include: six ‘Library Labs’ workshops focusing on Science Technology Engineering and Maths (‘STEM’) were held for children to experiment, play, and explore new STEM toys and books, an inclusive and diverse offer of reading material and other resources, including material available in a range of community languages, material which is dyslexia friendly and reluctant reader collections; the School Library Service (SLS) is currently conducting a Diversity and Inclusion (D&I) pilot at Barlby Primary School in North Kensington.

News Crew (SEND)

We’ve been looking at ways we can involve young people in delivering service as part of a wider drive to increase co-design and co-production with young people. Our SEND ‘News Crew’ (local young people with SEND who volunteer their time) produce the “All for Youth” newsletter, which is aimed at other children and young people with SEND. The newsletter captures monthly highlights selected by the News Crew, for example, the latest edition focused on King Charles III Coronation celebrations with quotes and photographs. The newsletter also includes details of local leisure activities and information on how to access these activities, and tips and advice for young people by other young people on topics such as planning for college and addressing concerns young people might have. Published monthly since June 2020 it is a great platform for young people with SEND to demonstrate their creativity, share their thoughts, views and ideas with their peers as well as gain valuable skills and work experience.

A copy of the latest issue of All for Youth can be found here: [All for Youth Newsletter | Royal Borough of Kensington and Chelsea \(rbkc.gov.uk\)](https://www.rbkc.gov.uk/all-for-youth)



9. Equality, Diversity Inclusion and Equity- Building Momentum

Our families and our workforce tell us how important it is to be treated fairly, to have their cultures and backgrounds respected and viewed as positive attributes when solving problems or looking for enriching experiences. For Kensington and Chelsea as a Council discussions around how we embrace and enliven Equality, diversity inclusion and Equity are live and purposeful discussions embedded in our daily work. They are also core values underpinning children's services, which we continue to work hard to progress and celebrate within our workforce and through our practice.

In our workforce:

- This year, we have developed an Inclusive Recruitment strategy to increase the recruitment of staff who reflect the community we serve.
- RBKC has developed its own Leadership Training for Black and Disabled staff as a part of the broader workforce strategy.
- Our Black and Asian Leadership Initiative (BALI) supports and coaches our Black, Asian and minority ethnic staff members to move into leadership and management roles.
- A Staff Conference was held with a keynote external speaker on the subject of 'Let's talk about race and racism'.
- Meetings with Black, Asian and minority ethnic managers and the Director of Family Services to discuss cultural competence are ongoing.
- The Director of Family Services has participated in a reverse mentoring programme
- The Family Services Management Group meeting has a quarterly focus on EDI (The last one focusing on research into LGBTQ+ care experiences)
- In developing the Looked after Children and Care Leavers Handbook, there has been a renewed focus on EDI &E
- Increased Staff representation, and champions for EDI&E networks

In our social work:

- All board members in the Youth Crime Prevention Partnership and the Youth Offending Team (YOT) have undertaken training on Anti-racist practice, cultural competency, and multi-dimensional racism. We plan to roll this out across other teams.
- The Youth Crime Partnership Plan refresh has prioritised addressing disproportionality in the criminal justice system.
- We have also commissioned bespoke Adultification training for staff in response to Child Q.
- The YOT has an active Disproportionality Action Plan which includes work to address disproportionality in Stop and Searches and school exclusions.
- This year, the service has redeveloped a casework audit tool that focuses on work to address ED&EI and Social Graces.
- We continue to use the Systemic training practice model (years 1 & 2 and a smaller cohort progressing to years 3 & 4) and focus on attending to the 'social graces'.

Effect in our communities:

- Children and young people's voices on equality, diversity inclusion and Equity were heard and informed in the new Children and Young People's Plan.
- Staff in our service represent cultural diversity and are more reflective of our communities.
- Our extended Holiday Activity and Food offer means Children and Young People have access to opportunities and eat well regardless of their background.

10. Audits: A Window into Practice

A key question we ask ourselves is: how do we know whether our practice is good or not? Sources for understanding the quality of our practice include key performance indicators, staff supervision, audit activity and feedback from service users. Senior managers make good use of data, audits and feedback to give them a good understanding of the quality of service. Indeed, we have re-purposed our audit activity as reflective practice reviews recognising the potential for professional development.

What are we doing well?

- Collaboration and relationship building with families is strong across a number of service areas with evidence of co-creation of plans, shifting of negative scripts about professional help and that workers can use trusting relationships with families to promote and influence change. This is evidenced both by the ability of teams to work with a number of families at a child-in-need level as they are able to maintain consent from families to intervene in a helpful way to improve family functioning.
- Audits highlight strength in working with young offenders, children with permanency plans, families with no recourse to public funds, and other specialist areas of work. Within the service, there is evidence of good communication and collaboration between different service areas providing families with a sense of cohesive support around them.
- Workers and practitioners are persistent and try different ideas, techniques and approaches to try and identify what works for individual children, young people and families. This persistence is identified in audits as being critical to the good relationships which workers have with young people; workers are able to demonstrate to young people an ability to follow through and to be there in moments of crisis in a helpful way.
- Voice of the child is evident in case recording. Case files reflect the strong sense workers develop of children's lived experience either via therapeutic letter style recordings or via recorded analysis of direct work taking place in visits.

Areas for Development

- Audits highlight that there could be more opportunities to bring together the multi-agency network around a family at critical moments such as closure. This would support families to understand who will be responsible for support after children's social care closes and equally ensure that agencies feel confident about supporting the family going forward.
- In some of our work, issues arise with drift or delays by other partner agencies such as Housing, Education or CAMHS. Workers do not always feel confident with escalating within partner agencies if this drift or delay has a significant impact on risks within the family or on children's long-term outcomes.

How are audits informing practice?

- We have seen improvements in working with the voice of the child and reflecting their lived experience in case file recording. This was a result of audit activity identifying this as an area for improvement which led to a number of practice-based learning activities to develop skills in this area, including the January 2023 staff conference. Auditors are seeing more direct work with children and more reflection of the child's voice within case files in the form of a letter style of recording of home visits, analysis and plans.
- Audits also reinforce our systemic practice model and provide another opportunity for social workers and practitioners to consider how they use this model with the different families they work with. We have seen in practice how the audit process has enabled practitioners to reflect on the different tools they have available – Social GRACES, critical moments, multiple points of view – as well as encourage the use of the clinicians at critical moments or when things feel stuck.
- Supervisors and practitioners are receiving regular feedback from the audits and discussing these points in supervision, using them to further develop practice with individual families. This ensures the audit conversation has a resonance beyond the initial discussion. We have incorporated our learning from audit

activity to inform MOSAIC systems development, to encourage the ongoing effective management oversight of activity as well as increasing opportunities to include the child’s voice within the case file recording.

Feedback from families

A father was positive about the work he was doing as part of the child protection plan: ***“The referral to For Baby’s Sake. I am able to be 100% open with them and that Service are non-judgemental. I have time to think (reflect). I am following the programme.”***

Another mother told us that her social worker is ***“a listener, helpful, understanding urgency, compassionate understanding, easy going and down to earth.”***

A mother said ***“RBKC Youth Offending Team [YOT] has been fantastic. [My son] had lost trust with professionals but the YOT worker somehow got her to trust him. [She] was brilliant, I have had lots of experience with YOT workers in other local authorities and none of them have been as helpful as [she is]. From the moment RBKC picked up the file, I noticed that things started changing for the better”.***

Families' experience of our interventions and support services:

Example of a successful Hague application and the feedback that the Local Authority received:

“... their attentiveness, and, in the case of the RBKC, their deep and demonstrated professional concern for the well-being of Baby A bolsters the Court’s conclusion that any risk to Baby A will be mitigated ...”

Our US lawyer, who is highly experienced in such cases as said the following: “You and your Social Work team are stars—judges in the USA never write like this about parties in Hague litigation in our experience.”



11. Areas of Focus for 2023 - 2024

We are constantly the quality of our services for our children and families. The world is rapidly changing for our children and young people, and we must be open and flexible to deliver the best services, identifying where we can further improve our offer and embed best practice. We are performing well across a range of key areas. However, we need to pay specific attention to the areas below:

Recruit, retain and attract a high-calibre social workforce

We are committed to improving social work recruitment and retention and ensure that social workers feel supported and valued. We are committed to ensuring that social workers have access to high-quality training and continuous support throughout their careers, and their well-being remains a priority for us. We are in the process of updating our Workforce Development Strategy (2023-2026) and have identified four priorities for us to focus on over the next three years:

- Stabilise the Social Worker workforce, attracting and retaining high calibre practitioners at all levels including Newly Qualified Social Workers and experienced Social Workers. This will enrich the workforce profile and create long-lasting relationships which are at the heart of effective practice and safeguarding.
- Continuous Professional Development, Career Progression, ensuring that frontline practitioners in both the Social Work and Early Help teams have access to learning opportunities to maintain and improve their practice, skills and knowledge and offering career development and pathway opportunities for our Social Work staff and Early Help practitioners within family services.
- Ensure that the workforce is supported and valued, we want to create the right environment and conditions that are supportive throughout their career and their well-being.
- An inclusive and diverse workforce, we want our social worker workforce at all levels to represent the communities they serve. All social workers, regardless of their background will be supported to make the same progress as their peers, be represented at leadership levels, and have access to appropriate opportunities for learning and development. That way, children and families can also be treated fairly and receive effective support regardless of their background and characteristics.

Implement the Looked After Children and Care Leavers Strategy

We will focus on placements sufficiency and availability of in-house fostering accommodation to meet the demographic and needs of an aging cohort of Looked After Children.

Continually drive innovation and review learning from our innovation work and embed new and effective ways of working:

Recent improvements to our audit process have resulted in high- quality and meaningful reflection on practice. During our focused visit in the summer, we recognised the value of our audits and the opportunity for deeper reflective learning that they provide. In the next 12 months, we will maximise the learning and will embed this learning into our practice.

Continue to listen to the voice of the child, innovate and improve services.

This will allow children and their families receive highly individualised help and support to sustain changes and improve outcomes: We will continue to involve children and young people in decision-making through bespoke consultations on the development of new strategies, plans and service developments. As part of the Youth Service review engage with young people at risk or affected by serious youth violence to understand the value of the current youth service offer.

Refresh our Early Help Strategy (2024-2027):

In the next 12 months we will review the progress of the previous strategy and will identify future priorities with partners through the Early Help Partnership and Family Hubs structures.

Continuing to support children and young people affected by the Grenfell tragedy.

We will be developing a more detailed action plan alongside the Council Plan setting out the changes and improvements we are committed to making. This plan will be developed with residents through 2023.

Reduce the school attainment gap

We will work with our partners in schools, Special Educational Needs and Disabilities Service, the Vulnerable Children's Collaborative and Virtual School to reduce the school attainment gap for our most vulnerable children and support young people into employment, education or training.

Work in partnership to reduce Youth Offending

We will work with our partners and our communities to reduce incidents of youth violence and youth offending, address extra-familial harm, offering specific change programmes with young people and offering family support.

Enhance our response to Domestic Violence and develop an integrated service offer.

Embed additional mental health practitioners within Family Services

We will recruit clinical practitioners to provide direct mental health support within social care for children and young people who are presenting with complex needs. This would ensure that children and young people are able to access timelier support and practitioners have access to clinicians who can diagnose, prescribe, offer therapy and better link in to available packages of support.

12. 2023/2024 Action Plan

	Objectives April 2023/ March 2024	Activity that will take place	How we will measure our success
Page 65	Recruitment and Retention: recruit and attract a high-calibre social workforce	<ul style="list-style-type: none"> • Implement the new Workforce Development Strategy • Work with team managers to implement a more structured approach to workforce planning taking account of anticipated turnover and expected recruitment through fast-track programmes, student placements and apprenticeships. • Work with managers to gain an understanding of why staff are leaving the borough, including analysis of exit interviews. • Focus groups with staff to increase staff engagement to gain a better understanding of the data and work to develop solutions to recruitment and retention. (e.g., more experienced staff mentoring and support to staff who are 2+ years qualified and beyond ASYE) • Gain an understanding of what attracts staff to work in RBKC and build on this to influence recruitment campaigns. • Develop career pathways for staff who are non-qualified Social Workers and would like to train as Social Workers • Work alongside universities in the recruitment of students as well as creating opportunities for delivering workshops. 	<ul style="list-style-type: none"> • Social workers feel supported and valued evidenced by staff surveys. • Staff are clear about pathways for career progression and distinct pathways into specialisms. • Staff feedback around access to high-quality training and well-being • More opportunities for staff to enhance and develop new skills. • Reduced use of agency staff.
	Implement the Looked After Children and Care Leavers Strategy with a particular focus on placement sufficiency and availability of in-house fostering accommodation to meet the demographic and needs of an ageing cohort of Looked After Children.	<ul style="list-style-type: none"> • Endeavour to recruit 15 foster carers across Shared Services • Explore discussions with Housing Services with a view to being able to offer 3 carers larger properties (April 2024) • Run consistent fostering campaigns throughout the year. • Wraparound service around foster carers and training around working with young people with complex needs. • Devising an accredited course for experienced foster carers and retention of our carers by exploring a payment grade tier (skill-based payments) 	<ul style="list-style-type: none"> • Increased placement stability • An improved working relationship with Housing • Increased visibility in the local community (digital ads) • Number of ads hit that led to assessments (conversion of enquiries) • Ability to access specialist in-house foster carers. • Forms and templates are more inclusive

		<ul style="list-style-type: none"> • Revise our initial assessment template to be more accessible and inclusive (e.g., forms which are accessible to potential carers from the LGBTQI+ community) • Advertise foster carer opportunities via staff Intranet for NHS and Police Staff • Review the need to provide out-of-hours services during weekend periods when the likelihood of placements breakdown is higher. • Increase numbers of Parent and Child and Baby placements 	
Page 66	<ul style="list-style-type: none"> • Continually drive innovation and review learning from our innovation work and embed new and effective ways of working. 	<ul style="list-style-type: none"> • Implement the findings from the local evaluation of practice. • As part of Your Choice, we will train 10 practitioners to deliver the programme, engage up to 30 young people (over lifetime of programme) to participate in the programme; engage up to 30 young people to participate in the control group to inform evaluation and will contribute to external evaluation to measure the impact of CBT in supporting young people to make informed achievable choices and sustainable change. • Continue to develop and enhance the NVR programme of work and utilise the support of parents who have participated in this work to promote to engage other families. • Ensure that findings from external evaluations are embedded (e.g., Your Choice findings by the Anna Freud Centre) 	<ul style="list-style-type: none"> • Service improvements are informed by a local evaluation of practice and supported by independent research and evaluations. • Your Choice training has been provided and milestones met.
	<p>Continue to listen to the voice of the child, innovate and improve services so that children and their families receive highly individualised help and support to sustain changes and improve outcomes.</p>	<ul style="list-style-type: none"> • As part of the Youth Service review engage with young people at risk or affected by serious youth violence to understand the value of the current youth service offer. • Quarterly audit feedback, Complaints and Compliments • Bespoke consultations on the development of new strategies, plans and service development • Ensure wider representation of young people with protected characteristics in the co-production and co-design of current and newly commissioned services. 	<ul style="list-style-type: none"> • Increased opportunities for children and families to influence decision-making and evaluate the impact • Number of Children and young people involved in decision-making • Consultations with young people take place and action is taken by lead members, senior managers, and staff

		<ul style="list-style-type: none"> • Ensure a feedback loop process is in place for all consultations and engagement activity • We will set up a Youth forum (CYPP Young Advisers) to be convened by the Council at the end of each year to bring young people together to review our progress against the seven priority outcomes. 	
	Refresh our Early Help Strategy (2024-2027)	<ul style="list-style-type: none"> • Review the progress of the previous strategy; map links to other relevant strategies and identify future priorities with partners through the Early Help Partnership and Family Hubs structures. • Triangulation of priorities with views of children, young people and parents. • Identify headline measures to track the progress of the 2024-27 Strategy 	<ul style="list-style-type: none"> • Strategy is confirmed and signed off by Early Help Partnership in 2023 • Action/Work Plan in place to ensure Strategy is embedded.
Page 67	Continue to support children and young people affected by the Grenfell tragedy	<ul style="list-style-type: none"> • Continue to develop services that helped to support the needs of the wider affected community. • Consultation and engagement exercise to inform future services. 	<ul style="list-style-type: none"> • new arrangements are shaped by the views of children and families
	Work with our partners in the Special Educational Needs and Disabilities Service, the Vulnerable Children’s Collaborative, schools and Virtual Schools to reduce the school attainment gap for our most vulnerable children and support young people into employment, education or training.	<ul style="list-style-type: none"> • Establish a Designated Social Care Officer (DSCO) for SEND who will act as a single central reference point for new/agency and existing staff alongside capacity to provide ongoing training, provide practical written guidance and help us to establish SEND champions within social care. • The DSCO role would support the training and quality assurance of social care professionals around SEND, and act as a key point in ensuring an effective transition to Adults Social care. 	<ul style="list-style-type: none"> • Improvement in frontline practice and outcomes for vulnerable young people • increased capacity to develop social care and transition policy and guidance. • Evidence of enhanced collaboration and interventions • the attainment gap for disadvantaged groups at all Key Stages is one of the lowest in the country • Number of young people referred to employment • Evidence of robust challenge and support between agencies
	Work with our partners and our communities to reduce incidents of youth violence and youth offending, address extra familial harm and offering specific change programmes with young people and family support.	<ul style="list-style-type: none"> • Encourage the use of Adolescent risk meetings. • Development of the Community Safety Offer (recruitment of 2 new staff members) 	<ul style="list-style-type: none"> • Reduction in the number of CYP who are known to be at risk of CSE and criminal exploitation. • Evidence of robust challenge and support between agencies

		<ul style="list-style-type: none"> •Address disproportionality of young people in the youth offending 	<ul style="list-style-type: none"> •Service User feedback indicating that CYP feel safe and supported.
	Enhance our response to Domestic Violence and develop an integrated service offer	<ul style="list-style-type: none"> •Continue to commission the co-located IDVA across the localities, UMIST and Early Help teams, to support and assist with the safeguarding of survivors of Domestic Abuse. •Work with RISE and 9 other London LAs to deliver an intersectional family and community approach to tackling domestic abuse (refer up to 30 families per year) •Our Clinical Practice team will be running Domestic Violence Surgeries. 	<ul style="list-style-type: none"> •Reduction in violence and abusive behaviour • Increased safety and well-being of partners and children • Increased self-awareness by perpetrators of attitudes and cultural beliefs.
	Additional mental health practitioners embedded within Family Services	<ul style="list-style-type: none"> •Recruit clinical practitioners to provide direct mental health support within social care for children and young people (CYP) who are presenting with complex needs. •This would ensure that CYP are able to access timelier support and practitioners have access to clinicians who can diagnose, prescribe, offer therapy and better link into available packages of support 	<ul style="list-style-type: none"> •Data on young people’s mental health

Kensington and Chelsea Children's Services

2022 - 23 Year End Report

Page 69



- All children have the best start in life, needs are identified, supported early and they are school ready at five Slide 3

- Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential Slide 4

- Children and young people feel safe, and are protected from serious youth violence, harm, harmful practices, abuse and neglect at home, online and in the community Slide 5 – 6

- All young people, particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood Slide 7

- All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them Slide 8

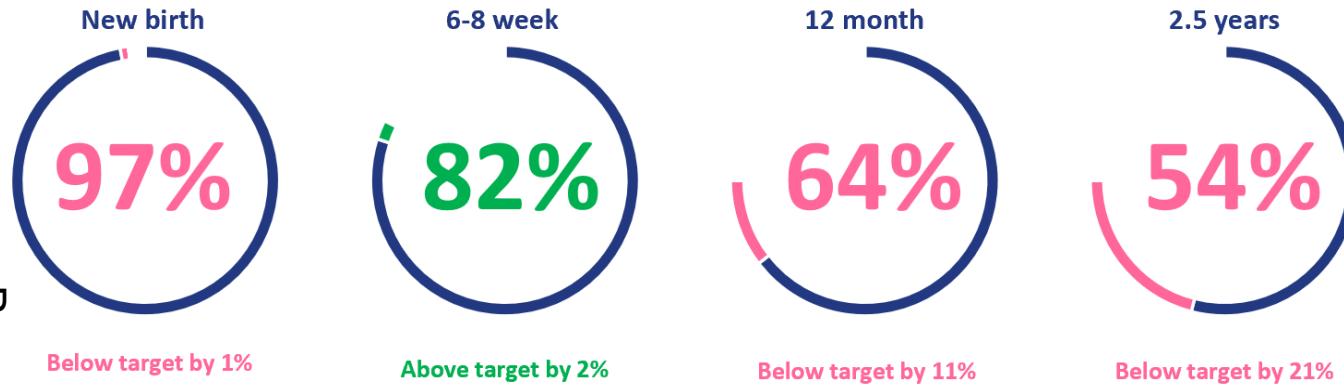
- All Children and Young People are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional wellbeing within the post pandemic context, environmental challenges and rising cost of living pressures Slide 9

- Children and young people affected by the Grenfell tragedy continue to be supported. The council, NHS and commissioned voluntary sector providers learn from their experience of the past five years and work together to ensure support is effective for children and their families Slide 10

- Annual workforce return Slide 11

- Key priorities achievements and updates Slide 12 - 13

HEALTH AND DEVELOPMENT REVIEWS



DENTAL HEALTH



The mean average number of teeth decayed, missing or filled (DMFT) per 5-year-old in RBKC is in line with the London average, but higher than national figures. Latest figures are from 2018/19 fingertips data

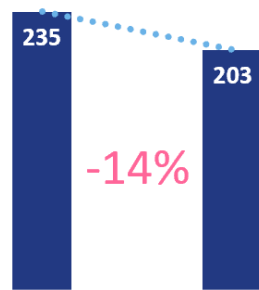
2YO IN FUNDED EARLY EDUCATION

84%

compared to 72% nationally

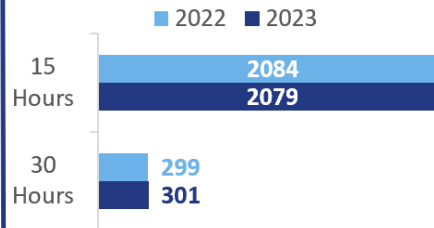
Kensington & Chelsea ranked 1st for inner London authorities (Summer Survey 2022)
Remained the same as previous survey in Autumn 2021

2- TO 4-YEAR-OLDS ELIGIBLE FOR EARLY YEARS PUPIL PREMIUM



2022 2023
National and Inner London figures for 2023 are not yet available

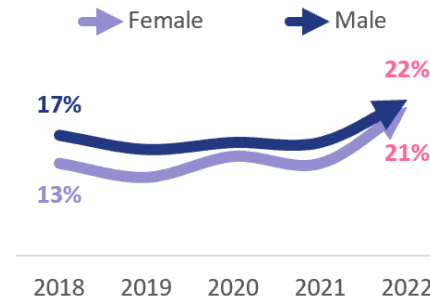
3 & 4 YO IN 15 - 30-HOUR PLACES



Percentage change 2022 to 2023

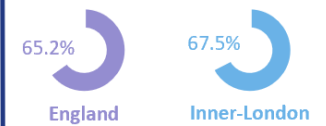
Region	15 hours	30 hours
RBKC	-0.2%	+0.7%
London 2022	-2%	+5%
National 2022	No change	+6%

RECEPTION YEAR OBESITY



The rise in Obesity in recent figures is due to the use of Population BMI cut points instead of Clinical BMI cut points, which are lower, to capture children with unhealthy BMI and those at risk of moving to an unhealthy BMI.

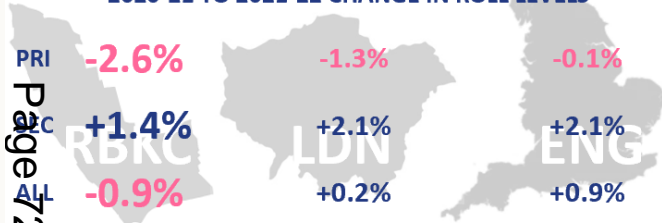
GLD SCORE 2021 - 22



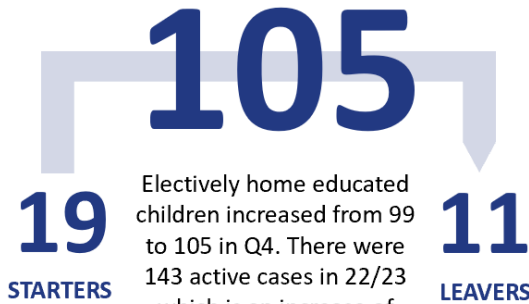
SCHOOL ROLLS

School rolls decreased for primary and increased for secondary schools in 21-22. Overall, this means a reduction. The surplus % in primary settings increased from **-13.4% in Autumn 2021 to -15.7% in Autumn 2022**

2020-21 TO 2021-22 CHANGE IN ROLL LEVELS

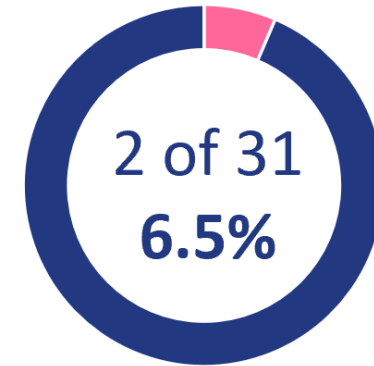


ELECTIVE HOME EDUCATION



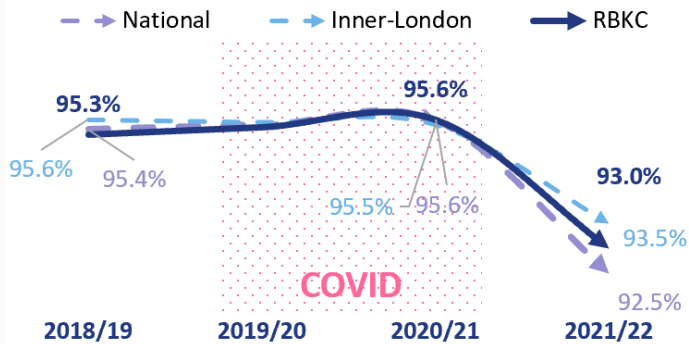
Electively home educated children increased from 99 to 105 in Q4. There were 143 active cases in 22/23 which is an increase of 36.2% compared to 21/22.

SCHOOLS FORECASTING DEFICIT



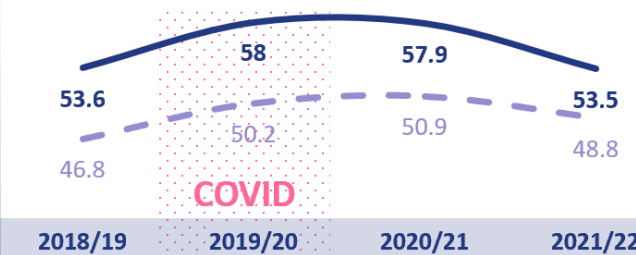
There remains the same number of LA maintained schools forecasting a budget deficit compared to Q3 2021/22.

ATTENDANCE

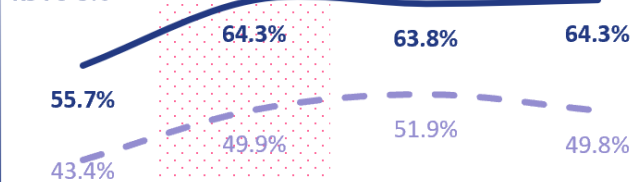


Year-end figures show Primary and Secondary schools follow the national/inner-London declining trend post-pandemic

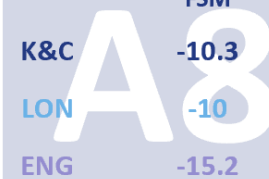
ATTAINMENT 8



KS4 9-5%



Pupil Premium / FSM



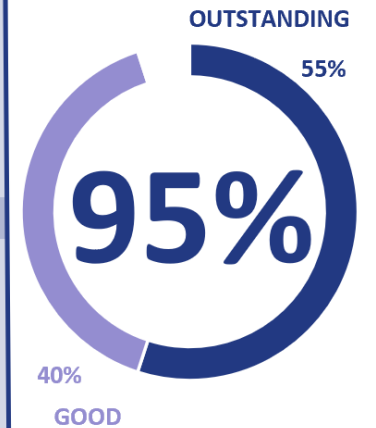
K&C	-10.3
LON	-10
ENG	-15.2

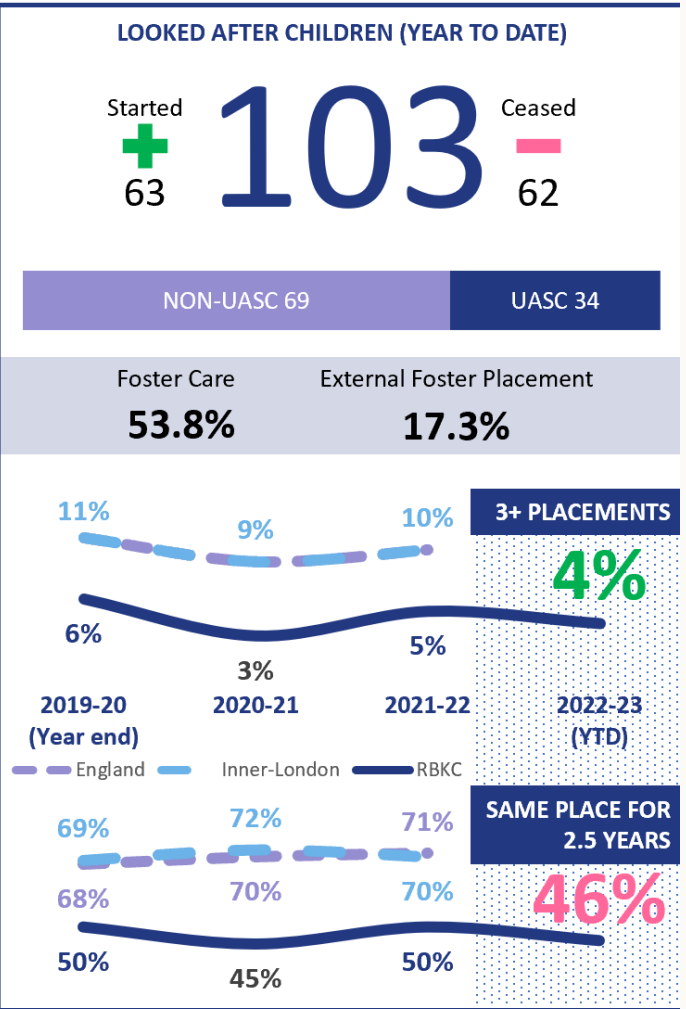
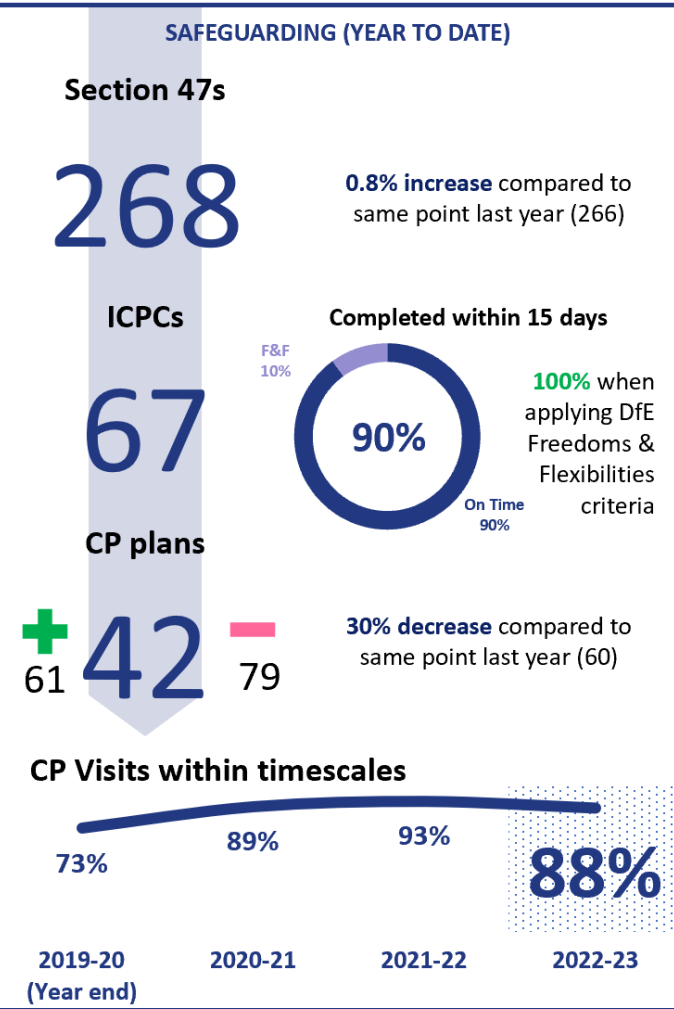
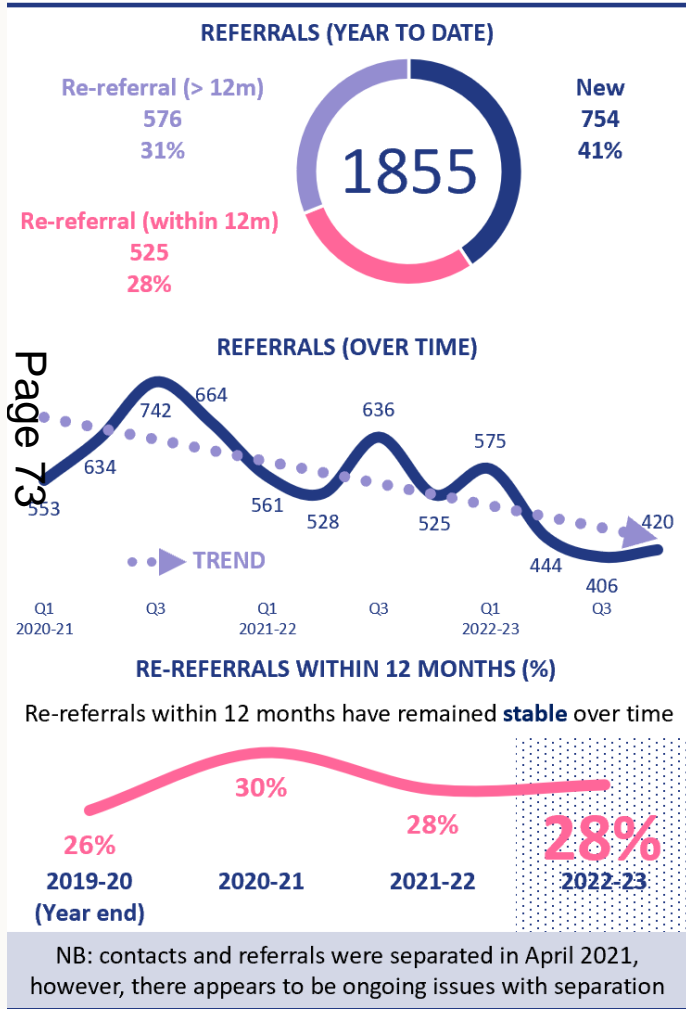
ATTAINMENT GAPS 21/22

KS4

Region	Pupil Premium / FSM
K&C	-19.6%
LON	-18.5%
ENG	-27.4%

SCHOOL OFSTED RATINGS





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FIRST TIME ENTRANTS TO THE YOUTH JUSTICE SYSTEM

25% increase in FTE convictions and cautions comparing this year to date to last full financial year. The last measured annual rate increased from 148 to 196.

➔ Conviction ➔ Caution



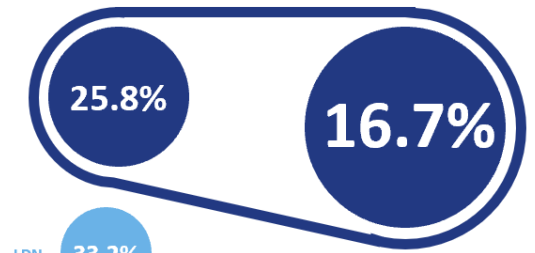
RBKC: 196
LDN: 169
ENG: 148

Latest period is September 2022

RE-OFFENDING (WITHIN 12 MONTHS)

PUBLISHED

LIVE



LDN 33.2%

ENG 31.2%

Since figures were published in March 2021, live tracker re-offending has fallen in Kensington & Chelsea and is currently below published comparators

SERIOUS YOUTH VIOLENCE

➔ Offenders
 ➔ Offences

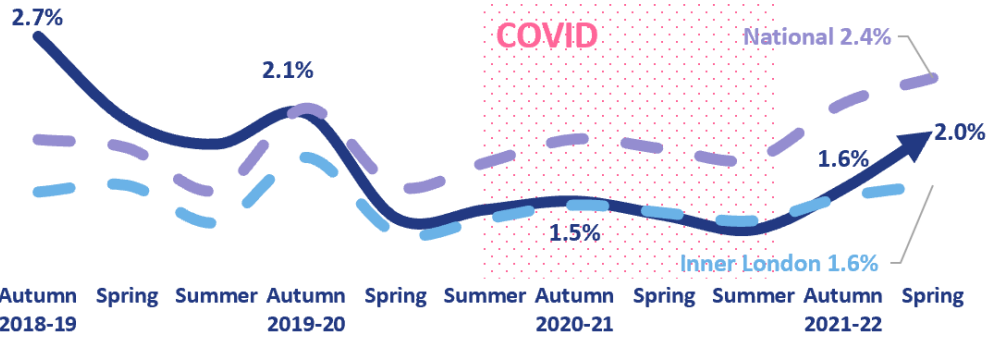


SYV has been relatively low in the year to date with no incidents in Q4, while the number of offences committed per person slowly reduces

OFFENCE PER OFFENDER



FIXED TERM EXCLUSIONS

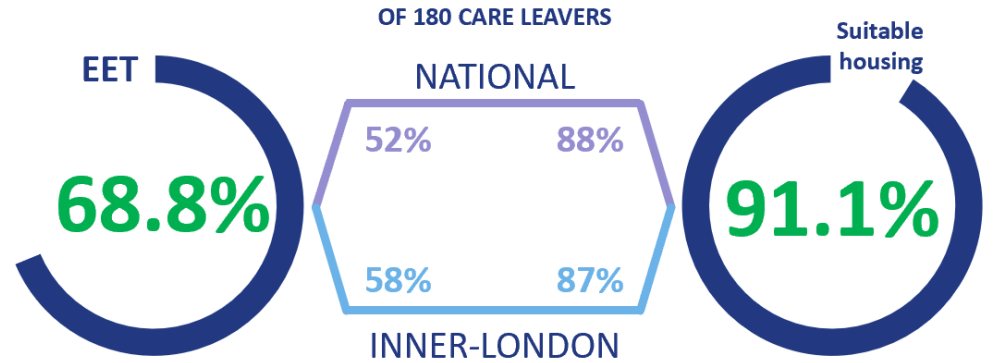
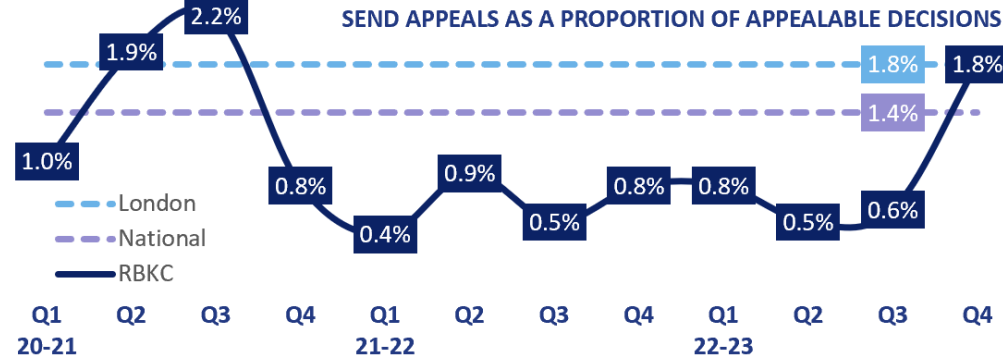


Spring 2021-22 term has seen an **increase** in fixed term exclusions post-pandemic. We are **above** Inner-London levels but **below** national levels.

EHCP ISSUED IN 20 WEEKS (EXCLUDING EXCEPTIONS)

All 17 Plans in Q4 were issued within 20 weeks, **much higher than the national average of 58%**

100%



YEAR 12/13 NEET



NEET levels tend to fluctuate throughout the year. Levels are currently **above** London but **below** National recently published figures (Mar-2023)

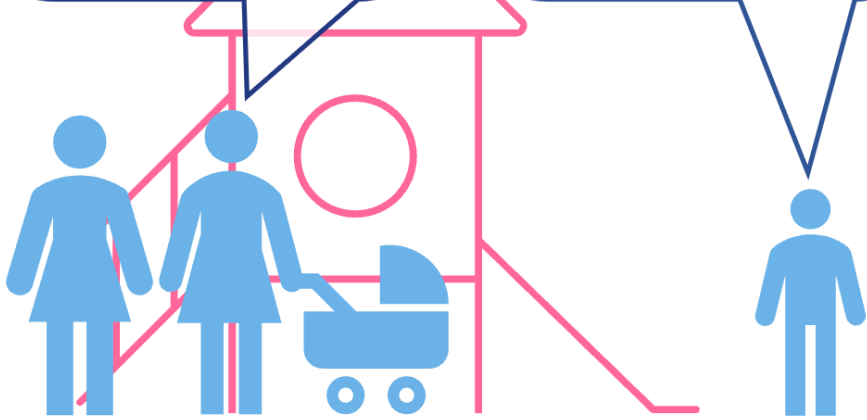
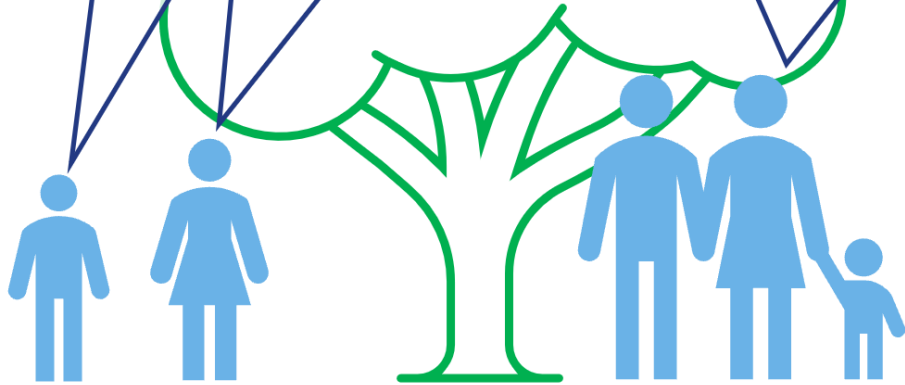
An 8-year-old said "I like my social worker as she looks like us, speaks our language and is helping us get a bigger house."

A Looked After Young person said, "I have been supported by the Council as they have given me a career advisor."

A mother said her social worker is "a listener, helpful, understanding urgency, compassionate understanding, easy going and down to earth."

A parent said her practitioner was : "[So] different she just made all the people listen- CAMHS, the school- they had just ignored his [son's] suffering and now she has got his class changed, extra time at tests, CAMHS sessions lined up- it's a miracle!"

Early Years, "The best thing she helped me with was get over my fear to be happy again. All of us need a little help from time to time and when someone steps in to lend a hand, often they don't realise how much their help meant."



PHYSICAL HEALTH

MMR VACCINATIONS

65%

74%

85%

5 year olds receiving 2 doses of MMR has **increased** since Q2 (previously 59%) but is currently **below** London and England levels

*MMR data from public health is 1 quarter in arrears as published figures are not available until the end of the following quarter

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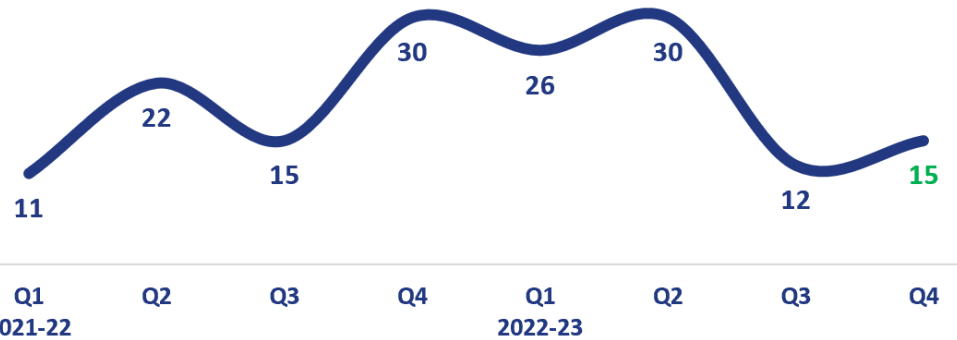
YEAR 6 OBESITY



2018 2019 2020 2021 2022

The recent Obesity figures include the use of Population BMI cut points instead of Clinical BMI cut points, which are lower, to capture children with unhealthy BMI and those at risk of moving to an unhealthy BMI .

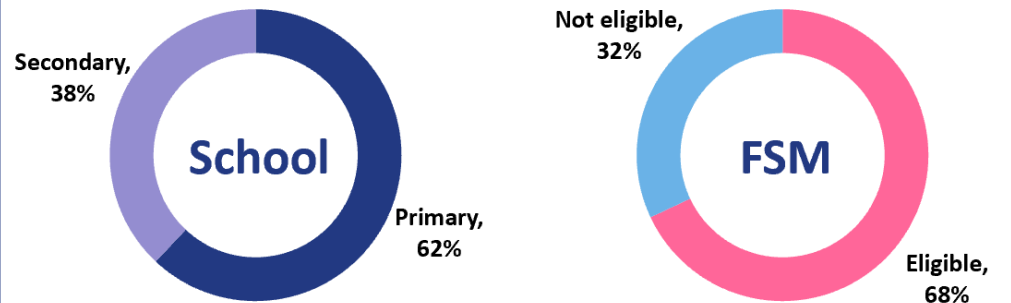
CHILD MENTAL HEALTH – SOCIAL WORKER ASSESSMENTS



Q4 assessments with Child MH factors have **increased** since Q3 2022/23, but remain below Q1 and Q2 levels.

HOLIDAY ACCESS FUND

Winter 2022 offer



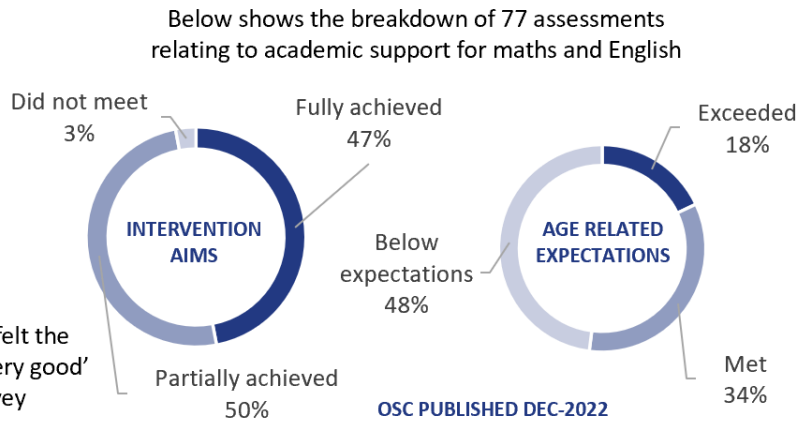
DEDICATED SERVICE – EDUCATION SUPPORT

CYP SUPPORTED

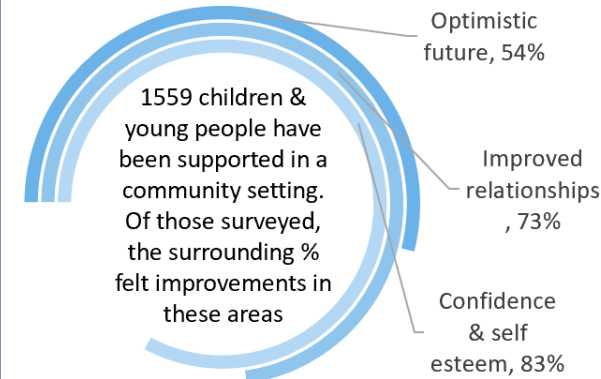
173

Good or Very Good, 66%

Of the 173 CYP supported, 66% felt the support provided was 'good' or 'very good' according to the annual survey



HEALTH & WELLBEING SUPPORT FOR CHILDREN AND YOUNG PEOPLE



778 children & young people have been supported in an educational setting across 17 schools. Of those surveyed,

70%

felt improvements across all these areas

COVERS 21-22 ACADEMIC YEAR

NORTH KENSINGTON INCLUSION PILOT



12 of 51 have significantly reduced risk of exclusion by completing the programme. The remaining 39 are receiving ongoing support.

SPECIALIST ADVICE ADVOCACY

So far, the service has supported **29** Children and young people. The service is still collecting data and future measures will look at:

- ✓ Feeling supported around the young person's education
- ✓ Knowledge about their own rights and responsibilities
- ✓ Knowledge of steps to take if being excluded
- ✓ Feeling positive about their future
- ✓ Valuing their education, feeling positive about this

COVERS 21-22 ACADEMIC YEAR

FEEDBACK FROM SERVICE USERS

The weekly sessions have been really helpful for my older daughter and it has improved her confidence at school

I like spending time with friends and playing the games that were in the group. I also feel better going into secondary school and I had a great time

The thing I like about it was that everyone listen about what we all had to say. Also, the thing I liked most was how the worker listened a lot and how they made me more happy to go to school 😊

When I come to KOTG, it gives me a sense of community
- KIDS ON THE GREEN

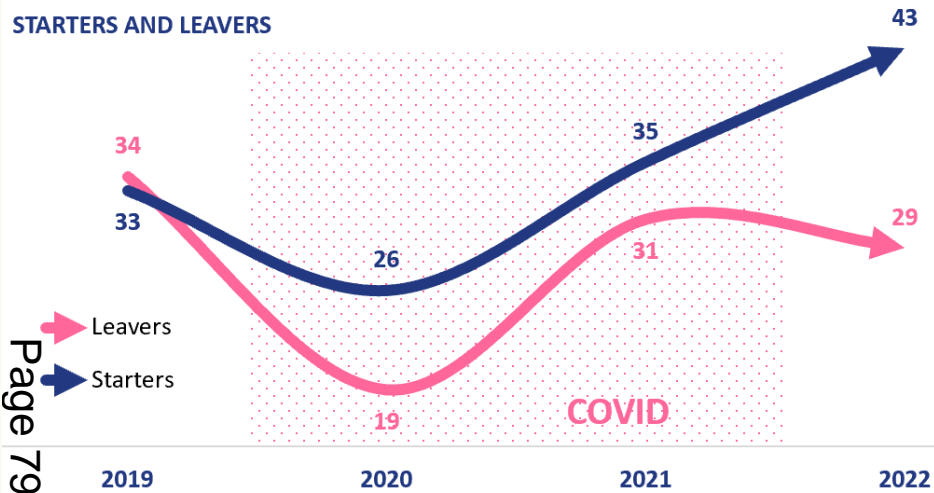
The new skills I learnt was to try new things and be more resilient
- RUGBY PORTOBELLO TRUST

It has been extremely helpful for our family and we are grateful for this

I don't worry as much since challenging my negative thoughts and I'm feeling more positive and happier. Even in the exam I didn't get as anxious.
- PLACE2BE

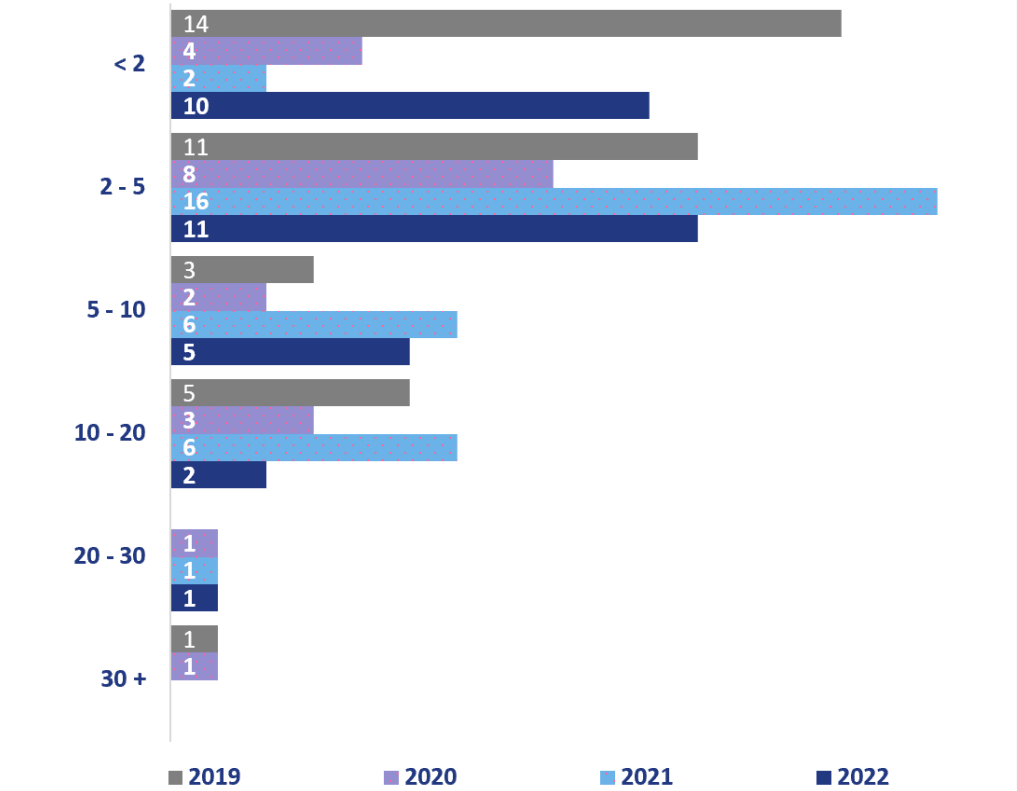
QUOTES LINK TO THEMED COLOURS

STARTERS AND LEAVERS



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LEAVERS YEARS IN SERVICE



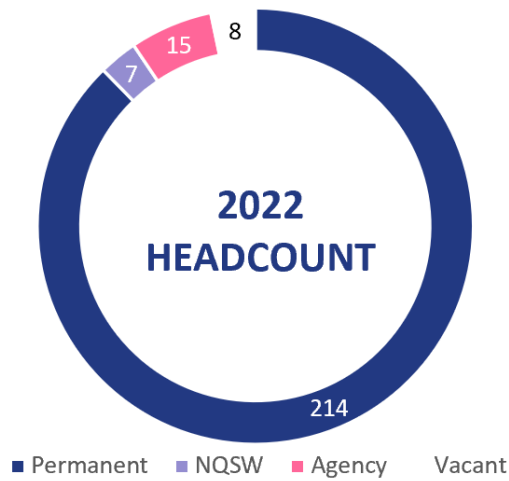
QUARTERLY FINANCE UPDATE

£10,811,419
Cost

£10,399,500
Budget

104%

Costs for Q1 – Q4 are currently running 4% over the social care workforce budget



AVERAGE LENGTH OF SERVICE 5 6 7 4

All children have the best start in life, needs are identified and supported early, and they are school ready at five.

LM: To focus on our early years offer and ensure it is promoted to parents and families

- Co-located 0-5 services in our Family Hubs and have just begun intensive targeted offer with health visiting and commenced integrated training with this cohort.

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The Council has invested in a Parent Child Plus programme (weekly visiting for 52 weeks) for 2-year-olds with speech and language delay identified at 2-year check. The impact of the programme for children and families is being evaluated, outcomes recorded so far have shown significantly improved assessments results for both children and parents.

- A small group of local SENCOs have worked together to peer review SEN Information Reports and make recommendations on how they can be improved across the Local Area. Outcomes are shared on the Local Offer.
- Accredited SEND course for EY staff and SENCOs – the ninth cohort has started the training in the Autumn term.
- Integrated leadership teams have commenced joint case discussions and allocation; recruitment issues have slowed development of new targeted service, however 3 of 4 Local Authority staff and 1 of 4 Health Visiting staff are continuing to work on the development of the service.

Children and young people have access to high-quality education and training opportunities, have good attendance at school and achieve their full potential.

LM: To work with our schools system to support financial sustainability

- Ofsted rated 38 (95%) schools as good/outstanding, and 22 (55%) schools as outstanding and 16 (40%) as good in Kensington and Chelsea.
- The implementation of the Inclusion Strategy is focusing more on the importance of school attendance and engagement in line with the national and local drive to level up attendance to pre covid levels. Progress has been made to simplify the Inclusion Strategy Action Plan to reflect the ambitions of the Inclusion Strategy and the DfE Send and Alternative Provision Green Paper. Once this is finalised it will be share with the Education Partnership Board.
- The Grenfell Education Fund continues to mitigate the negative impact on the lives of children and young people who experienced the Grenfell tragedy and ensures that they do not fall behind in their learning.
- We are in the process of developing links with the major local employers through the Employer's Forum. Linking with the Central London Careers hub and supporting colleagues in School Standards to work with the secondary school careers leads. A training opportunity was recently held for young people in Kensington and Chelsea at the Higher Education and Careers Fair, St Charles Sixth Form.
- Increased access to opportunities through targeted activity including QuickStart and the Construction employment project.

Children and young people feel safe, and are protected from serious youth violence, harm, harmful practices, abuse, and neglect at home, online and in the community.

- The youth review consultation went live and will be open from 11 April to 22 May and will help us to understand the needs of young people locally ahead of us recommissioning youth services next year. We are also identifying high risk groups such to run facilitated sessions with as well as working with internal stakeholders i.e. community safety to understand how the offer can be strengthened to support this group from a delivery/professional perspective.
- The Detached and Outreach (DOT) mentoring service currently has 16 young people open to the programme. Mentees are being supported around reduction in coming to police attention, criminal exploitation, engagement into positive activities, engagement with youth worker/trusted adult, and improving school attendance and family relationships.
- Our Targeted Prevention Team (TPT) and DOT continue to support children and young people at risk. We have continued to deliver four projects across Kensington and Chelsea, including after-school programme at Chelsea Youth Hub, 'At risk of NEET' programme at Kensington Aldridge Academy, Holland Park School and Ormiston Latimer Academy, Adolescent Hub Project at Oxford Gardens collaborative activity offer with Families Forward and the Youth Offending Team and Colville Girl's Group at Colville Primary School with Year 6 students around friendships and identity. DOT met with 141 (39 females and 102 males) young people during delivery of detached and outreach sessions.
- Every school has access to an Early Help worker. Furthermore, the North Kensington Inclusion Pilot (NKIP) inclusion programme partly embedded in 8 schools.

<p>All young people, and particularly those who are vulnerable can realise their ambitions and take advantage of opportunities and life skills which prepare them for adulthood.</p> <p>LM: To ensure that employment opportunities are promoted across schools and colleges, and to work with the Lead Member for the Local Economy to create and maintain links between businesses and schools</p> <ul style="list-style-type: none"> Young people with SEND who go to school at St Marylebone the Bridge School, St Thomas Moore School, Chelsea Community Hospital School and West London College were asked to feedback on the 'Transition To College Action Plan' in small focus groups. This draft action plan was developed by the Secondary SENCO Forum to improve the experience of young people and their families of transitioning from school into a new post 16 education setting. Young people's priorities were identified and their feedback has been communicated back to SENCOs. We will begin taking these actions forward in the summer. We have received funding from the Violence Reduction Unit to fund mentoring programmes which will work in Beachcroft and Latimer AP Academies and the two Bi-Borough managed intervention centres. We are in the process of agreeing a two-year funding package with Ormiston for both alternative provision and behaviour outreach. The funding strategy will ensure that costs to the Local Authority and schools are managed within the current financial context but will also provide Ormiston the security to invest in staffing and quality improvements at in the AP academies and managed intervention centres The Bi –Borough School Inclusion Strategy continues to increase the range of outreach interventions available to support young people at risk of exclusion which will complement our existing offer via our Early Help Inclusion teams. Ormiston will be rolling out an in-school pilot in three schools across the Bi-Borough. 	<p>All our young people feel listened to, empowered to take action and have opportunities to co-produce/co-design services that affect them.</p> <ul style="list-style-type: none"> We are committed to ensuring that we continue to support children and young people to have a voice in decisions that affect their lives. For example, a young person with SEND on the RBKC Supported Internship joined the interview panel for the SEND Participation and Engagement Officer Secondment post The SEND Youth Participation Team is looking for young people to help develop this person-centred training, providing youth led support for professionals when writing Education, Health and Care Needs Assessment advice. This April, we launched a youth-led Bi-borough mental health campaign 'We got U , U got this'. This campaign was co-designed with young people from our youth network and aims to empower and reassure young residents so that they feel confident accessing services to support their mental wellbeing, particularly our early intervention services such as Mind and Kooth. The campaign is made up of various elements, including the launch of a new landing page for mental health services, co-produced videos to explain services on offer and a phased in-person engagement across various youth settings. We have employed a local young video officer who has been leading a team of young people to co-produce signposting videos with mental health services. Our Youth Council is leading on the engagement for Urban Youth Room Project, an engagement exercise with 2 local schools (Fox Primary and Holland Park) to understand young people's perspectives and experiences of Notting Hill Gate and consolidating the need for space for young people on the High Street. 	<p>All Children and Young People are happy and healthy, with access to a diverse range of activities and opportunities to support their physical, mental health and emotional wellbeing within the post-pandemic context, environmental challenges, and rising cost of living pressures.</p> <p>LM: To explore current youth commissioned services and evaluate their impact on young people</p> <p>LM: To improve the emotional health and wellbeing of our young people, working with NHS partners</p> <ul style="list-style-type: none"> Upcoming review of services for young people in the borough will ensure a needs-based model for future youth service delivery built around the priorities in the Children and Young People's Plan. We continue to supporting children and families in need in the current cost of living crisis through a range of interventions and provision. We are supporting nurseries with funding to provide a meal offer for targeted 2-year-olds as well as all 3- and 4-year-olds in maintained and Private, Voluntary and Independent nursery settings. The Grenfell Recovery Programme funds commissioned providers to deliver targeted emotional wellbeing and mental health support for children and young people in schools and community settings in North Kensington. A designed report will be published in May which will include key highlights and case studies. To date 1559 children and young people accessed support in the Community between October 2021 and September 2022, including 511 who took part in the new provision launched in April 2022. Work continues with providers on reporting and monitoring outcomes and impact.
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CCE	CP	CSE	DMFT	EHCP
Child criminal exploitation	Child protection	Child sexual exploitation	(Visible signs of) Decayed, missing or filled teeth	Education, health and care plans
ETE / EET	EWMH	EYPP	GLD	ICPC
Education, training or employment	Emotional Wellbeing & Mental Health	Early years pupil premium	Good level of development	Initial care plan conference
LAC	NEET	PRU	SEN	SNAPT
Looked after children	Not in education, employment or training	Pupil referral unit	Special educational needs	Special educational needs assessment team panel
SYV	TPT	UASC		
Serious youth violence	Targeted prevention team	Unaccompanied asylum-seeking child		

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City of Westminster



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Westminster & Royal Borough of Kensington and Chelsea Health & Wellbeing Board

25 September 2023

Date:

Classification:

General Release

Title:

Annual Youth Justice Plans 2023

Report of:

Children's Services

Wards Involved:

All

**Report Author and
Contact Details:**

Jyoti Morar (RBKC) and Kiran Hayer (WCC)
Jyoti.Morar@rbkc.gov.uk and
KHayer@westminster.gov.uk

1. Executive Summary

- 1.1 Good progress is being made in both boroughs in supporting children and young people engaged in the youth justice system and keeping the wider public safe.
- 1.2 Post pandemic families and family relationships have been impacted by the cost-of-living crisis which has disproportionately affected the poorest in our communities. It has also disproportionately affected those from diverse backgrounds who in turn are disproportionately represented in the Youth Justice System. Addressing inequalities of experience of this group is an important priority for both Councils.
- 1.3 The Plans set out our ambition, strategy and approach as well as governance, leadership and partnership arrangements. They also highlight how work has been resourced.
- 1.4 **Section 6** of the RBKC Plan and **Section 4** of the WCC Plan sets out what has been achieved over the past twelve months. While there has been some difference in focus, both plans set out successful work undertaken to address, serious youth violence, young people not in education, employment and training, mental ill-health, substance misuse and disproportionality.

1.5 **Section 8** of the RBKC Plan and **Section 4** of the WCC Plan sets out performance against national indicators including first time entrants to the criminal justice system, reoffending, and custody.

1.6 At the end of the Plans are the Youth Offending Teams' Service Improvement Plans – **Section 10 (RBKC)** and **Section 15 (WCC)**.

2. Recommendations

2.1 The plans are for information only.

3. Background

3.1 Local authorities have a legal duty to produce an annual youth justice plan that shows how they will provide and fund youth justice services (YJSs) in their area.

3.2 The plan should equally address the functions assigned to a youth justice service and cover how services will prevent offending behaviour and reduce reoffending.

3.3 Annual youth justice plans provide us with an opportunity to review performance and developments over a single year period and plan for the next year. This allows services to be able to respond to any changes that have taken place in the previous year, including new legislation, demographic changes, delivery of key performance indicators, and developments in service delivery.

3.4 Youth justice services are organised and delivered on a sovereign basis in Westminster and Kensington and Chelsea and are part of Early Help Services in both boroughs.

3.5 Youth Justice Plans were submitted to the Youth Justice Board at the end of June.

4. Financial Considerations

4.1 None.

5. Legal Considerations

5.1 None.

Sarah Newman
Executive Director, Bi-Borough Children's Services

Westminster's Youth Justice Strategic Partnership Annual Refresh Plan 2023-2024

A pathway to sustaining positive choices.

Kiran Hayer

Service Manager

Westminster Youth Justice System



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Section One

Forward

I am pleased to share the progress we have made one year on from publishing the Westminster Youth Justice Strategic Plan for 2022-2025 - A Pathway to Sustaining Positive Choices.

In Westminster as elsewhere in the country the cost of living crisis has had a profound impact on many of our families and on relationships between parents and their children, particularly adolescents. It has also disproportionately affected those from the global majority who in turn are disproportionately represented in the Youth Justice System. Addressing inequalities of experience of this group is an important priority for, myself, the Youth Justice Service and also for our partners.

Whilst numbers of children have broadly returned to pre-pandemic levels, we are seeing more complexity exacerbated both by the impact of the pandemic as well as financial pressures. We recognise that the quality of our collaboration with partners and our ability to think differently in supporting this group of children is of critical importance if we are to enable them to thrive and achieve their best possible future.

I hope in reading this progress report you will share my confidence that together with our partners we can balance public safety concerns with the wellbeing of children involved in the youth justice system or at risk of involvement through being vulnerable to exploitation.

I am proud of the continued partnership work within Westminster Youth Justice Service which is reflected in the many examples of our work set out in this annual report.

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Sarah Newman

Executive Director of Children's Services and Chair of the Youth Crime Prevention Partnership

Introduction

Our strategy is underpinned by a relational and trauma informed approach. We believe that by focusing on understanding the reasons for the behaviour, rather than just the result of the behaviour, children will be supported to make and sustain change. We recognise that many of the children known to the Youth Justice Service have unmet and undiagnosed needs, which have impacted on their life choices. The number of children receiving a service from the Youth Justice Service in Westminster has reduced over the last two years but the complexity, nature of the offences and rates of reoffending remain a challenge. Understanding this offending behaviour through a systemic lens has enhanced the capability of our staff to respond appropriately to identified issues. To ensure our staff are equipped with the best skills to meet local need we have invested in ARC (Attachment, Regulation, Competency) training, providing a trauma informed framework that complements our existing systemic approach as well as a greater focus on understanding speech and language and mental health needs.

Vision

Our vision, as a partnership, is that children at risk of, or involved in, offending behaviour are supported to lead safe, healthy lives and are helped to reach their full potential and fully contribute to their community. Every child's needs are prioritised, services are tailored to ensure the right support is offered at the right time.

Our work will be relational and achieved through an active partnership that puts a renewed focus on restorative and trauma informed practice whilst always balancing our safeguarding responsibilities for young people with the needs of protecting the wider community.

Strategy

Our Guiding Principles

In working to achieve our outcomes we have agreed the following underlying principles:

- **Children first:** always prioritising the best interests of the children / young people, recognising their needs, capacities and potential.
- **Adhering to National Standards:** using the new National Standards and Local Standards for youth justice as a framework for our work.
- **Relational:** our practice will be relational and informed by systemic and trauma informed theory. We will work within the whole family context to create sustainable change rather than reacting to individual 'issues,' working to understand the causes of behaviours rather than the result of it.
- **Collaboration and co-production:** working closely with relevant partner agencies in assessing the needs of children and in helping them to achieve their potential.
- **Independence and resilience:** supporting children to make choices and decisions that will enable them to thrive.
- **Evidence of impact:** we will choose interventions based on acknowledged evidence of what works and for only as long as necessary.
- **Investment in our staff across the partnership:** we will invest in our shared workforce exploring opportunities to develop our staff and enhance service delivery.
- **Safety:** we will balance the needs of children with those of the wider community to ensure safety for all.
- **Victim focused:** we will use restorative approaches to prevent re-offending.

Shared Behaviours

We have agreed to share a common set of behaviours in implementing our strategy. These are based on what we believe are vital in making this shift 'from offending to achieving' and are also shared across the Early Help Partnership:

1. **Professional and compassionate curiosity:** with each other as providers and children and their families to understand the reason behind behaviours.
2. **Being able to connect quickly with individuals:** give families the space and time to process what has happened to them without adding shame and guilt. Doing this by use of voice and body language, which is attuned to the needs of the individual.
3. **Everyone as a leader:** able to respond promptly to family need without referring on.

4. **Open and flexible:** to new approaches with families.
5. **Involving families and children:** in what happens and understanding how they may experience our systems.
6. **Challenge:** each other on these behaviours in a positive and supportive way.
7. **Self-awareness:** ensuring that as professionals we are self-aware and reflective through self-help and using management support.

Child First Approach

Westminster Youth Justice Service (YJS) are committed and have adopted a child first approach in the work with children. Children who are involved with the YJS deserve the same support, care and attention as all children do and to be treated fairly ensuring they have the same access to services and provisions. Evidence of this can be found in operational practice and strategic oversight.

Our Principles to Child First Approach include:

Seeing Children as Children

- We have opted to rename the service from **Youth Offending** to **Youth Justice Services** to not marginalise children.
- All staff have received the “Adultification” training within the YJS. WCC Children Services are now ensuring we refer to all under 18s as children. We are mindful of the impact of language we use and the difference it can make when we refer to “**teenagers**” as “**children**” rather than “**young people**”. This is in the context of discussions around adultification and exploitation; the need to shift thinking and narratives about children in particular, those who are from a global majority background.

Pro-social identity and meaningful relationships

- Referral Order and Pre-Sentence Report templates have been amended to adhere to child first offender second principles.
- Assessment, planning, and interventions are based on meaningful trusted relationships. Where the child, parents/carers voice is evident throughout this.
- We have adopted a single plan for a child regardless of the type of order he/she is on. The plan enables a pro-social identity and desistance from offending and builds on positive elements of the child’s life. We review the plan and agree a date with the child that is based on presenting need so this can be as often as monthly or every three months. Every initial planning, review and closure meeting with a child is chaired by a member of the management team. This has helped us in getting to know those children coming to the YJS and their parent/carers better; developing relationships that ensure a greater oversight of the work we do and in measuring what impact or difference the interventions are making to support a child towards developing a pro-social identity.
- Every child on arrival at the YJS receives a robust health, speech and language and mental health assessment from our dedicated team of health colleagues. These assessments are the foundation to understanding a child’s need enabling practitioners to gain a better understanding on the reasons leading to the offending behaviour and offering intervention /support appropriately.
- All work undertaken is relational and trauma informed – sessions include walk and talk, cooking with children and meeting them in the community in places of safety.
- All volunteers receive as part of induction training on trauma informed approaches and systemic practice. They also receive peer supervision led by the Family Therapist and Health Team within the YJS.

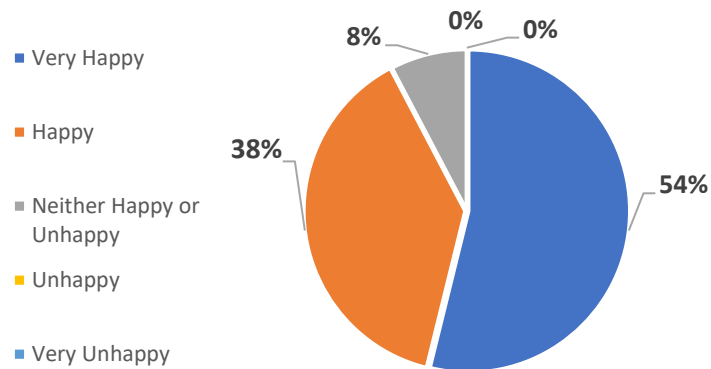
Voice of the Child

The voice of the child is integral to the delivery of the Youth Justice Service. Opportunities to seek feedback are not limited to exit surveys but interwoven into everyday practice. Some of the examples of this are:

- Seeking voice of the child within all assessments; via asset plus and systemic assessment.
- Voice of the child and their views captured within all initial, review and final planning meetings.
- Children are invited with their parent/carers to “back on track” meetings when there are barriers to engagement to hear from them directly what the challenges are and to support their engagement back into the YJS.
- Surveys conducted after Referral Order panels and as exit surveys from the YJS.
- Feedback sought on the difference the systemic assessment is making for both children and parent/carers.
- Focus groups held with children to gain feedback on youth offer and serious youth violence JSNA (Joint Strategic Needs Analysis) for the development of the local drugs strategy that was fed back to the YCPP.
- Children’s views sought on experiences of Covid-19 pandemic particularly on stop and search which increased during lockdown which was fed into the Youth Crime Prevention Partnership (YCPP), this led to challenging the Police on data around stop and search of Global Majority group of children in the local borough.

Feedback is sought throughout a child’s journey with the YJS, to ensure services that are in place are making a positive difference and impact on their life. An annual survey was conducted in December 2022 with 13 respondents. The findings were:

On a scale of 1 – 6, how happy are you with the support you have received?



Out of 13 respondents, over 92% (12) children rated their experience with the YJS as being very happy and happy. No children rated their experience with the YJs as unhappy or very unhappy.

What support did children and families find most helpful?

“All the support was good, but my son wasn’t ready to take advantage of it at the time”.

“Nadine kept me informed even through my son was 17. She respected me as his mother and kept me up to date”.

“My daughter’ supervision sessions were helpful. Both Angela’s were down to earth and to the point”.

“Being able to order abroad”.

“Going to the YOT changed her attitude on life and helped her open up her mind, its so positive”.

“The weekly meetings so that X could talk with his worker”.

“For my son to complete his order abroad as I felt like this would a safer option”.

“I want to thank Jack for all the support he gave to me and my son, we couldn’t be where we are now without him”.

“I liked when I got to live with me family again”.

“my caseworker was really helpful she was like a friend to me”.

We also seek feedback from children and families 3 – 6 months after they have completed their interventions with the YJS to see if there is sustained positive change.

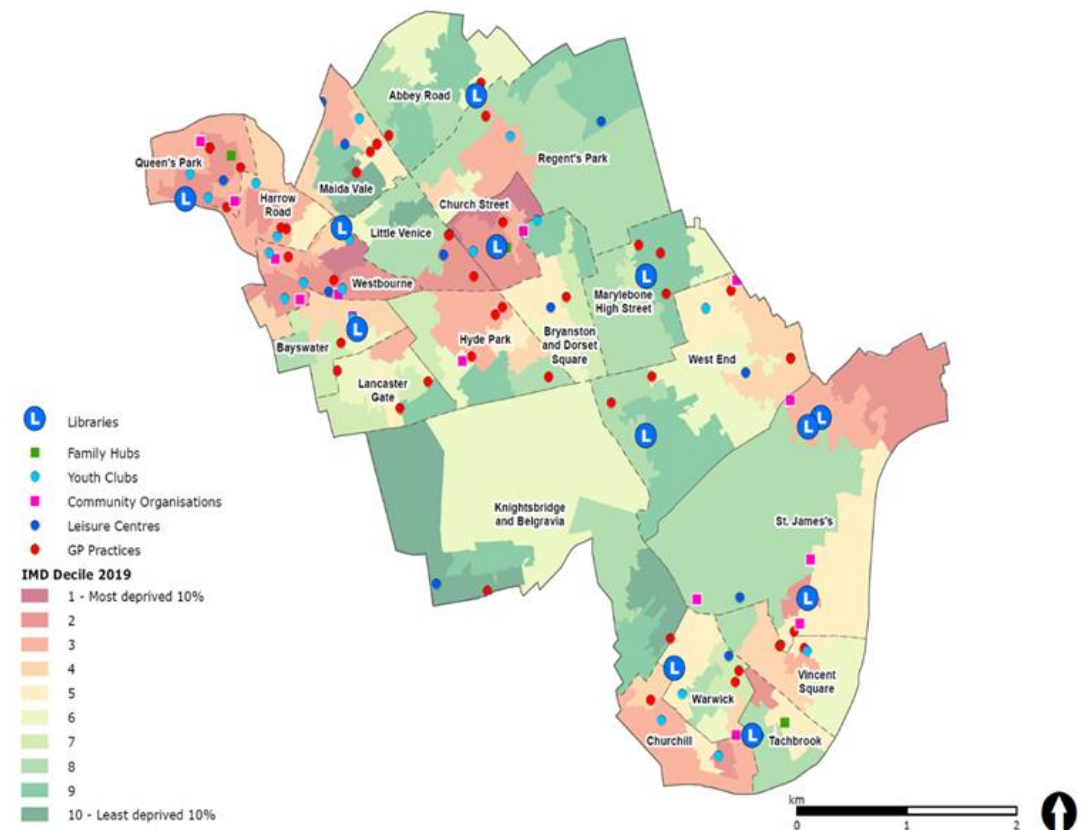
When asked if things have got better, worse, or stayed the same, one service user responded “better – he has been trying to stay out of trouble which is good for all of us”. Another responded “things are much better than when I started. I am doing my own thing and I am attending courses and I am waking up on time which I was having difficulties with previously” and parent responded, “my son is more mature and calmer and doesn’t get angry so easily”.

What is our commitment based on feedback to our children and parent carers?

- ▶ We will keep parents / carers informed of their child’s progress even if they are unable to attend the review meetings by sending out letters on a bi-monthly basis.
- ▶ We are committed to ensuring we have a dedicated ETE worker within the YJS in 2023
- ▶ We will ensure that we keep children informed on how often they will be seen and what steps they need to take to allow us to reduce their appointments.
- ▶ We will commit to ensure every child has an exit strategy discussion and signposting to other services and agencies are made available.

Local Context: the landscape of the Youth Justice Service

- ▶ The Child population for WCC according to the 2021 mid -year estimates (released 21 December 2022) for 0-19 inclusive is 35,495.
- ▶ 50% of children at secondary school and 59% of children at primary school speak a first language other than English.
- ▶ 3650 pupils in Westminster schools have a special educational need (16.8% of state school population).
- ▶ 39.6% of children at primary schools meet the threshold for Free School Meals but the council has established a universal offer.
- ▶ We are currently supporting 177 Looked After Children.
- ▶ 70% of our Looked After Children are aged between 14 and 17 years, 28% of our Looked After Children are unaccompanied asylum-seeking children. – (50 out of 177)
- ▶ 95% of schools are good or outstanding in our borough.
- ▶ 97% of early years registered providers are rated either good or outstanding.
- ▶ 65.9% of children achieve a good level of development at foundation stage.
- ▶ Westminster ranks 134 on the Multiple Deprivation index (out of 317 Local Authorities).
- ▶ 968 children have an EHCP and 2682 children are receiving SEN support (all WCC schools from Spring 2023 census).
- ▶ 21,689 pupils in all WCC schools of which 12,960 are WCC residents.
- ▶ 95.3% attendance in all WCC schools (compared to 94.3% National data)

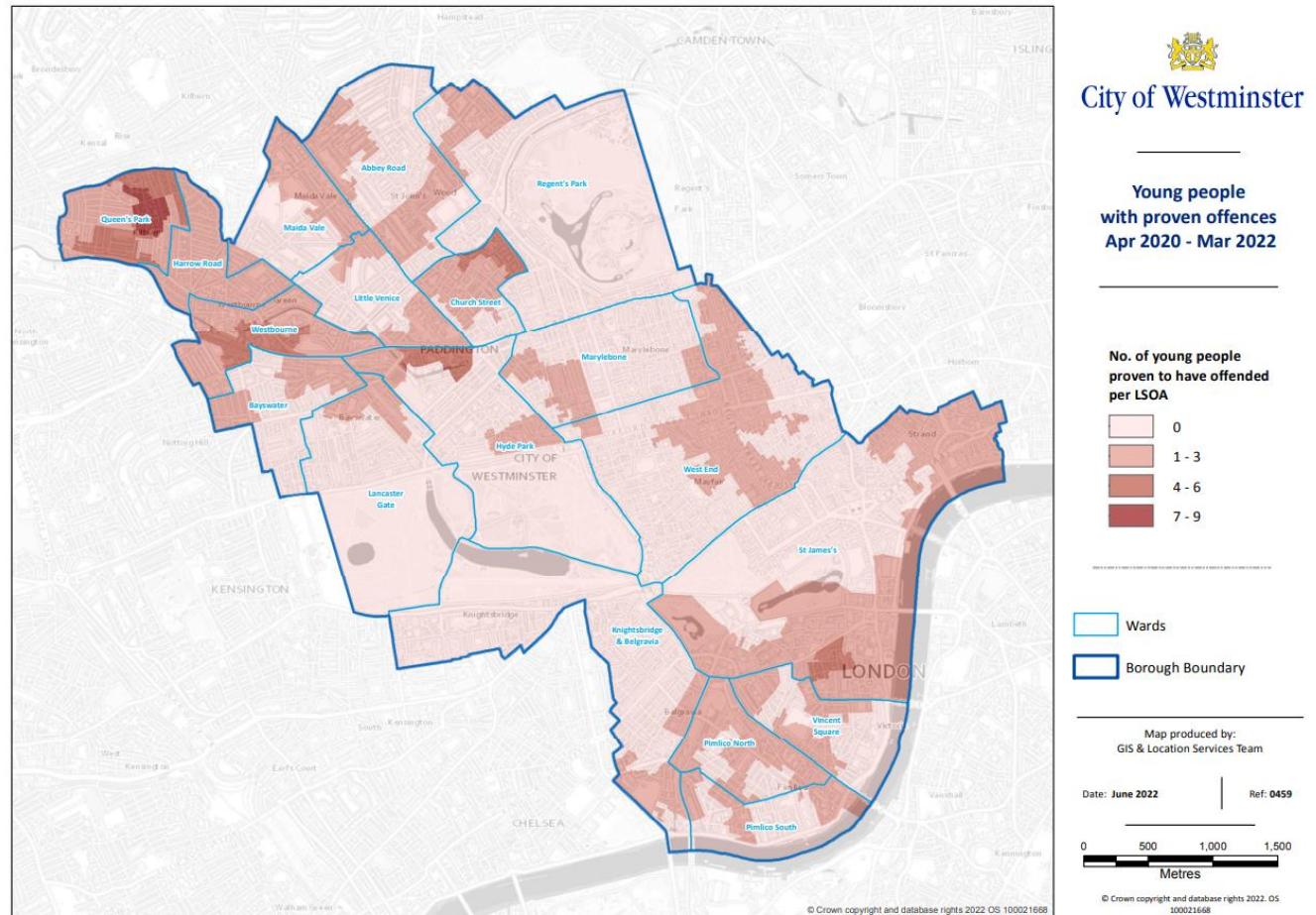


The near-identical maps of deprivation and young offenders per lower layer super output area (LSOA) highlight the significant disparity in wealth of the local population, which has often impacted on the nature of offending in the local area.

**What does a typical YJS case look like?
(Based on 2022-2023 data)**

- Over representation of Black, Asian and other Global Majority category of children open to the YJS is 98% (of which 51% 'Other' category being predominantly Middle Eastern/North African).
- Typical caseload age between 15-17 years (86%).
- 71% received a Court disposal.
- Highest offence category: robbery (22%), drug-related (21%) followed by violence offences (19%).
- Living in a family home with a parent or carer (74%).
- In ETE (57.1%).
- 29% of children in the YJS were registered with an alternative school provision at the point when assessed.

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Section 2

Government, leadership, and partnership arrangements

GOVERNANCE FRAMEWORK

The Youth Crime Prevention Partnership (YCPP) acts as the management board that oversees the local delivery of responsibilities under the Crime and Disorder Act 1998 for Youth Justice Services. It is chaired by the Executive Director of Bi-Borough Family Services and provides strategic direction to prevent offending and re-offending by children. It is accountable to the Safer Westminster Partnership.

The YCPP is an active and well attended board; it receives regular performance reports, discusses emerging issues to find a partnership response, receives updates on audit compliance and the impact on service delivery as well as details of any safeguarding or critical incident reporting to the YJB. As a partnership board, the YCPP provides an opportunity to develop localised responses to maximise outcomes for children and young people who are:

- At risk of offending and reoffending.
- Victims of offending.
- Entering Youth Justice System

Details of the governance framework can be found in **appendix 1** and terms of reference of the YCPP in **appendix 2**. The Executive Director for Bi-Borough Family Services sits on the Local Safeguarding Children's Partnership and represents the Youth Justice issues in this arena.

YCCP Development

The Youth Crime Prevention Partnership Board is an active board that meets bi-monthly. The YCPP Board takes responsibility for all aspects of the YJS governance and has strategic leadership of the YJS. It is proactive in understanding performance, needs of children in the Youth Justice System, in challenging partners in relation to delivery and outcomes.

We have added a partnership update as a standing agenda item to each board meeting; providing opportunities for each agency to update the board on any developments or issues within their organisation that will have a direct impact to children open to the YJS.

All new Board members will receive the Board Induction Handbook and a one-to-one meeting with Management in the YJS prior to their initial board meeting to understand the current context and to have an understanding of their roles and responsibilities. In September 2022 a bespoke board meeting was arranged with staff from the YJS for board members to get to know our children open to the service. In February 2023 all board members participated in a **“cultural competency”** workshop, resulting in collectively working to create an anti-racist statement for the board.

Youth Justice Service

The Youth Justice Service (YJS) is a multi-agency team which includes a dedicated Educational Psychologist, Speech and Language Specialist, Cahms Nurse, Youth liaison and Diversion Practitioner, Early Help Specialist Practitioner as part of Turnaround Programme and a Family Therapist whose roles have been embedded in the team from 2019 and Turnaround since 2023. The YJS reports into the YCCP and sits within Family Services working closely with the full spectrum of Children’s Services from early intervention through to more specialist services i.e., Leaving Care, Looked after Children and Child Protection. The staffing structure can be found in **appendix 3** and ethnicity and gender breakdown in **appendix 4**.

Since 2021, the YJS, Leaving Care and Looked after Children’s team and the unaccompanied Asylum-Seeking Children’s team have re-located to a shared open plan office. This has enabled much closer working relationships between services. The team now comes under the remit of the Head of Early Help, which brings together the full spectrum of prevention of crime to preventing reoffending. Both Community Resolutions and Triage are managed under Early Help. The team has a commitment to understand children’s health, speech and language and mental health needs and has a robust health therapy hub.

The Youth Justice Service works both operationally and strategically with partners to deliver its key objectives and support children and young people to achieve and sustain positive pathways and choices in life.

Partnership arrangements

Effective partnership working underpins the work of the Youth Justice Service to secure good outcomes for children.

The Youth Justice Service is represented on a wide range of partnership boards / panels contributing to the strategic planning and action plans of partners. This includes the Serious Youth Violence Task Group, the Local Safeguarding Children’s Partnership, Safer Westminster Partnership Board, National Referral Mechanism (NRM) Pilot and Bi-Borough Drugs Strategy working group. Furthermore, there is YJS representation at various other partnership meetings MAPPA (Multi-Agency Public Protection Arrangement), VCC (Vulnerable Children Collaborative), Your Choice Project Board, YJS Project Systemic Assessment Board and Bi-Borough School Inclusion Strategy.

There are effective links, operationally and strategically, between the Youth Justice Service and our Early Help Services, including family hubs and the range of youth hub services across Westminster. The team also work closely with the Integrated Gangs and Exploitation Unit, there is a robust commitment to the prevention agenda, including engagement with communities, street outreach and information in schools, alternative education provisions and colleges. Ensuring there is a joint focus at the highest level on preventing youth violence across all agencies working with children.

Section 3

Resources and finance

The YJS receives core funding from the Youth Justice Board in addition to other grants with partner agencies funding seconded staff based in YJS. The chart below summarises each of the funding sources. Within this budget the YJS will deliver the core statutory service as set out by the Crime and Disorder Act 1998.

WCC YOT PARTNER CONTRIBUTIONS 2023/24

Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	396,700		108,700	505,400
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health		60,000		60,000
YJB Grant*	384,753			384,753
Other – Turnaround/TB/SMU	97,009	74,400		171,409
TOTAL	903,462	234,400	113,700	1,251,562

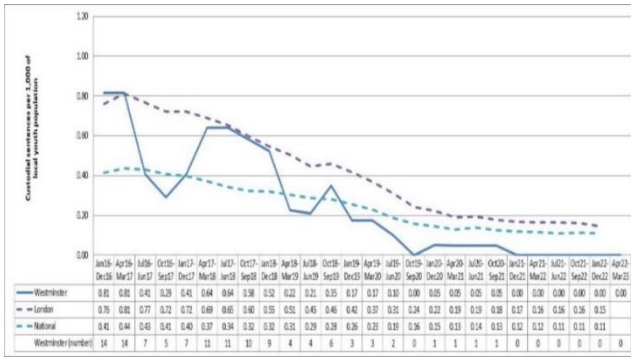
(Based on 2022-2023 grant)

Section 4

Achievements against 2022-2025 Youth Justice Plan

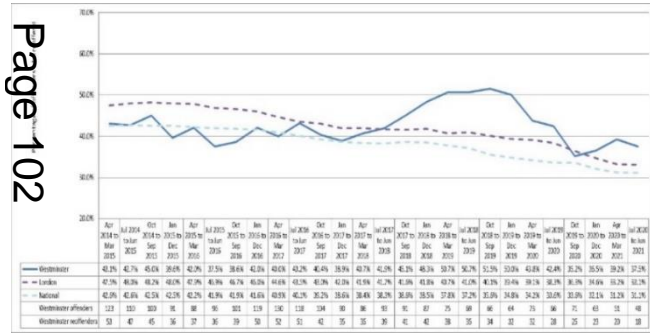
Priority	Success measure/impact/outcome
Priority 1 – Reducing first time entrants	First time entrants in Westminster remain below the London and National Average. In 2023 we have been successful in recruiting an FTE post for the Turnaround Programme to work with children at risk of or involved in low level offending.
Priority 2- Improve ETE outcomes for children	Full time Education and Resettlement lead embedded within service. All children that are at risk of exclusion or not in education, training, or employment (NEET) are offered support through the ETE worker.
	All children are screened for Speech Language and Communication Needs (SLCN) and Mental Health at point of arrival. Established health consultation forum every two weeks to discuss cases and to ensure there is access to the right service and interventions.
Priority 3 – Reducing substance misuse	Bi-Borough Drugs Strategy in place and discussed at both Strategic Partnership boards. Development of a local Public Health approach to preventing and reducing the impact and harm of illegal drugs on children.
Page 10 of 11	Quarterly audits of those children and young people assessed with having substance misuse to ensure interventions being delivered are making a difference. Audits completed in 2022 found 21 children referred to the service, 18 for cannabis, 1 for cannabis/lean and 1 for alcohol and cannabis. 10 different interventions used from drugs intervention, drugs awareness to relapse prevention. Outcomes measured 7 children reduced use, 3 working towards reduction, 1 abstinence, 4 received drug awareness education and 1 child supported with a relational approach to building relationships.
	Priority 4 – Improving outcomes for children with SLCNs.
	Training provided to the YJS, training to Police and partners on understanding the implications of SLCN and how best to engage with children is being planned for this year.
Priority 5 Improving outcomes for young people with mental health needs.	Developed data reporting on children assessed and those receiving intervention to ensure that appropriate support is being offered to children. From April 2022 to March 2023, 23 children referred for mental health support. Of those all were screened and a further 54 consultations were held. 7 children were referred for assessment and treatment and for those 7 children 74 sessions were offered and 42 sessions attended.
Priority 6 – Reducing Serious Youth Violence	Community engagement happens effectively post incident through the Violent Incidence Response Procedure and a Partnership Community Conference takes place. Councillors to receive annual SYV training to support this.
Priority 7 - Work with communities and neighbourhoods	We have delivered on the Church Street violence reduction transitions pilot aimed at year 5&6 pupils, their parent or carers and teachers in the Church Street area. The project has worked with 42 children across 4 schools in 22/23. Including: 1:1 and group work sessions: dealing with emotions, sleep, health, anger management, masculinity, stop and search, bullying, conflict resolution, football sports sessions and healthy eating. There has been a focus this quarter on engaging with children who have transitioned to secondary school. There is now a drop-in session at Church Street for the young people to attend.
Priority 8 – Prevention and Diversion	We have secured a permanent full-time practitioner as part of the Turnaround Programme to engage with children at the cusp of anti-social and or offending behaviour with an aim to offer support and desist them from entering the YJS.

Performance against existing KPIs



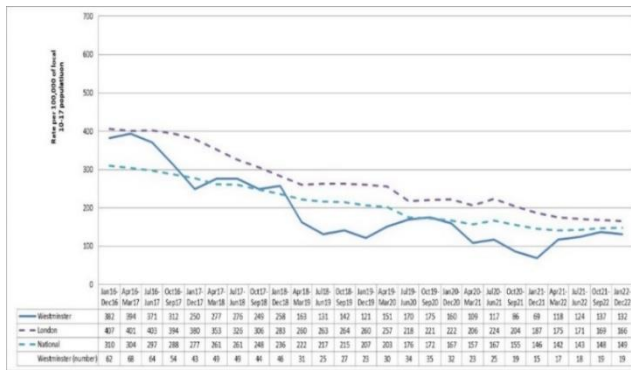
First Time Entrants

Westminster continues to see a reduction in first time entrants (FTEs) The comparative rate of first time entrants (FTE's) per 100,000 increased 132 for the latest annual period to December 2022. Although rising, this rate remains below both the London rate 166 and the National rate 149.



Reducing Re-offending

Westminster data for July 2020 to July 2021 show the percentage of re-offending reducing from 42.4% to 37.5%. Whilst the rate has decreased it remains higher than the London average of 33.1% and National average of 31.1%. This remains a priority area of YJS and is addressed within the plan.



Custody

Custodial sentencing occasions in the last 12 months remained at zero. The annual rate per 1,000 of youth population remains at 0.00 below the London average of 0.15 and the National average of 0.11. Both benchmarks have continued to reduce gradually. The YJS and partners are committed to seek alternatives to custody for children, which is discussed later in the plan.

New additional Key Performance Indicators

The YJB have introduced further key performance indicators that will be reported on from August 2023. A summary is provided on where the YJS is already delivering against each of the measures.

KPI	Measure	How will be achieve what are the challenges?
Accommodation	The proportion of children with suitable accommodation arrangements	Westminster YJS has recently provided an update to the YCPP Board on suitable accommodation for children open to the service. This will continue to be tracked and follow up actions for any unsuitable accommodation to be a priority with partners.
Education training and employment	The proportion of children attending a suitable ETE arrangement	<p>This data is shared on a bi-monthly basis with the YCPP Board. The commitment to Education Training and Employment (ETE) has been addressed at both operational and strategic level. Whilst our ETE figures have increased slightly, our drive and commitment remain strong, to ensure that all children open to the YJS are in appropriate provisions. We have recently recruited a full-time Education Lead with a Resettlement Focus. All children not in ETE or at risk of exclusion will be referred and every effort made to identify and sustain opportunities to get them into or remain in ETE will be a priority area, including early identification of those under16 children at risk of becoming NEET. In addition, more opportunities for relevant work experience placements will be sought with partner agencies within the council and work placement providers. We aim to increase the number of children offered and being able to sustain training, education, or employment opportunities at the end of their order, to support them with abstaining from offending in the future.</p> <p>We have a dedicated 0.2FTE Employment Coach embedded in the Service through Westminster Employment Service (WES) to support children and to access opportunities within the Council and through providers across Westminster.</p>
Special educational needs or disability (SEND)	The proportion of children who have an identified SEND need, are in suitable ETE and have a formal learning plan in place for the current academic year	This data is shared bi-monthly at the YCPP Board. There is specific focus on ensuring that where the threshold has been met every child with identified SEND has an up to date EHCP Plan. In addition, the YJS has an Educational Psychologist based within the service that will be assessing children with undiagnosed need at point of entry to ensure they get access to the right services and support that is needed.
Mental healthcare and emotional well-being	The proportion of children with a screened, or identified need for an intervention to improve mental health or emotional wellbeing, and offered interventions and attending screening	This data is shared bi-monthly at the YCPP Board and will now include data on those with identified need, number of children offered screening and those engaged in interventions.

Substance misuse	The proportion of children with a need for specialist treatment intervention to address substance misuse, and offered intervention and attending screening	This data is shared bi-monthly at the YCPP Board and will now include data on those with identified need, number of children offered screening and those engaged in intervention.
Out of Court Disposals	The proportion of Out Of Court Disposal interventions that are completed	This will now be included within the data report to the YCPP Board. With the appointment of the Early Help Specialist Practitioner it is anticipated that the number of children offered support will increase, the re-offending rates amongst this cohort will also be measured to address impact of intervention and support.
Links to wider services	The proportion of children who are currently on either an Early Help plan, on a child protection plan or classified as child in need or have a looked after status	This data around children open to Social Care on CIN or CP Plans and those with a looked after status is currently shared at the YCPP Board. This will be expanded to include EH and IGXU involvement.
Management Board Attendance	Monitoring senior partner representation at management boards, and monitoring if partners contribute data from their individual services that identify areas of racial and ethnic disproportionality	Attendance is tracked for YCPP Board Meetings, this will be further scrutinised to address gaps in attendance and data being shared.
Serious Violence	The rate of children convicted for a serious violent offence on the YJS caseload	This is tracked both at the YCPP Board and Serious Youth Violence Board.
Victims	The proportion of victims who are offered and engage with support from the YJS.	This is an area that the YJS needs to improve and is addressed further in the plan.

Local Performance: Overview of Caseload

From April 2022 to March 2023, the YJS worked with 58 children, to note this figure does not include the diversionary interventions as they are managed under Early Help, Community Resolution and Triage.

Most of the children open to the YJS have experienced multiple adverse childhood experiences, including, trauma, parental separation, parental substance and mental health, undiagnosed need, speech, language, and communication needs. As such the work delivered by the YJS is trauma informed and relational.

A priority this year will be to analyse our cohort to get a better understanding of the types of Adverse Childhood Experiences (ACEs) experienced by children and their families to establish if there is a particular a need that we as a partnership need to prioritise.

Caseload

Caseloads within Westminster YJS reduced from April 21- October 21. This reduction is likely a result of the Covid-19 Pandemic. Since June 2022 there has been an increase with numbers returning to pre-pandemic levels in the mid to high thirties.

Youth Justice Service Caseload by Date

YOT ● WCC



Caseload measures young people on open programmes on each day of the year.

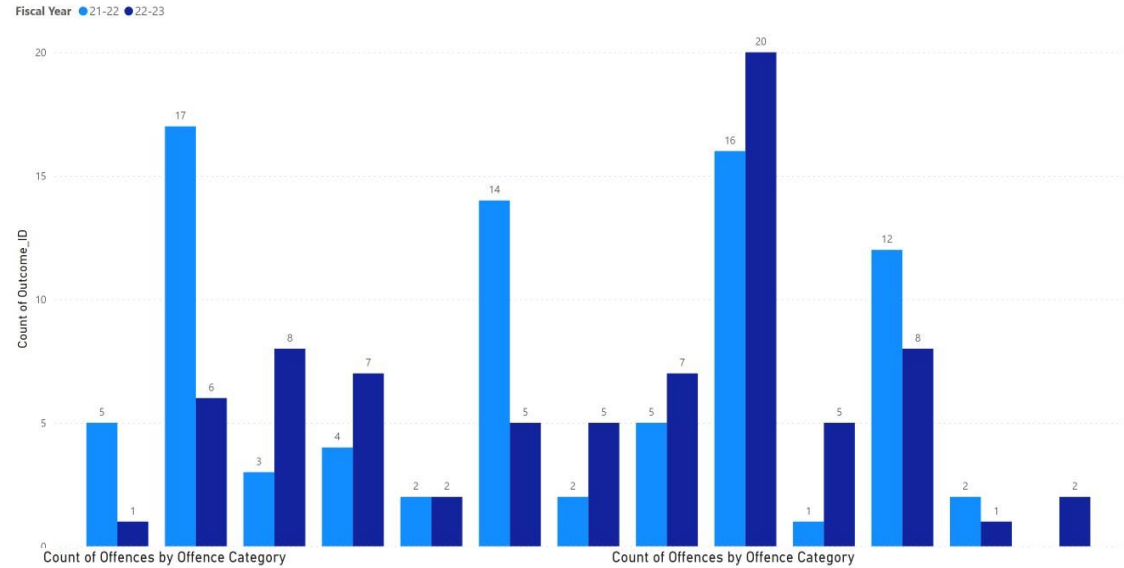
33 young people as of 01/04/2021.
31 young people as of 31/03/2023.

There was a **-6.1%** reduction in caseload between 01/04/2021 and 31/03/2023.

Disposals

Throughput by type of disposal during the last two financial years. The data includes all substantive disposals as well as other outcomes where charges are proven including Referral Order extensions. Cases deemed suitable for triage or community resolution are also included to show the volume of work which aims to keep children outside the Youth Justice System. There was an increase in Youth Cautions, Youth Conditional Cautions, fines, compensation orders and both Referral Orders and Referral Order extensions in 2022-2023 compared to the previous year demonstrating the continued efforts to keep children out of the statutory framework.

Count of Outcomes by Outcome Type and Fiscal Year

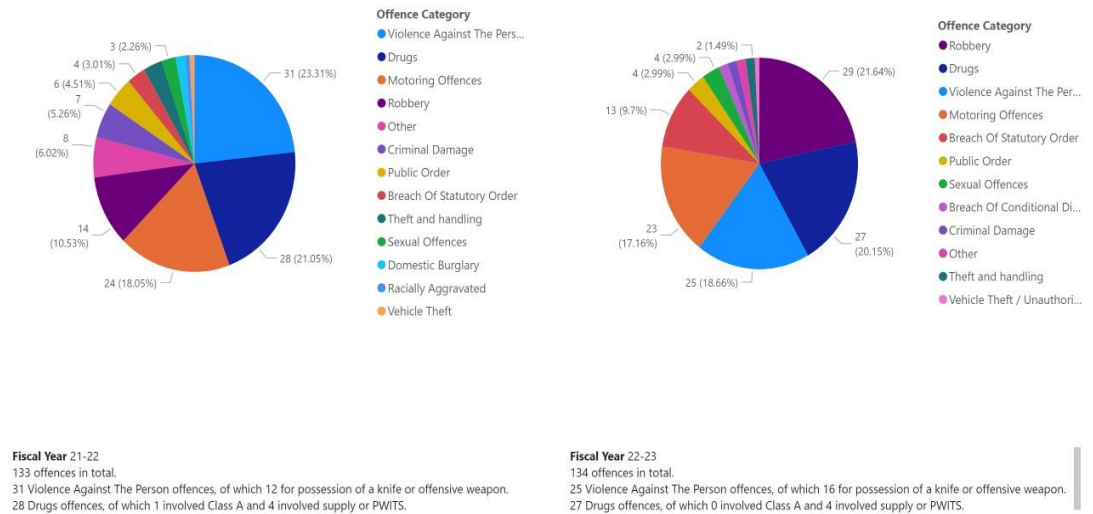


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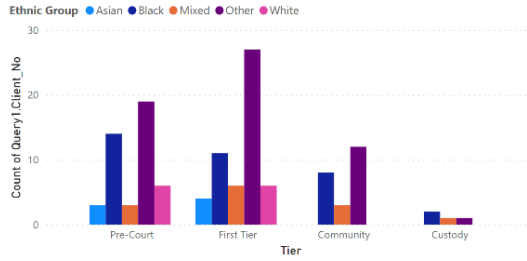
Offence Gravity

The charts show break down for the total offences each year by the gravity factor, by number and percentage for 2021-2022 and 2022-2023. The Youth Justice Board defines 'Serious Youth Violence' (SYV) as 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 4 offences and above will usually be charged and processed through the Courts unless there are mitigating factors in which case the offence could be dealt with by an Out-of-Court Disposal.

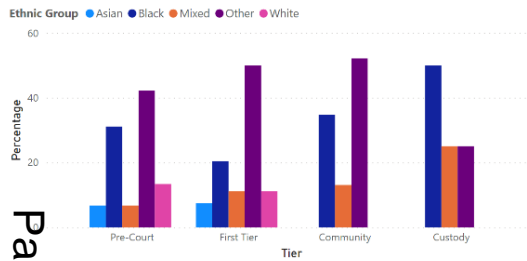
The number of offences increased by one compared to the previous year with robbery being the most prevalent offence in 2022-2023 followed by possession of drugs and violence against a person. This differs from the previous year and more analysis will be done in the coming year to understand this trend.



Count of Young People by Tier and Ethnic Group



Percentage by Tier and Ethnic Group



Fiscal years 2021-22 and 2022-23

Young people receiving Youth Justice System disposal or commencing bail support or remand programmes. The chart below show the percentage points difference to the Census 2021 data for 10-17 year olds residing within the borough.

Percentage Point Difference to Census 2021 by Tier and Ethnic Group



There were no young people of White or Asian ethnicity in the Community or Custody tiers in the last two fiscal years.

Ethnicity and disposal

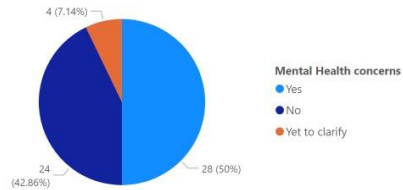
There is an over representation of Black and Global Majority Children within the YJS. This is a priority area that is being discussed at the YCPP Board and with the partnership.

Graphs to the left show the overall numbers of children, graph on top right shows the difference between offender % and population %.

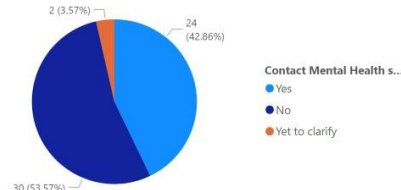
For example, for the Other group in the overall charts (top 2 charts) shows 49 children from the Other category out of 103 total children (47.6%). The Other group in 10–17-year population of borough is 21.6% based on the 2021 census data. That is a difference over-representation of 26%. This is discussed in more detail later in the plan.

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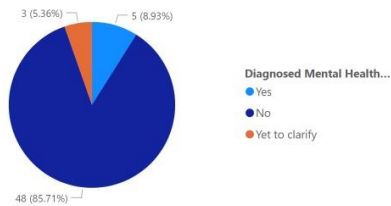
Young people by presenting Mental Health concerns



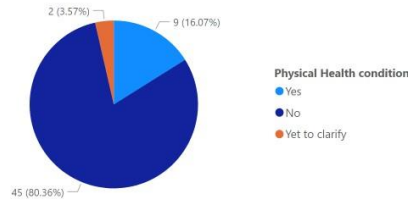
Young people by contact with Mental Health services



Young people by diagnosed Mental Health condition



Young people by Physical Health condition



Mental Health concerns

Data shows the number of children that have presented with mental health concerns, had contact with mental health service in YJS, to diagnosis and those with physical health conditions during 2021-2023.

The data identifies over 50% of children presented with mental health concerns on point of entry and during the screening and assessment process. Of those children 86% were referred to the CAMHSs mental health practitioner based with the YJS. 9% were diagnosed with a mental health condition and 16% with a physical health condition.

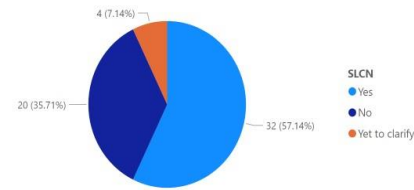
As previously mentioned, there is quarterly analysis on this to ensure that all children are getting the right access to support and intervention.

Young people commencing programme between April 2021 and March 2023 with assessment data.

Speech language communication needs and Substance Misuse

The graphs show children assessed with Asset Plus or the Systemic Assessment during the last two years. Chart 1 shows the ‘Speech, Language, Communication and Neuro-disability’ indicator, derived from a series of questions in Asset Plus and a leading question in the Systemic Assessment were recorded. 57% were recorded as having speech, language, communication, or neuro-disability needs. Chart 2 shows number of children with an identified SEND which is 32%.

Count of Young People by Speech, Language, Communication or Neuro-disability



Count of Young People by Special Educational Needs or Disabilities

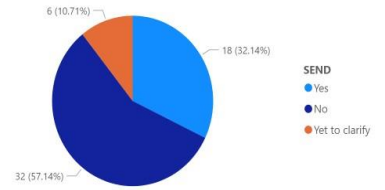
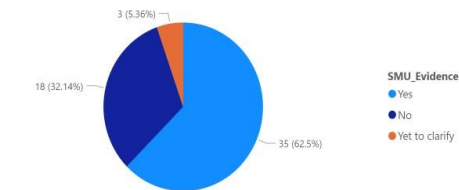
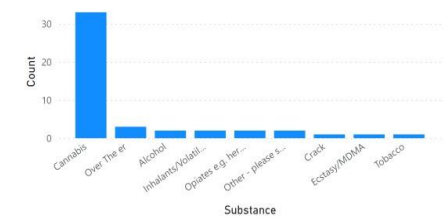


Chart 3 indicates number of children where there was evidence of substance misuse. Over the last 2 years this measured as 62.5% of children open to the YJS. Chart 4 shows a breakdown of substances used.

Count of Young People by Evidence of Substance Misuse



Count of Young People by Substance



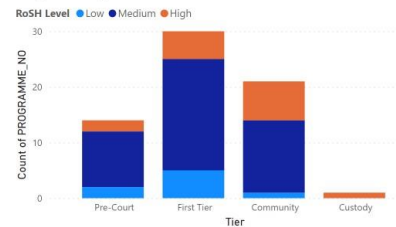
Risk of Serious Harm/Safety and well-being level, likelihood of re-offending and scaled approach levels

Over the last 2 years the majority of children pre-court, first tier and on community orders were assessed as either medium or high risk of serious harm. For safety and well-being all children pre-court were either assessed as medium or high, with an increase of high for those children on Referral Orders or Statutory Court orders.

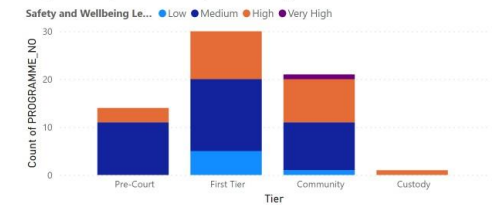
We have monthly risk, safety and well-being panels that are attended by professionals to discuss children and interventions to reduce their risk or safety concerns. Likelihood of re-offending for most children was rated medium to high. The level of intervention for these children has been enhanced to intensive to ensure the right support and intervention is offered to reduce these risks.

Young people commencing programme between April 2021 and March 2023 with assessment data.

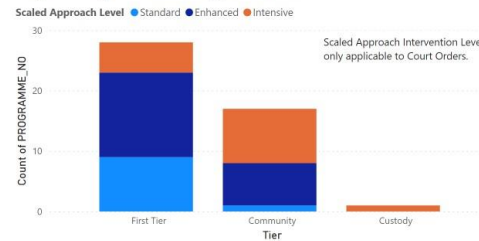
Programmes by Tier and Risk of Serious Harm Level



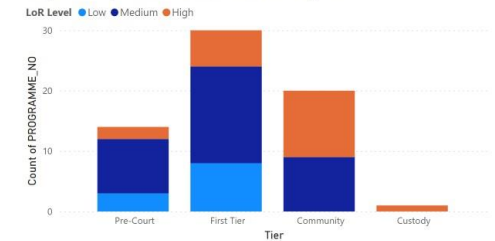
Programmes by Tier and Safety and Wellbeing Level



Programmes by Tier and Scaled Approach Level



Programmes by Tier and Likelihood of Reoffending Level



Young people commencing programme between April 2021 and March 2023 with assessment data.

Responding to over-representation

Westminster is a diverse borough with a transient population due to the West End and the tourism it attracts. There are some areas particularly in the North West and North East that have a large population of children and families from the Global Majority that have experiences of inequalities and disproportionate treatment within the YJS.

Our commitment and responsibility as a partnership is to reduce children coming into the YJS and recognise that systemic and trauma informed approaches is necessary to both help children not to offend but to ensure that support is appropriate.

It is important for us to understand the local profile within Westminster and particular areas of disproportionality. The 2021 Census data will assist partners to understand how disproportionality affect the children within the YJS cohort.

Unlike neighbouring boroughs, our highest over represented group of children are from the other category. This group consists of young people who are Algerian, Egyptian, Moroccan, Syrian, Kurdish, and Azerbaijani. Our next overrepresented category are children that are black and then mixed race. What is of interest and concern is the under representation of white children known to the YJS.

We have identified that our statistics warrant a closer look especially in relation to data held by the Metropolitan Police and number of stop and searches including no further actions for this group of children. This is being addressed at the Partnership Board to ascertain why certain groups of children from particular global majority groups are being stopped and searched more frequently by the police compared to young white children. In addition, we want to get a better understanding of arrests versus positive outcomes (charge and conviction) to scrutinise this data further.

We have also noted that in Westminster those children that receive out of court disposals and those that continue to offend are from Black, and other backgrounds.

What we have achieved in 2022-2023

- Scrutiny of stop and search data in partnership with our BCU. Findings have highlighted the over representation of Black and Global Majority children in stop and searches compared with other groups. This prompted a dip sample of body worn footage by police officers to ascertain if the stop and searches were proportionate and conducted fairly. In the majority of cases stop and searches were deemed proportionate, however what was of concern was that in most cases the stop and searches were poorly executed. Further work is being completed with our BCU to understand resident vs non-resident data to get a better understanding of this disparity. There is also joint partnership work being developed on training for Police Officers in our BCU on understanding the needs of children particularly those that come to the attention of the YJS to improve outcomes.

- ▶ Development of our Disproportionality Action plan with partners across the Local Authority and Services. As a Youth Justice Partnership (“Just Fair” - Leading in Colour), we are committed to find ways to enable Global Majority children to grow up safely and well and stay out of the youth justice system. In response to our local learning, as leaders we have pledged to establish services and support which enable tailored and responsive provision for all children, built on a collective commitment to promoting childhoods 'removed from the justice system'. We are delivering on never giving up on children and going the extra mile or more across the system to make sure young people are motivated and supported to make positive choices. Leaders and partners are aware of local and racial disparities. Surveying board members about their confidence in recognising unconscious bias and providing reassurance that they and the organisations they represent are providing services that are anti-racist. All board members have participated in Cultural Competency training which included a pre-and-post training survey to measure impact.
- ▶ We are in the process of developing an anti-racism and value statement as partners for the YCPP Board. Initial discussions have taken place; as a partnership we have ensured that the development of an anti-racist statement is one that includes the views of key partners as per the Crime Disorder Act of 1998. We have agreed that the draft statement to be reviewed by the YCPP needs to be informed and shaped by the YJS team own statement as well as the views of children. The YJS team will develop a value statement as part of the July 2023 away day, and views of children will be collated by utilising the skills of our Speech and Language Therapist. All partners are keen that the strategic statement /operational statements have an impact on practice.
- ▶ Based on up-to-date research, all YJS staff have completed mandatory training (unconscious bias, anti-racist practice and adultification), in order that we actively promote acknowledgement of privilege and amplify the voices and experience of Black and Global Majority groups. The YJS QA/monthly case supervision template has been updated to ensure that specific questions on diversity for each child; their experiences of stop and search/ and any racial trauma is discussed. Findings will be shared every quarter with the YCPP Board so the voices of children are heard, and service delivery is shaped.
- ▶ Providing an offer within the Westminster Inclusion Strategy of holding restorative panels or restorative intervention in schools when a child is at risk of exclusion or managed move. A Policy to explain this has been developed for schools and will be delivered at the next Head Teachers forum which will take place in September 2023.
- ▶ A Bi-Borough review of Black Fathers’ engagement, focusing on practitioner practices and data analysis activity has been commissioned by the YJS to increase our engagement with black fathers across Children Services. A workshop including “appreciative enquiry” was held in Westminster in May 2023. Over 90 practitioners and managers attended. Feedback sought initially through survey to get an understanding what practitioners felt prior to the workshop. Next Steps: (1) to look what teams were represented and those that weren’t so we can follow up with individual managers and those teams to be invited to the RBKC workshop. (2) report to be run on Children Services and YJS database to ascertain number of assessments where a father’s input is sought. To then follow up with an audit to assess quality on those that have included fathers input, where they haven’t had input what the barriers have been to gaining fathers

views. We are keen to establish do we have any over representation of any particular group, (3) systemic groups to be championed in teams to focus on engaging fathers as good practice, barriers, uncertainty. Report of findings will be published in Autumn 2023 with recommendations to develop and improve practice.

Priorities: Westminster YJS submitted the 2022-2025 strategic plan last year, which sets out our priorities for the next 2 years. An update has been provided within this plan on key achievements to date against these.

Section 6

Prevention and diversion

Prevention Work - Early Help

Westminster continues to develop our Early Help system as laid out in our ambitious strategy 2022-25 (sustaining a thriving system). The strategy will be reviewed at the end of this year, with ongoing workshops across the partnership, sharing good practice and next steps.

This strategy has been co-created with our partners, and as such represents a commitment from organisations across our Early Help system to work collaboratively to achieve our vision: ensuring that we are able to provide the right support, at the right time, to improve the life chances of children and their families in Westminster. In 2019 we set ourselves an ambitious strategy, and over the past 4 years achievements have included:

- **Family Hubs:** Westminster has been in the vanguard of developing Family Hubs.
- **Integrated Early Years Pathway (0-5 transformation):** Westminster has developed a new pre-birth to five pathway . including integrated universal delivery to improve the health and wellbeing of all children and parents. An early years workforce development strategy has been developed and implemented to ensure we have a high-quality training offer for all our staff and our partners.
- **Youth Hubs:** Westminster City Council has invested significantly in youth services with the local umbrella organisation, Young Westminster Foundation, leading the development of five Youth Hubs. These have become an integral part of their nearest local Family Hub with the youth manager/ leader becoming an active member of the Family Hub Integrated Leadership Team (ILT).
- **Youth Violence:** Following a successful bid to the Violence Reduction Unit, Family Lives launched an innovative Parent Navigator Programme; a community-based parent/carer champion model.

- **Parental Conflict:** Westminster was the lead for a group of seven local authorities (LAs) in a programme entitled ‘Building Relationships for Stronger Families’ as part of the Department for Work and Pension’s (DWP) Reducing Parental Conflict programme. This programme continues to deliver training to staff including workshops and interventions led by an organisation specifically focusing on fathers.
- **Non-violent resistance (NVR):** NVR is becoming well established in Westminster, with over 80 practitioners having trained in foundation level NVR practice and 9 practitioners becoming Advanced NVR practitioners.
- **School inclusion:** The School Inclusion team is now an integral part of the wider Early Help Service offer, working closely with our schools to prevent permanent exclusions and suspensions.
- **Trauma Informed Practice:** Trauma informed training is an integral offer as part of the workforce development plan. We have several schools who have achieved trauma informed quality kite mark demonstrating a whole school approach.
- **Young Carers Navigator:** We have also provided funding for a Young Carers Navigator, employed through Dream Arts with a remit to develop a pathway for young carers and to deliver awareness training both to our practitioners and to our partners as well as assessing and supporting young carers. This post is funded for two years.

We believe that Early Help means acting ‘**early to improve the lives of children and families now and in the future.**’¹ Improved outcomes may be a result of preventing problems before they emerge or preventing the escalation and/or entrenchment of problems. Our Early Help services also promote the necessary conditions for every child’s healthy development, reflecting the critical nature of early childhood experiences in impacting brain development and therefore a child’s ability to fulfil their potential into adulthood.

Our strategy is underpinned by the ethos of strong ‘whole family and multi-agency working to support vulnerable families’² and as such advances the national commitment to making a whole system approach to family support the established practice in local areas. ***We view Early Help as a ‘system’ rather than one service.***

We have developed four priority areas to focus on over the duration of the strategy:

- Supporting Covid- 19 recovery
- Youth Engagement
- Health and Wellbeing
- Economic Wellbeing.

¹ [What is early help? Concepts, policy directions and multi-agency perspectives](#) p.6.

These have been developed from a review of the data which highlights areas of concern, along with dialogue through workshops with our partners. These priorities will support the achievement of our proposed outcomes and will be delivered through accompanying action plans, which in turn will shape the localised operational across each of the family hubs.

Parenting Support

Westminster parenting offer to families has continued to develop and is now delivered both on-line and in person. This has allowed a greater number of parents with work or care commitments to attend. The core parenting offer comprises evidence-based groups & programmes:

- Non-Violent Resistance - A 12-week group for parents with children 11yrs+ who are displaying challenging or risky behaviour.
- Freedom Programme - An 11-week programme for women who have experienced domestic abuse in any of its forms, providing a reflective space and tools to identify abusive behaviour in the future.
- Triple P - An 8-week positive parenting programme ideally suited to parents with children under 11yrs.
- Building Relationships for Stronger Families Programme - (funded by DWP) this programme offered a series of evidence-based group or 1:1 support for families experiencing conflict within their couple or co-parenting relationship. Delivered by Tavistock Relationships and local sub-contractors, interventions have been offered online or face to face according to parent choice.

In addition to the group programmes, 1:1 support for parents has continued referred by Early Help and Social Care Practitioners. Parents who are experiencing barriers which make joining a group more challenging such as poor mental health or language barriers, have been provided 1:1 parenting sessions. Parenting courses continued to be delivered throughout the pandemic. This included Non-Violent Resistance (NVR) delivered to 43 parents and carers, helping them develop strategies to manage their child's behaviour. This intervention gives parents/ carers alternative strategies for managing their child's behaviour whilst avoiding escalation.

Other specialised parenting groups run across Westminster which have been shown to support families experiencing complex issues such as SYV, child to parent violence, sexual exploitation & children on the periphery of gangs. IGXU colleagues attend the parenting groups to offer advice and support.

Two resource booklets have been produced: 'Advice & Guidance to Parents & Carers about SYV, Knife Crime & Gangs' and 'Talking to your children about a violent incident.' These have been translated into Arabic, Bengali (Sylheti), Kurdish and Somali languages and have been circulated in workshops, training and group sessions, youth clubs, community centres, libraries and GP practices, as well as to teachers, nurses, ward councillors, frontline practitioners and Community Champions.

School Inclusion and Trauma-Informed Work

We have been working on preventing school exclusions and suspensions through a collaborative (inclusive) trauma-informed systemic approach. The number of permanent exclusions is low. We have been working with 16 schools so far, with 83 teachers trained and 59 young people on the programme. The programme started with the primary sector but now includes 8 secondary schools, and to date not one child on the programme has been permanently excluded. An award scheme for

schools who develop the trauma based whole school approach and share the learning with other schools is now firmly embedded. A Bi-Borough Inclusion Strategy is now in place.

Other early intervention work with schools

There are a range of other initiatives, which aim to identify need early to provide early support. Some examples are:

- **An Early Help Family Practitioner is Linked to each School** for consultation and advice. This enables reviewing of concerns about pupils, sharing information on services available to support the needs of children and families including school attendance and engagement.
- **School Health Service** (school nursing), a local Public Health service supports schools, children and their families, providing advice and support and signposting on health and wellbeing: this includes supporting children at alternative provisions as outlined below:
- **Family Hub Partnership Panel:** Schools have an opportunity every month to share concerns with locality partner services, as part of case discussion about families at pre-referral level.
- **West London Zone:** working in 4 schools, they help children build the relationships and skills they need to get on track socially, emotionally and academically to thrive in adulthood. Key to the work is building trusted relationships, providing specialist support and joining up each child's support system, including families, schools and local organisations, to deliver a personalised 2-year support plan for 30-40 children.
- **Mental health support teams in schools:** Funded by NHSE. The teams deliver evidence-based interventions for mild to moderate mental health issues, supporting senior mental health lead in schools to introduce or develop their whole school approach, giving timely advice to school staff and liaising with external specialist services to help children get the right support and stay in education.
- **MPS 'Be Heard' project** will be developed within the Westminster secondary schools through the Safer Schools Officers. This will give children a voice and support a Youth Independent Advisory Group.
- **MPS Safer Schools Partnership (SSP):** Westminster has 10 Safer School Officers that cover the secondary schools signed up to the Safer School Partnership and now 1 dedicated alternative provision officer. There is a regular Dedicated Safeguarding Leads meeting to discuss emerging issues and risk. Safer Schools Partnership (SSP) encompasses 14 schools who need regular SSP support which includes KOOTH, a free online counselling service to all local children.
- **'Fast Forward' project** being developed within Westminster with Richmond Rugby Club and Lords Cricket Club which will be offered to Primary Schools. This will include a holiday placement scheme. Both the local authority and police are involved.
- **'Safe Camp'** which is run by London Sports Association and supported by the MPS in Pimlico. Police provide input on safety and stop and search.

Section 7

Restorative Approaches and Victims

This area of work remains a key focus for both the Victim and Restorative Justice Lead (RJ), YJS Police and partners.

The recent change for London YJSs (August 2021) that only Police Officers can make initial contact with the victim prior to details being shared with past to the RJ Lead has resulted in lower engagement rates. In addition, due to staffing resources, the YJS only had one Police Officer based within the Service for a lengthy period of time which has impacted directly onto the work with victims. This has now been remedied since beginning of this year with the post being filled and the YJS Police Officers now being at capacity with two officers embedded in the service. There are monthly meetings with the Police Sargent, YJS Management Board and DI Inspector to discuss priority areas for the Police to take forward. Below is a breakdown of victim contact and engagement.

Below is a breakdown of number of victims for the period of 2021, 2022 and 2023 (June). The table provides a summary of initial contact being made, where it wasn't and number of victims where RJ was/wasn't explored.

	Number of victim's	Police contacted the victim	police didn't contact the victim	RJ couldn't be explored	Number of victims who engaged in RJ	Number of victims who didn't engage in RJ	RJ couldn't be pursued
2021	43	31	12	12	10	18	3
2022	55	40	15	15	35	19	1
2023 to present June	11	4	7	5	1	3	2

Our priority for 2023-2024 is to:

- Ensure every victim is contacted within 5 days and information passed onto the RJ Lead within timescales.
- Ensure victims views are sought prior to a child being discussed at the OOC Panel to ensure their wishes and views are taken into account as part of decision making.
- Ensure that victim's voice is represented at our Risk, Safety and Well-Being Panel by the YJS Police Officers in the team.
- Work with local safeguarding partners and Police to ensure all children and young victims of violence and those vulnerable to exploitation are referred to appropriate packages of support across both statutory and voluntary provision.
- Ensure Victims of violence have a trauma informed needs assessment with referral to CAMHS when the assessment determines that to be appropriate.
- Improve support to family members of victims.
- Increase engagement through recruitment of RJ specialists.

Section 8

Serious Youth Violence and exploitation

As a partnership we are committed to develop a greater analytical understanding of serious youth violence and the fear of violence to enable us to identify appropriate tactical and strategic responses, including the ongoing development of a Serious Youth Violence Dashboard and Integrated Gangs and Exploitation Dashboard. Our priorities are as follows:

- Development of a Serious Youth Violence Dashboard and Integrated Gangs and Exploitation Dashboard. The Serious Youth Violence dashboard continues to be updated / evolve as new data is available to us and is presented regularly to the SYV Board.
- Having specialist gang detectives to deal with gang related serious crime offences and intelligence lead weapon sweeps.
- Focusing on prevention in schools working closely with education providers. This will include monitoring exclusions and have an exclusion steering group targeting those schools with the highest exclusion rate.
- Delivering early help work with younger siblings of gang members and work with parent and carers.

The Church Street violence reduction transitions pilot is one of our flagship pieces of work: aimed at year 5&6 pupils, their parent or carers and teachers in the Church Street area. The project has worked with 42 children across 4 schools in 22/23. Including: 1:1 and group work sessions: dealing with emotions, sleep, health, anger management, masculinity, stop and search, bullying, conflict resolution, football sports sessions and healthy eating. There has been a focus this quarter on engaging with children who have transitioned to secondary school. There is now a drop-in session at Church Street for the children to attend.

Section 9

Detention in police custody, remands and use of custody

Detention in police custody

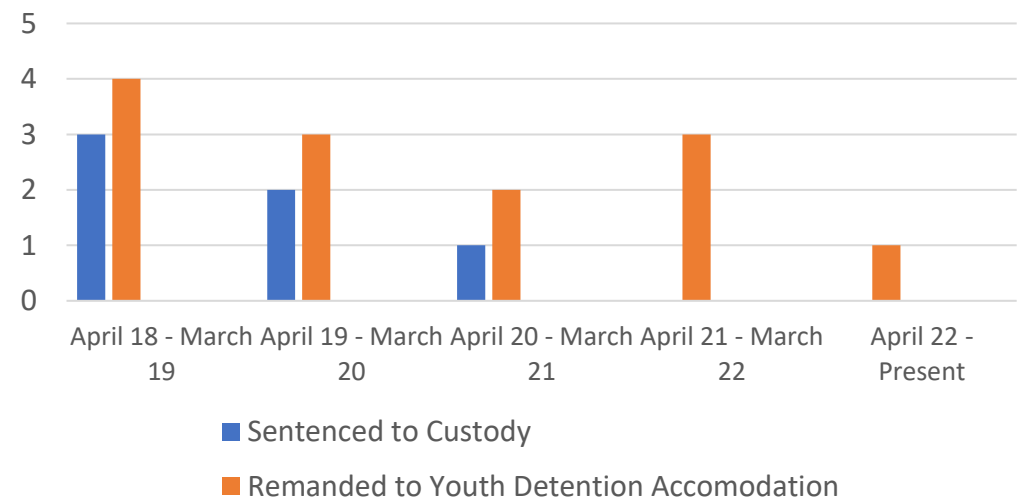
Our priority in this area as a partnership this year will be to gain the experiences of children who have been arrested and to seek to find out about their experiences in police custody. Within Westminster, children that are arrested in borough will be produced at Charing Cross custody suite. Whilst we have a Youth Diversion and Liaison Practitioner based 3 days a week in Charing Cross, they will not always see every child that is being produced. We will also be appointing as part of the Engage Programme a further worker in police custody this year, it is hoped through this increased capacity, all children will be seen by a worker on arrival in custody.

What we plan to achieve is to get a better understanding of children's experiences, practices that are working well and those that need to be addressed as a partnership particularly in the context of the disproportionate representation of global majority children within stop and searches in the borough.

Remands

The numbers of children over the age of 16 entering the secure estate are at a disproportionate rate to the numbers going on to receive a custodial sentence. Both the secure estate and the HMCTS are at breaking point as the average number of bed nights required is now estimated to exceed 121 days. During recent months, there has been a shift in the amount of capacity (50%) which the secure estate is providing to accommodate young people on remand awaiting trial and/or sentence. (Feltham HMYOI, Nov 2021). Within Westminster YJS, custody and remand rates sit below both the London and National Average. Our mission is to give children who are viewed or deemed a 're-offender', 'persistent offender', 'edge of care, too 'high risk', access to the most appropriate alternative option to custody or remand whilst holding public protection at the heart of what we do. Over the last four years we have seen a reduction in custodial sentences and remands have remained low. We have strong partnership and working relationships with both Children Services and Placements Team and seek to find solutions including placements out of the area as an alternative. Our

Remands vs Sentences

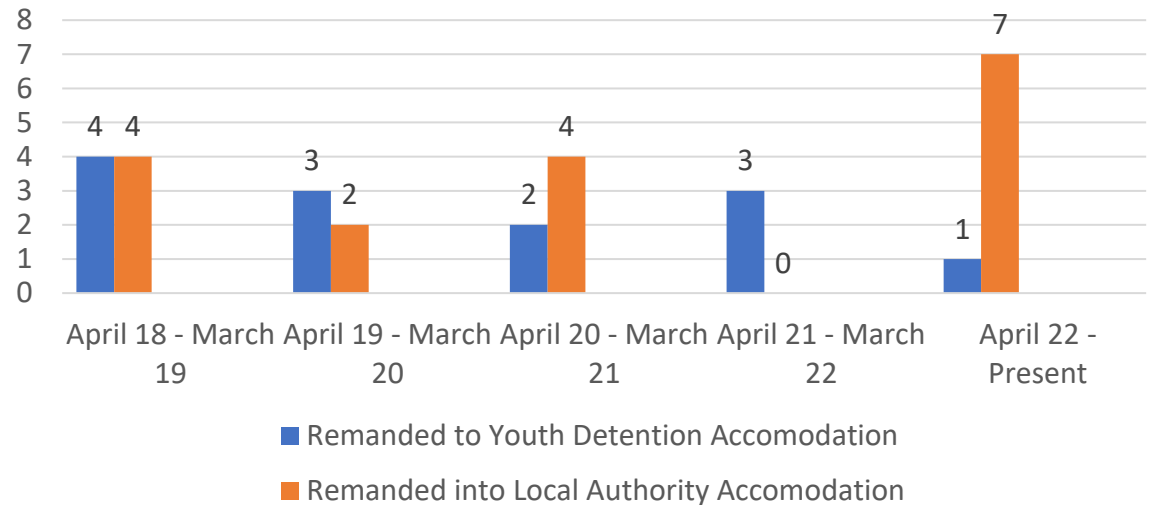


goal is to ensure that an effective resettlement arrangement can be achieved which takes into account public protection, victim safety, welfare of the child and the risk of re-offending.

What we feel are the benefits to remand into Local Authority Care vs secure detention.

- ▶ Minimization of disruption to children prior to and post sentence.
- ▶ Improving outcomes and life choices for our overrepresented cohort of children.
- ▶ Legal status remains the same.
- ▶ Increased community sentences.
- ▶ More autonomy as a Local Authority to work in partnership to safeguard the public and improve life choices of a child using the RILLA option.
- ▶ Reduction of overall custody population.

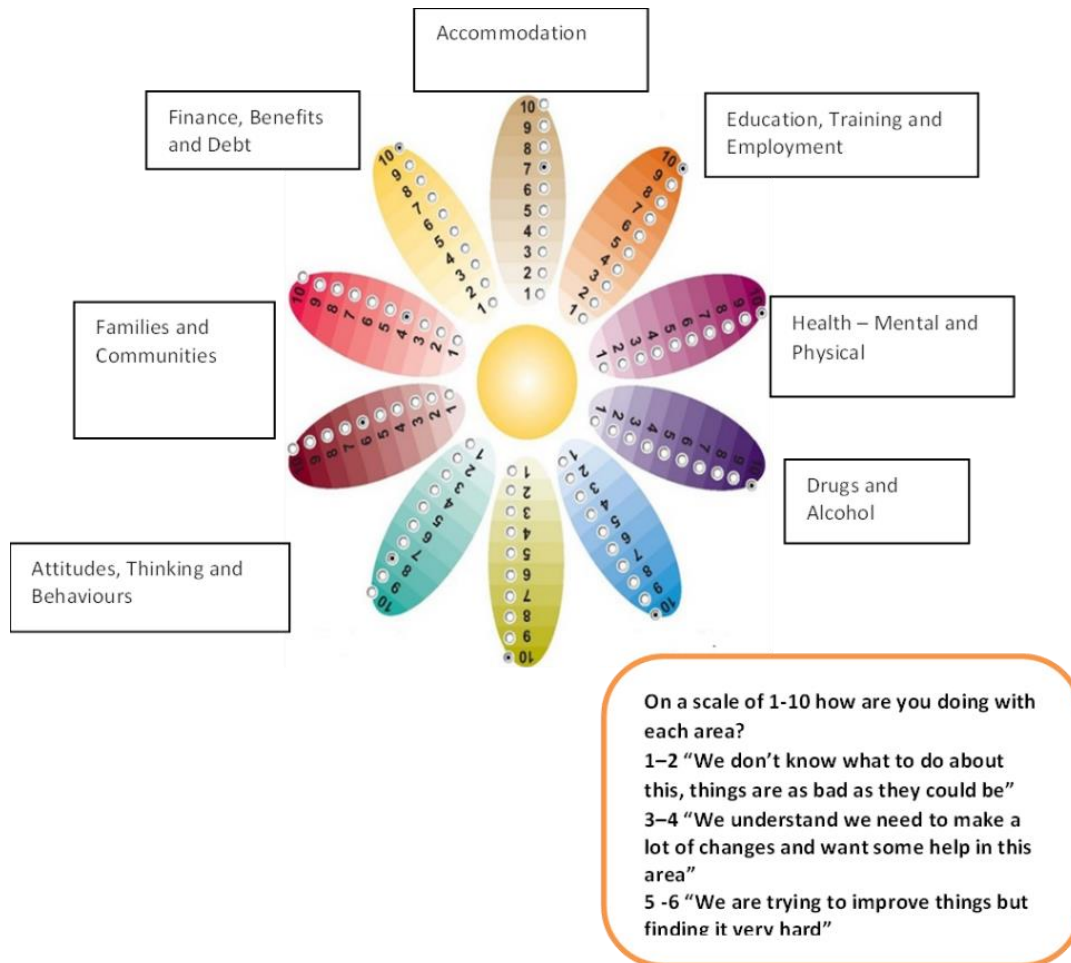
Remands vs RILLA



We are proud that our custody rate remains below the London and National Average. Over the last 3 years we have worked hard to keep children out of prison, our data shows our custody and remand rate including remand into secure accommodation versus remand into Local Authority Care. We have seen an increase of the later as we have opted to work as a partnership seeking alternatives to custody for our children which has included placements out of the borough.

Section 10

Constructive Resettlement



Custody for our children is a last resort and our numbers remain low. Our commitment to those children remanded or sentenced is as follows:

- Embed beyond youth custody framework within our constructive resettlement offer.
- Ensure that resettlement work starts from the point a child enters custody and work is done to help develop a pro-social identity ensuring all principles of constructive resettlement are adhered to.
- Work with parent and carers jointly and ensure there is a holistic response on supporting the child once released to the community.
- Ensure that children have appropriate access to education, training or employment in custody and at point of release to support a pro-social identity.
- Continue to discuss cases on a quarterly basis with the YCPP Board led to mitigate any potential risk issues or to support a multi-agency response and escalation to services where needed.
- Where a child has SLCN or SEND needs this information is passed to the custodial setting and the child is able to access the appropriate support

Section 11

Standards for Children

Westminster YJS part was selected for a validation visit by the Youth Justice as part of the national self-assessment of National Standards in 2021. Feedback received is summarised below:

- Management board process and how the audits were undertaken was robust.
- National Standard 4 Secure, agreed with our self-assessment findings of Good. Case file audits felt we were a little harsh on our judgement of good as there was so much evidence on casefile and through assessment of understanding the child or young person.
- Escalation of safeguarding was thorough and robust.
- Areas identified as improvement as part of the self-assessment was being implemented and pleased with progress.
- Impressed with case managers relationship with staff in Feltham YOI and the communication between YJS and YOI.
- Recording on Careworks (case management system) was good. Standardised template that has been implemented by the YJS is easy to follow and measures impact.
- Satisfied that we demonstrated the need to expand transition to a broader scale.
- Agreed with our self-assessment judgement across both domains.

The YJS has continued to embed good practice within case work with regular auditing and training to the team being embedded within practice and is addressed within the service improvement plan.

What we have achieved

- Contingency planning embedded within systemic and assetplus assessments.
- Timeliness of quality assurance of systemic and assetplus assessments.
- Likelihood of offending, risk and safety and well-being judgements to be robust within systemic assessments.
- Change of circumstances followed up in a timely manner with a review assessment.
- Victim safety considerations within all assessments, panels including risk and safety and well-being to be a focal point of discussion.
- Audit on OOC practice.
- Referral Order dip sampling.
- Audit on Resettlement cases.
- Audit on how we are addressing ETE for all children.

Practice Week and Audits

In addition to this the YJS are part of the wider Bi-Borough Practice Week observations of direct casework and file reads on a bi-monthly basis. There is continuous oversight on practice within the team and supporting ongoing drive to ensure work is of a good standard and has principles of systemic and trauma informed embedded within each case. Feedback on these are received by the case manager and management team to ensure areas of good practice are highlighted and recommendations followed up through supervision.

Direct case file audits are undertaken by the YJS management team on a routine basis to ensure that practice remains within framework of National Standards and that cases are managed appropriately through a lens of risk management and public protection as well as safety and well-being.

In 2022 8 YJS cases were selected within the Practice Week observations and reflective case file reads and the results were as follows:

Findings Overall Scoring:

Collaboration	7+/10	90%
Risk Management	7+/10	100%
Voice of child	7+/10	100%
Impact and outcomes	7+/10	63.3%
Management oversight	7+/10	83.3%
% Grading for overall practice	7+/10	87.6%
Family feedback received - 6	7+/10	

What we are doing well – as identified through audit

- ▶ Strong in risk management – with use of trauma informed approaches and strong systemic practice identified as supporting their management of risk.
- ▶ Multi-agency working and collaboration with professional colleagues highlighted as a strength – practitioners are skilled at forming helpful networks around young people that contribute to a joined up approach and ensuring there is good communication about their needs.
- ▶ The Voice of the child is evident in assessments.
- ▶ Co-creation really stands out.

Good Practice Examples highlighted

“I thought your assessment was very comprehensive. Both xx and his mom’s voice could be heard clearly throughout the assessment. The assessment also came across as being co- produced, where xx appeared to delight in completing the genogram. My view is that you have done a very good piece of work. The Assessment highlights, strengths, as well as risks and it is holistic and was also completed on time”.

“It was clear to see from our conversations how the social graces were embedded in your practice from your first meeting with XX and his mom. You told me that you were able to notice what was similar and different between yourself and the family. You told me that the family were Algerian French, and you were Black British and Nigerian. You told me that you were curious to know if whether XX not giving eye contact was part of his culture and seen as giving respect. You told me that you could identify with XX’s mom, as you were also a mom of a son. You said the social graces of listening and respecting the family were important to you. We also spoke about the graces of culture and class. You told me that the family had a high status in Algeria and were regarded to be affluent. We spoke about how XX navigated his identity in both Algeria and London and how the different environments affected him and his behaviour. We also spoke a lot about XX recognising the disproportionality of stop and search and his awareness of the issues between groups of young people on Harrow Road and Lisson Grove and his positioning within this. We also spoke about XXs father and their relationship”.

“XX was reported to be attending Alternative Education Provision, you explained that he was not permanently excluded from his school but had been placed there through a managed move. It was positive to hear how you were able to liaise with Educational Psychology in YOS and try and put forward a case for XX to remain at secondary school given that he was in his final year and given some of adversities that you had recognised young boys from diverse ethnic backgrounds face navigating the British Education System. Angela came across as knowledgeable and evidenced based in our discussions. It also came across that empowerment approaches, strengths-based approaches, and anti- oppressive and anti- discriminatory practice were key features within work.”

Our commitment to improve practice in 2023-2023 what we will do.

Improve on collaboration

Particularly challenging when children are dis-engaged and angry at coming to the YJS.

WE WILL: Focus on relationship building as intervention, and greater preparation for planning meetings prior to them taking place, to ensure that children who are harder to engage feel more ownership of the process.

Impact & Outcomes

Auditors noted that whilst there was much good work evidenced, with some children and families there wasn't a sense of change happening at an emotional or behavioural level which staff found frustrating. This can be more complex in the work of YJS when children continue to re-offend as a result of long standing or generational trauma, and a sense of disaffection from the wider community and professionals.

WE WILL: Ensure that as a Service we look to improve outcomes for children and families, though building trust, increasing a sense of hope and ambition, advocating for them to access opportunities, and developing their skills and relational abilities. Additionally, we will collate this information more broadly.

WE WILL: Ensure that small changes and shifts with children provide staff with a sense of achievement through management supervision and oversight.

Management Oversight

Auditors noted that management oversight was not as evidenced on 2 case file and this coincided with a period of management sickness. Although also noted it is not a trend featuring in work of YJS.

WE WILL: Ensure during periods of sickness and absence cases and line management of staff is immediate.

WE WILL: Ensure all recordings and management oversight is promptly included onto case files.

Section 12

Workforce Development

At Westminster YJS we have a stable and committed workforce. In 2022 there was a gap in staffing within the DSM role (due to a serious and life changing illness), this was remedied with the appointment of an interim Deputy Service Manager part time, there was also a period when the Education and Resettlement post was vacant.

We have filled the Education and Resettlement post in 2022 temporarily and are recruiting to this post and the DSM on a permanent basis. We have successfully recruited an Early Help Specialist Practitioner in 2022 as part of the Turnaround Programme. We are in the process of starting initial discussions with both Royal Borough of Kensington and London Borough of Hammersmith and Fulham to recruit a practitioner as part of the Engage Programme funded by the Ministry of Justice.

All case managers and supervisors have completed Systemic Training and 2 case managers are now completing year 2 of this programme. A further member of the management team is also due to complete AIM training. One member of the management team is also in the process of completing the Black, Asian Leadership Initiative (BALI Programme).

Over the last year all the YJS has completed the following training:

- Adultification.
- Unconscious bias.
- Cultural competency.
- Anti-racist practice.

In addition, the following in house training and development opportunities have been provided to the service.

- Improving assessments (assetplus and systemic).
- Improving contingency planning.
- Inspection readiness – sharing latest HMIP reports and looking at good practice and areas to develop within services.

Section 13

Evidence based practice and innovation

Within this plan what is discussed and supports innovation and evidence-based practice include:

Systemic Assessment

Westminster YJS is one of 3 Local Authorities working with DfE and YJB who have approval to pilot alternative systemic assessment to Assetplus. Our vision and ambition is to be recognised through the external evaluation that this is a credible tool to assess children and young people adopting the principles of “child first; offender second”. The YJB has invited WCC to share our learning to support the development of the alternative systemic assessment that will be rolled out nationally in 2025.

NRM Pilot

NRM pilot one in 10 Local Authorities across the country to be given approval. Ambition, to identify, intervene and support children at risk of exploitation. To increase knowledge and awareness within partnership and local communities to ensure that safeguarding is a priority of every individual living in this borough.

Trauma informed practice

Individual trauma informed practice in casework – the YJS team whether it be case managers, volunteers, managers, or our specialist view their practice via a trauma informed lens. This is evident in our various practice forums as well as health consultations which bring in the expertise of internal and external CAMHS specialists. One example of both innovative and emerging practice has been in the case of A, which is detailed below:

- A is approaching 18, has a diagnosis from CAMHS he has suffered numerous ACES, has witnessed domestic abuse and struggles with being able to have victim empathy for the crimes he has committed. He has been prescribed psychotic medication in which the case manager, and the CAMHS specialist as well as Mum work together to ensure it is administered in order to both treat A as well as protect potential victims.
- The small and careful steps that the case manager and his co-worker (with CAMHS support) has resulted in sensitive practice and approaches in which the young person is valued and respected. Ensuring he has taken his medication daily via mum, knowing when its best to approach A with conversation post medication, introducing a traffic light system as part of contact to ensure we know what mood A is in and how best to approach the session. However, he is also held to account when and if he misses an appointment. Our enforcement approach has been consistent but addressed via a trauma informed approach and through systemic letters being written by the Service Manager to A to address his behaviour and engagement.

- This case is discussed at Health Forums, and at the Risk and Safety and Well-Being panels – where health approaches are discussed in details and the F-CAMHS specialist support is one that is exceptional and ensures that the YOT is led by health in taking a holistic approach whilst keeping all parties safe.

Impact so far? Whilst A continues to come to Police notification, he has started to engage with his YJS Worker in a meaningful way and the trusted relationship that is being built is evident. A strength based approach to this work has been key. His worker has focused on helping A think about his skills and aspirations and has started to support the young person to work towards his goals within Business. Sessions have been tailored based on his needs including venue they are held, times they are held and duration. A was unable at the beginning to address the impact of the offence on the victim and has found it hard in life to take responsibility for his actions or apologise. Through the sensitive work delivered by his YJS worker, A, send a WhatsApp message to his worker one evening, having reflected on their session earlier that day and sent a draft of an apology he wrote to his victim. This is a big achievement for A and demonstrates how trauma informed intervention has supported engagement with this young person and helping him understand impact on others. He attends his session knowing that his YJS worker has spoken to mum around when she has administered his medication, (he needs 2 hours from administration to being able to engage in a session) and the use of traffic light system at the beginning of the session as well as mood management through emojis has allowed this young person to be able express himself and not feel judged.

Our approach to addressing unmet need.

Our approaches to ensure any unmet needs in regard to SCLN and mental health has been achieved by the screening of all children who arrive at the YJS. We ensure they get the right support and access to services is a priority, this whilst a positive step, has uncovered unmet needs that have not been addressed. We are dedicated to address this as a partnership and work with preventative services and schools to ensure this can be prevented. Our dedicated Health Team is currently developing practice with all case managers to ensure that individual SCLN supervision is provided to case managers on their caseload so that the strategies that have been recommended have been followed through.


Meaningful reparation projects



Numerous projects have been created to capture the experiences of children a few examples are:

1. Experience of lock down and impact on them, their families and communities.
2. Views on increase of police stop and searches on children in the borough.
3. Voice Survey - A focus group survey involving 8 children open to the service. The survey was carried out to gain children and young people's views on priority areas set out in the JSNA action plan to inform a report for board members at the Youth Crime Prevention Partnership Board. The four areas we looked at from the plan are: Peer, behaviour, and substance misuse; Community Engagement, Community Resolution, and the Wider Youth Offer; Education, Training and Employment; Policing, parenting, and contextual safeguarding. The interviews took place on-line and one-one for the duration of 1-3 hours. Prior to commencing interviewing, we meet with the speech and language therapist to review the key areas in the action plan to construct the questions that were more accessible in the form that children would be able to understand.

4. Children interviewing parents/grandparents who moved to the UK to improve their lives and those of their families and getting an understanding of their experiences, journeys, and barriers.
5. Children created podcasts that were shared with local residents took part in poetry to express their thoughts and had their work showcased at a local theatre.
6. Making cards for the elderly during Christmas Period (in particular one young female that was diagnosed with autism struggled being in a social setting). She gained so much from this project that was done with her on a one to one basis with the Volunteer and Community Specialist. The biggest impact was helping her develop her social skills and overcome social anxiety. She is now linked in to a local Youth Club where she is thriving.

What are we currently doing?

<p>Gardening Project</p> <p>The gardening project came about from the voice survey. Children needed an outdoor space after being locked up over lockdown and also for their need to feel a part of the community.</p> <p>Children wanted to learn life skills such as budgeting, so we gave them a budget with which to start the project.</p> <p>We initiated the project with Bouygues and the property services department. We set up a ‘garden day’ with children and volunteers to plant vegetables, herbs and flowers. Children spoke to town and planning representatives about their vision for the garden and they will use this to inform the next phase of the project.</p>	<p>Location is YJS Offices, Canalside.</p> <p>Children felt that the garden at Orchardson Street was big and had the potential to grow fruit and veg and herbs that could be used to support families within Westminster. Since moving to the new site, children have reported that they missed having a garden or outside space to do reparation projects in.</p> <p>This is a phased project with the Council, local college, volunteers and leaving care service. Currently we are in phase 1 of this project and below are some images of the reparation activity of buying and restoring the garden bedding areas.</p> 
<p>Letter to my younger self</p>	<p>The opportunity for children to reflect on their offending behaviour and write to their younger self and gave them to a friend/family member to try to stop them for making the same poor decisions they made.</p>

<p>Black Lives Matter Stop and Search on-going As an addition from the stop and search project we planned a theatre trip for children to see a play on stop and search experiences in the 60's based on a true story in 2023.</p> <p>A short podcast from a young people's theatre experience will be produced looking at whether stop and search measures have got better or have got worse and experiences of race, disproportionality will be explored within this.</p>	<p>Children forum which enabled them to voice their experience of being stopped and searched generally and provided a safe space to discuss issues such as racism, experiences based on ethnicity.</p>
<p>Black History Month- Windrush Journey</p>	<p>Children get an opportunity to interview the Windrush generation experience of coming to Britain in the 50/60s. Stream Jordan Interview 11.18.21 by Alexandra Cox Listen online for free on SoundCloud https://soundcloud.com/alexandraco/mr-fortune-interview-bhm-09-11-21 *</p>
<p>YOT Christmas Cards</p>	<p>Children create Christmas Cards that are sent out to YJS volunteers and partner agencies and the local community every year.</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div>

Section 14

Evaluation

Since the 2022-2025 Strategic Youth Justice plan was submitted we have delivered on a number of priorities and implemented changes as outlined in the plan. This year there is a need to address the following:

- Establishing a re-offending panel with partners to address our re-offending rates.
- Improve on victim contact and engagement to ensure that we are seeking the views of victim's and supporting through the Restorative Justice Lead.
- Introduction of Restorative Panels within Secondary Schools when a child is at risk of exclusion or a managed move.
- Continue to work on our disproportionality action plan with wider partners and Local Authority.
- Review of children's experiences within police custody.

Section 15

Service Improvement Plan

Over the next year the YJS and partner agencies are committed to drive service improvement. This work will be overseen by the YCPP Board who will measure progress against key themes will have which are listed below.

YOT IMPROVEMENT PLAN 2022-2023

Theme 1: Reduce Re-offending

Overall outcomes:

- To improve outcomes for children and young people
- Strengthen partnership work in addressing SYV in the borough
- To build and maintain effective relationships with local communities, including voluntary organisations, parents, schools, businesses and community groups to give local people the opportunity to influence our work
- To incorporate voice of the child , into discussions and decision making

Action	Lead	Outcomes	Progress	RAG
Introduction of re-offending panel to discuss children and young people that are continuously re-offending with partners to measure impact of interventions offered and to bring additional resources to promote desistance.	Kiran Hayer YOs	Improve outcomes for children .	This will be implemented in Autumn 2023.	
Mapping work to be conducted where children are open jointly across services to avoid duplication and to track outcomes.	Kembra Healy and IGXU	Improvement in services offered to children with desired outcome.	Mapping of joint cases takes place – by way of monitoring at Risk, Safety and Well-Being Meetings; YJS ensures that roles are clear – we examine closely who has the trusted relationship with the child. Outcome measures for the next year need to be progressed.	
Whole family work to be prioritised with those children within this cohort to understand and support wider family work.	Family Therapist YJS and EH	Prevention of escalation of offending and to offer support to young siblings that may be at risk.	This has continued to be considered and YJS focuses on siblings and the offer of support. Support is on offer and the focus needs to continue- with outcomes for those siblings monitored - by EH.	

Theme 2: Addressing and tackling disproportionality

Overall outcomes:

- Improve outcomes for children and young people from Black, Asian, Other or Mixed Race heritage.
- Improve relationships between children and the Police and to address multiple stop and search and no further action data
- To reduce school exclusions which disproportionately impact children and from Black, Asian or other categories
- To ensure that children receive appropriate outcomes, support and interventions

Action	Lead	Outcomes	Progress	RAG
To develop, scrutinise local practice, provision with partners, and drive forward action plan.	YJS and Partners	Measurable data to inform impact and reduction	This has been achieved and championed by the YCPP; Disproportionality workshops have taken place; Cultural Competency training has been delivered to all board members. DAP action plan has been developed – with first subgroups for each theme meeting in May with further dates set for September. Focus for 2023-2024 is to collect more nuanced data, and for partners to contribute their agency data as per the new KPI on disparity.	Green
To work with MET police on stop and search, no further action and released under investigation data to this cohort of children. To continue to work with the Met at a senior level – to improve the delivery of Stop and Search for children, positive outcomes and NFA’s to be examined. Board members from Health to support DCI in a joint training session to BCU’ frontline officers.	Police, Partners	Reduction in data relevant to this cohort, more evidence of positive outcomes following stop and search and reduction in period of time children and young people released under investigation	This has been progressed over the last year by the Lead Detective Inspector, and Sergeant. Released under investigation (RUI) data has been explored – RUIs are being phased out – the New DCI has a Met lead to monitor any RUIs still in place. More nuanced data is being explored, such as Children who are resident v non-resident. Body worn camera has been viewed by the Sergeant and reported on – with findings that research over a month showed “poorly executed Stop and Search. New target to continue with data monitoring and scope out joint multi-agency training.	Orange

<p>Develop greater understanding of needs of girls within the Youth Justice Service and those children that are at risk of or are open to Looked After Children or Leaving Care Service (LAC/LCS) .</p> <p>To focus on children that are at risk or are open to LAC or LCS – to ensure needs are understood and interventions are offered.</p>	<p>YJS/ LAC/LA</p>	<p>To ensure services and support is appropriately identified and intervention to prevent escalation</p>	<p>The number of girls/young women has decreased over the last year; the YJS had considered disproportionality in terms of outcomes, and offered specific health support.</p>	
<p>Scrutinise data in relation to OOCB outcomes, sentencing outcomes and remand or custodial outcomes.</p> <p>Sentencing outcomes to be scrutinised, and OOCB yearly panel to be timetabled.</p>	<p>YJS/Court/CPS/ Police</p>	<p>Children have received appropriate outcomes and decisions are consistent and appropriate</p>	<p>OOCD outcomes are monitored and scrutinised as per the OOCB scrutiny panel. Sentencing outcomes will be monitored as part of the 7 borough court meetings over the next 12 months.</p>	

Theme 3: Improve ETE outcomes for children and young people

Overall outcomes:

- To increase opportunities for children around education, training or employment
- To support children at risk of or excluded from mainstream provisions.
- To gain a better understanding of missed diagnosis in particular to SEND and SLCN
- To improve communication and information sharing between schools and partners

Action	Lead	Outcomes	Progress	RAG
<p>Support the transition from primary to secondary school.</p> <p>Delivery of the Church Street violence reduction pilot aimed at year 6 pupils, their parents and teachers to 4 primary schools in the Church Street area of Westminster. Produce evaluation at the end of 22-23 and consider how learning can be shared.</p>	Young Westminster Foundation / Future Men/ EH	Improvements in health and wellbeing and resilience of young people on the Church Street transitions pilot	We have a clear transition offer co-ordinated by EH manager this is the second year this offer is being made to schools..	
<p>Minimise school exclusions: Monitor school exclusions data at YCPP, in particular which schools have higher level of exclusions or where exclusions disproportionately impact young people from Black, Asian and Other ethnic categories and which provide more in house support prior to exclusion.</p>	Education Hilary Shaw	Reduce the risk factors that lead to exclusion	School Exclusions/suspensions are closely monitored by the YJS as well as the Board Lead. Westminster has low levels of school exclusion compared to the national average. Our school inclusion team support this work in trying to reduce exclusions referenced earlier in this plan.	

<p>Deep dive to be conducted into those on fixed term exclusion and where we could intervene as a system.</p> <p>School suspension monitoring to continue and multi-agency responses with Heads where disproportionality evidence is found. Offer of alternative Restorative Justice approaches to be offered to schools.</p>				
<p>Early identification of children that have unidentified need in particular to SEND and SLCN and ensure services and provisions are appropriately sought for this cohort</p>	<p>YJS – Educational Psychologist/ Speech and Language Therapist and SEN department – Kay Stammers</p>	<p>Appropriate support is sought</p>	<p>Screenings take place for all children, and support offered. Strategies are offered to case workers on how to best engage and support the child. One page profiles have been developed as quick aids.</p>	
<p>Additional emphasis given to those children that are in Provisions or are NEET to maximise opportunities for them including access to functional skills in Maths and English and dedicated support around accessing or remaining in ETE</p>	<p>Education Lead YJS/ Hilary Shaw</p>	<p>Increase attainment and opportunities for young people.</p>	<p>NEET children are prioritised, new Education and Resettlement worker has been in post for 3 months and is engaging young people.</p>	

Theme 4: Reduce Substance Misuse and preventative education and awareness raising

Overall outcomes:

- To reduce and prevent substance misuse in children
- To provide early intervention and education to children and parent/carers
- To gain a better understanding of context for local children
- To reduce risk or involvement in County Lines and SYV

Action	Lead	Outcomes	Progress	RAG
Develop Bi-Borough drugs strategy to address issue of drug use amongst children.	Public Health	Reduction in drug use measure through data	Completed and drugs strategy discussed at YCPP.	Green
Develop and roll out a consistent offer of training to schools and youth provisions and communities on impact of drug use.	IGXU/YOT/Schools	To prevent children engaging in drug use. To provide education and understanding to parent/carers and wider community and schools health service.	Workshops offered through our parenting offer particularly around vaping and nitrous oxide.	Orange
Analysis of children open to the YJS that are assessed as having substance misuse issues, to identify, intervene and measure impact through reduction or abstinence.	YOT/Insight/YCPP	To reduce substance misuse amongst children open to the YJS	YJS cohort live data examines SMU the outcomes of whether SMU has decreased needs to be captured.	Orange

Theme 5: Improve outcomes for children with SEND/SLCN or Mental Health Needs

Overall outcomes:

- To improve children's health and wellbeing.
- To identify and intervene appropriately to get support, advice and access to services for vulnerable children
- To improve outcomes for children with identified need
- To increase awareness for parent/carers and local community

Action	Lead	Outcomes	Progress	RAG
Implement screening for speech and language and mental health as part of first appointment to the YJS and to ensure these inform the assessment, engagement and intervention offered.	Health team and YJS	Ensure access to appropriate provision and services	ALL children at the YJS are offered screenings at first appointment, these then have informed assessments and interventions.	
One page profile created on every child assessed as having SLCN or SEN needs to share with partners to best support child.	Health Team	Partners including Police have a better understanding and how best to engage with child.	Achieved – one-page profiles are available and have been circulated to key partners.	
Work with Local Authority, Schools and SEN department to ensure access to services and support is given to this cohort. Work with Health Leads at YCPP (in particular CAHMS) to deliver services that children and parents find more accessible – cultural barriers to accessing services to be progressed.	YOT, EH, SEN, CAMHS, Police, Education	Better outcomes for children with SEND/SLCN or Mental Health need Better engagement and outcomes for children with Mental Health needs.	This has progressed, however engaging children with CAHMS services remains a challenge, different approaches that are community based/more outreach style approaches to be developed. Borough wide focus on mental health campaign. "we got u" a website offering information and advice to children around mental health through film animation and other platforms.	
Increase partners, parent/carers and communities understanding of diagnosis and how best to support children	YOT, EH and IGXU	Greater understanding and reduction of stigmas attached	Partially progressed, MH provision is still challenging and work with parents/carers needs to continue.	

Theme 6: Reduce Serious Youth Violence and exploitation

Overall outcomes:

- To reduce children's involvement in gangs and serious youth violence
- To reduce children's exploitation
- To improve children's health and wellbeing.

Action	Lead	Outcomes	Progress	RAG
Explore future funding and partnership opportunities to develop the partnership response to serious youth violence.	Community Safety Commissioners	Funding to commission services/roles/projects to reduce young people's involvement in SYV and improve their wellbeing	We now have an 18-25 service Changing Futures within Local Authority when cases are referred to as exit strategy from YJS.	
Deliver early help work with younger siblings of gang members and work with parent and carers.	IGXU/EH	Prevent children at risk of becoming involved in offending and serious youth violence	This has been delivered by the prevention teams – IGXU.	
Undertake an annual review of the IGXU to understand the impact, outcomes and effectiveness in reducing serious youth violence.	Community Safety Commissioners / IGXU / Analysts	Understand the impact of the IGXU and the impact of the interventions on offending, gang affiliation and the young people's lives	This done as part of the IGXU reports that go to YCPP Board and then the SYV board	
Work closely with NRM pilot and to identify, intervene and provide support to those children that are vulnerable.	Safeguarding/YOT and partners	To reduce children at risk of exploitation	Achieved NRM explored and expertise shared with partners. NRM panels are attended to share key information.	

Theme 7: Prevention and engaging communities

Overall outcomes:

- To reduce children at risk of becoming involved in anti-social behaviour or offending
- Reduce school exclusions
- To improve engagement with local communities and faith groups

Action	Lead	Outcomes	Progress	RAG
<p>To ensure all children at risk of or on the edge of offending are flagged through MASH and referred to appropriate services to support pathways to more positive outcomes.</p> <p>Services offered by Turnaround to continue to be monitored and appraised to ensure needs are met and children/parents are supported.</p>	MASH/ EH/ YJLD	Reduce first time entrants Improve outcomes for children and young people	This has been achieved and monitored, with a focus on early intervention and prevention. The new Turnaround programme is being offered, for e.g. to children who don't meet statutory thresholds for services, such as children on Bail for offences but not yet charged.	
Offer parent support, parental conflict work including developing toolkit on gangs and serious youth violence.	YJS/ EH and IGXU	Demonstrable multi-agency response to tackling serious youth violence and increase parental support	<p>There is a robust offer focusing on early intervention and support around parental conflict. A father's worker has been employed to deliver this work on a 1:1 and group level.</p> <p>Through the VRU funding we have commissioned Family lives to deliver training and support to local community volunteers to support discussions ,raising awareness and educating parents on how to keep children safe ,seek and find the appropriate services if they need support. The project reached 90 parents and 300 children, through community groups lead by parent navigators and staff. by attending one to one intensive sessions and groups; this includes parenting sessions and intensive support groups for families, as well as one to one support by volunteers and staff.</p>	

Focus on school attendance and school inclusion pilot.	EH/Schools	Understand the impact of the interventions on sustaining school placements	<p>The key focus of work in the School Inclusion Team is with children identified as being at risk of exclusion, particularly in the transition from primary to secondary school. Another key facet of our work is that practitioners in the School Inclusion team undertake training in Trauma-Informed Practice in Westminster Primary and Secondary School. We also facilitate a Trauma Informed 'champions' network with schools and other agencies across Westminster.</p> <p>We have introduced The multi-family group around attendance as a form of therapeutic intervention in schools to help sustain placements within schools.</p> <p>Link worker and team around the school meetings continue to be offered as another method of ensuring support is offered at the earliest opportunity here attendance issues are identified by schools.</p>	
Increase work with local communities and faith groups to gain better understanding of concerns and needs and ensure appropriate access to support and advice is given.	EH/IGXU/ LA and YJS Young Westminster Foundation	Better relationships with local communities and better information sharing and advice as well as signposting for support.	Engagement with communities has taken place over the last year, IGXU has offered support to parents, of children who maybe targeted or at risk of Exploitation. The focus on this action will need to be continued over the next year, by having an approach with communities where they are able to convey their voices to trusted agencies – such as YWF	

Theme 8: Increase victim uptake in Restorative Justice process and increase child's understanding of harm caused

Overall outcomes:

- Improve support to victims of crime and their families
- To increase children's understand of harm caused and to prevent further offending
- To increase communities feeling safe

Action	Lead	Outcomes	Progress	RAG
To develop a restorative justice strategy.	YJS	Measurable data to understand increase in RJ within practice of YJS	This is in place	
To ensure all young victims of crime and those vulnerable to exploitation are referred to appropriate packages of support across both voluntary and statutory provision.	Police, Safeguarding and LA	Reduction in offences committed	There is planned worked around this	
Increase engagement through Restorative Justice specialists.	YJS	Data to monitor increase in uptake of RJ measures	This is work in progress, has been hindered by change in Met's procedures re Police only contact with victims which has led to some reduction of victim uptake of services.	
To work on a solution with the partnership board to ensure that initial victim contact is swift and is carried out by RJ specialists.	YJS/YCPP	Increased victim take-up	The Met only are able to make the first contact with Victims, by which they can determine consent or not. YJS are being pro-active in providing support to YJS Police officers of how to better engage with victims by utilising specialist RJ skills. The focus on more proactive engagement will continue to be a focus by frontline police staff and the new DCI.	
To ensure that YOT police officers' attendance at the risk and safety and well-being panels also express the voice and views of the victims.	YOS Police Officers	Victims views are heard and Victim Safety is addressed	Victim Safety is a standard agenda requirement for all RSWB Panels – a focus on Victims views and wishes to continue to be shared.	

Theme 9: Improving practice within YJS and learning from inspections and thematic inspections

Overall outcomes:

- To ensure that the YJS team are aware of HMIP Inspections/ thematic, key findings are shared and discussed with a clear actions to show learning has taken place across practice with changes to policy and protocols where required.

Action	Lead	Outcomes	Progress	RAG
Ensure all specialist staff (Health; Police; Education etc), are able to access recent reports and they discuss key areas of good practice and share key learning at team to team meetings.	YJS Operational management	Learning is shared as well as good practice, and practice is improved as a result.	Partially achieved, specialist staff have been made aware of HMI reports and links available (HMIP). Learning from reports across the specialist groups requires a focus.	

<p>Ensure that thematic reports are read and discussed at team meetings or part of Effective Practice. Current focus will be on May 2022 reports onwards: <u>The impact of the Covid-19 pandemic on the criminal justice system – a progress report (PDF, 304 kB)</u></p> <p>Sharing and discussion of thematic reports will continue as they are published by Inspectorates. We will revisit the following two thematic to ensure good practice is being shared and developed. Focus for 2023/2024 will also be on learning from the SYV thematic.</p> <ul style="list-style-type: none"> - https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/ete-thematic/ - https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2022/06/EET-Report-proof3.pdf - https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/black-and-mixed-heritage-boys/https://www.justiceinspectorates.gov.uk/hmicfrs/publications/inspection-of-how-well-the-police-tackle-serious-youth-violence/ - https://www.justiceinspectorates.gov.uk/hmicfrs/publications/young-peoples-experiences-of-serious-youth-violence/ 	YJS	Learning from Thematic' s are embedded across the team	Partially achieved, impact of Covid has been disseminated as well as the HMI Thematic on Black and Mixed Heritage boys. This thematic will be re-focused as part of the July away day for all staff. Supervision templates are being amended to prompt questions of lived experience of racism/discrimination for those of a global majority. Team meeting agenda will commence as of June 2023 to focus on Discrimination and for Case workers to share practice that has worked well with children around stop and search, work on identity and how to manage racial trauma.	
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Section 16

Challenges, risk and issues

RISK	MITIGATION
<p>ETE Figures: Getting children into sustainable ETE provisions and improving outcomes and life experiences for children.</p>	<p>Introduction of a full time Education and Resettlement Lead role within the team and the Employment Coach employed through Westminster Education Service (WES) should support reductions in children at risk of school exclusion, in addition to introducing Restorative Panels within Schools. Work to address poor school attendance and engagement for our vulnerable cohort of children and provide creative opportunities to get into and sustain education and training opportunities will be embedded through this role and wider partnerships and workstreams.</p>
<p>Increase in re-offending rates. Whilst there has been an improvement in re-offending rates for our cohort this still remains high.</p>	<p>We will be introducing a re-offending quarterly panels in the Autumn with partners to measure how effective interventions offered are in making a difference and improving desistance.</p> <p>We will audit data to look at which themes emerge around re-offending rates by age gender offence.</p>

Section 17

Sign off and submission

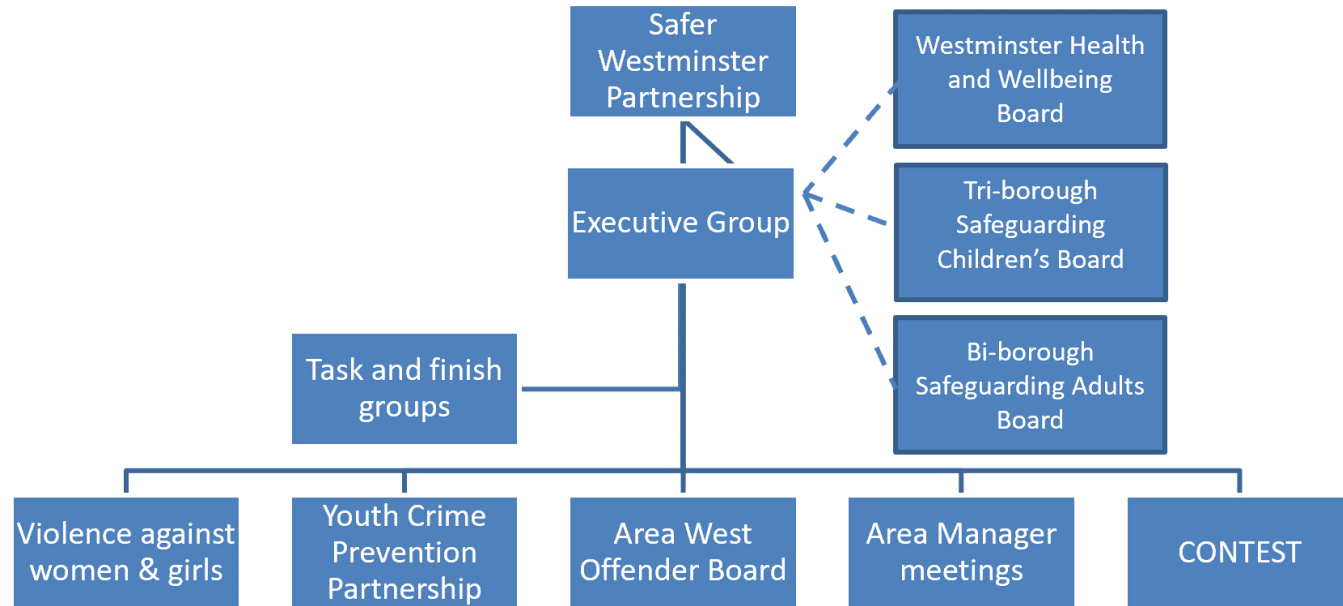
Signature:



Sarah Newman

Executive Director of Children's Services and Chair of the Youth Crime Prevention Partnership

APPENDIX ONE

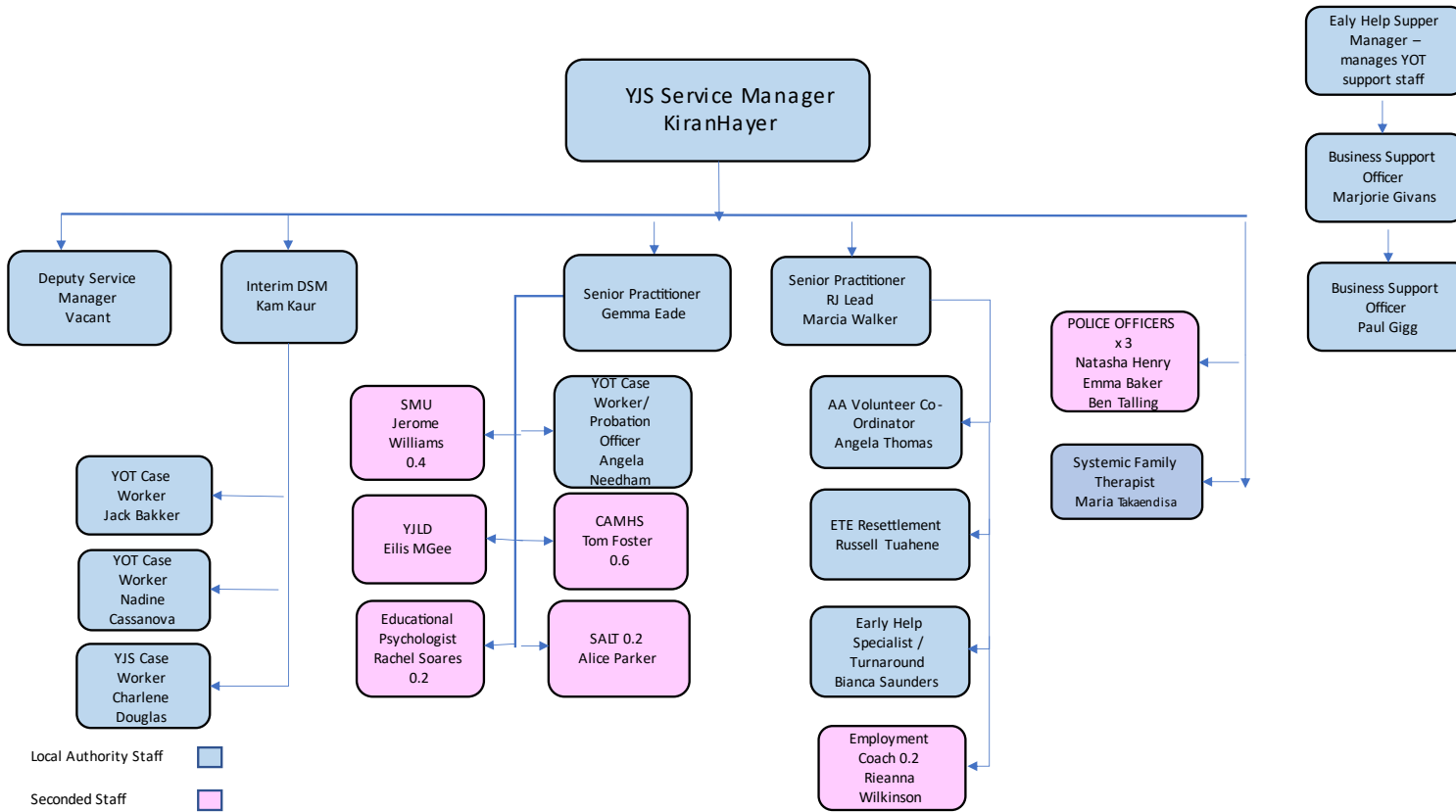


APPENDIX 2



Westminster ycpp
handbook August 202

APPENDIX 3



Westminster YOS staffing breakdown by gender and ethnicity 2023



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ROYAL BOROUGH OF KENSINGTON AND CHELSEA ANNUAL YOUTH JUSTICE PLAN 2023 – 2024

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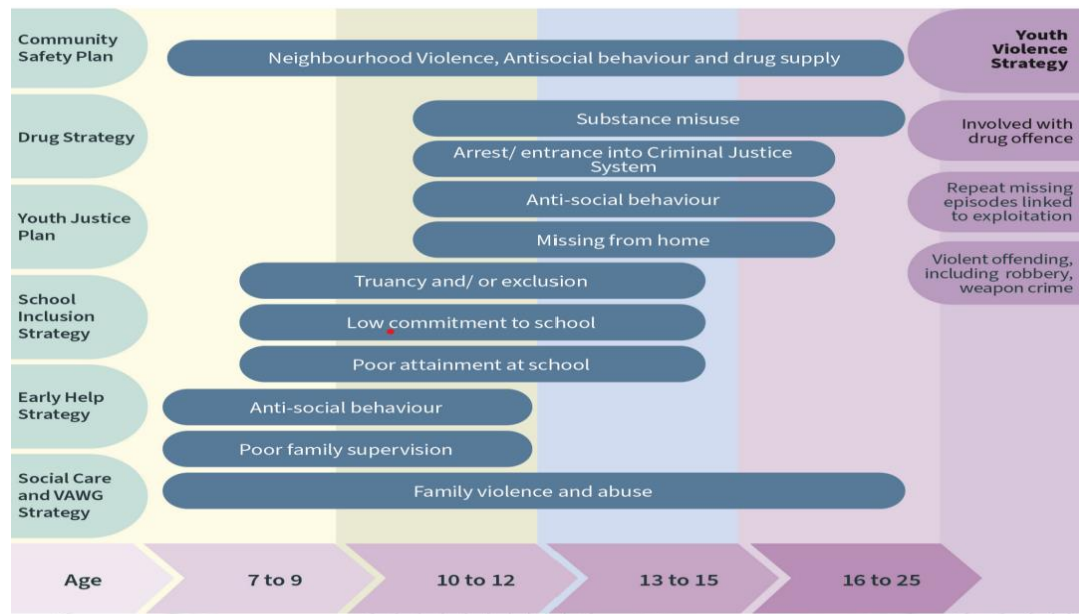
THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

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1. Introduction, Vision and Strategy

I am pleased to approve and introduce the Youth Justice Plan 2023 -2024. As Chair of the Youth Crime Partnership Board (YCPB), we have agreed ambitious targets and priorities. The Board and the broader partnership are committed to supporting the Youth Offending Team (YOT) in its delivery of this plan. Over this last year our children and their families are adjusting to life beyond the pandemic, which has come with challenges, particularly in children's experiences of education, as well as the impact of the cost-of-living crisis. In the Royal Borough of Kensington and Chelsea (RBKC) this is felt acutely as there are the most significant disparities between rich and poor. In addition, it is vital and it is a priority within both the Council Plan and the Children and Young People's Plan, that the experiences of those affected by the Grenfell tragedy are recognised and they continue to be supported. There is also a renewed focus on Equality, Diversity and Inclusion (EDI) within these plans. I am justly proud of so many staff in this borough – not just youth justice and prevention teams, but all of our partners to ensure that our most vulnerable children, young people and families are supported.

Children and their families who are in receipt of YOT and Prevention Services are some of most vulnerable in RBKC. The overall vision **is to deliver outstanding services that enable all children and young people to reach their full potential, including those who are most vulnerable.** Through **The Council Plan - Greener, Safer Fairer**, there is a commitment to doing what we can to make life fairer for those who face the greatest disadvantage, so that everyone has opportunities to make the most of what the borough has to offer. This plan is aligned with other strategic priorities within the partnership including the Bi-borough Inclusion Strategy and outlines objectives to address the experiences of children at risk of exclusion, address the factors that lead to disproportionately in school exclusions, have a trauma informed approach for the whole system and improve transition experiences for children moving from alternative provision back to mainstream / other provision.



RBKC has a number of strategies that sit under the Council Plan and Bi-borough Children and Young People's Plan. The diagram below illustrates how they align with one another as well showing how support is structured within age groups. The Youth Violence Strategy focuses support for children and young people who have been victims of violence and exploitation as well as those who are involved in county lines and gang affected,

The YOT and Prevention Service is central to supporting those individual children and their families. The DOT (Detached and Outreach) and TPT (Targeted Prevention Team) are key agencies to ensure that preventive work with children aged 11 to 19 is a priority and services such as youth clubs, activities, work experience and apprenticeships are supported and developed. The ethos of the work is making sure children and their families are at the heart of what we do. We work to keep them safe within their families to ensure they are receiving the right service at the right time, promoting independence and achievement, developing good relationships through systemic practice, trauma informed working, listening to staff underpinned by a commitment to ensuring we manage risk in a creative way.

In 2020 the HMIP Inspection report judged the YOT a 'Good' service. Now, three years on, we have consolidated the improvements needed and some of our achievements are listed below:

- Workforce development – during 2022 there were significant staff changes within the YOT with new staff and managers. This was a challenging period, but the team are more stable and there is a culture of partnership working and learning, for example, through joint YOT and Prevention workshops.
- Child First approach evidenced through Out of Court Disposal (OOC) panels, work with the Courts and use of the systemic assessment.
- Child's Voice – a plan created to ensure children and their parents' views are part of day-to-day practice as well as informing service delivery and feedback to Board members.
- DOT and TPT continuing to work with children to prevent involvement in criminality and provide prevention support.
- Strengthening our relationships in education with key partners including, schools, the inclusion service and North Kensington Inclusion Pilot (NKIP)
- Implementation of the Turnaround programme
- Local implementation of the Regional Your Choice intervention
- Revised Disproportionality Action Plan (DAP) following a Task and Finish Group – which demonstrates ambition through joint targets.
- Strong performance in reoffending, reducing first time entrants and reducing custody.
- Working with safeguarding colleagues to implement a locally delegated approach for the National Referral Mechanism.

In developing the priorities for the following year 2023-24, Board Members and YOT staff have been consulted to give their views on the issues they face strategically and what is happening on the ground. Detailed feedback is captured in Appendix 3. This feedback and a review of the data has informed the priority areas below. In 2023 -24 the YOT will focus on:

- Quality of case work. QA systems, management oversight – following an external audit we will develop a plan to maintain our 'Good' standards and strive towards Outstanding;
- Ensuring we continue to have the Child's Voice in service delivery planning;
- Workforce development – having achieved stability within the team now focus on learning and development to support staff and their skills;
- New key performance indicators and National Standards;
- Disproportionality Action Plan, to be implemented and reviewed within the YCPB;

- Ensuring that children open to YOT and Prevention are supported to access consistent support, which is trauma informed, relational and systemic.
- Embedding systemic practice and work with families into the YOT and Prevention;
- Ensuring that children who are affected by substance misuse/ or charged with offences related to the supply of drugs, knife crime and emotional difficulties receive the right interventions. The cohort of our data in 22-23 demonstrates the need in these particular areas. Although low in numbers, knife crime and serious youth violence have a significant impact on many young people and our communities;
- Developing stronger links with voluntary sector partners in relation to serious youth violence parent champions and step downs into extensive local youth provision.

We will continue to maintain strong partnerships with particular focus next year on working with the police in developing stop and search workshops for schools, understanding, and acting on our stop and search data, out of court disposal referrals and the Turnaround Programme. In further developing Turnaround we need to promote the programme with partners following the expansion of the criteria in anti-social behaviour and widening of the potential cohort. Partnerships with community safety, social work teams and safeguarding continue to develop with operational links across managers and attendance at events such as 'It Takes a Village' (a community and partnership event on children at risk) The YOT and Prevention Service have expertise in managing risk where there are children involved in violence and exploitation and this learning is shared with the wider partnership.

This year the DOT has continued to develop its work in three strands – through outreach and detached street-based sessions, group sessions offered in the community/schools and one to one mentoring which has seen an increase in referrals. The DOT develop their sessions based on what young people are asking for and the feedback taken from on-going sessions. Young people reported wanting more trips outside the borough to be able to explore new experiences. There has also been development in working with girls through programmes run with the Victoria and Albert Museum (which is local to RBKC). TPT have worked very hard to reduce the numbers of 16–19-year-olds who are NEET and they have received extra funding to run a COVID recovery programme targeting the long-term NEET. Through this money the team were able to offer a range of groups and projects including 'Build a Brand' for entrepreneurs and At Risk of NEET programmes across three schools. In the following year they will develop and extend the offer to work experience programmes. TPT have a number of long-term NEET children due to their experiences of being involved in crime, substance misuse, anxiety/depression and issues such as being a young carer.

Many of these young people have lost confidence and motivation to access education. Over the course of 2023-24 we will hope to build on these, and other priorities based with the service plan in Section 10.



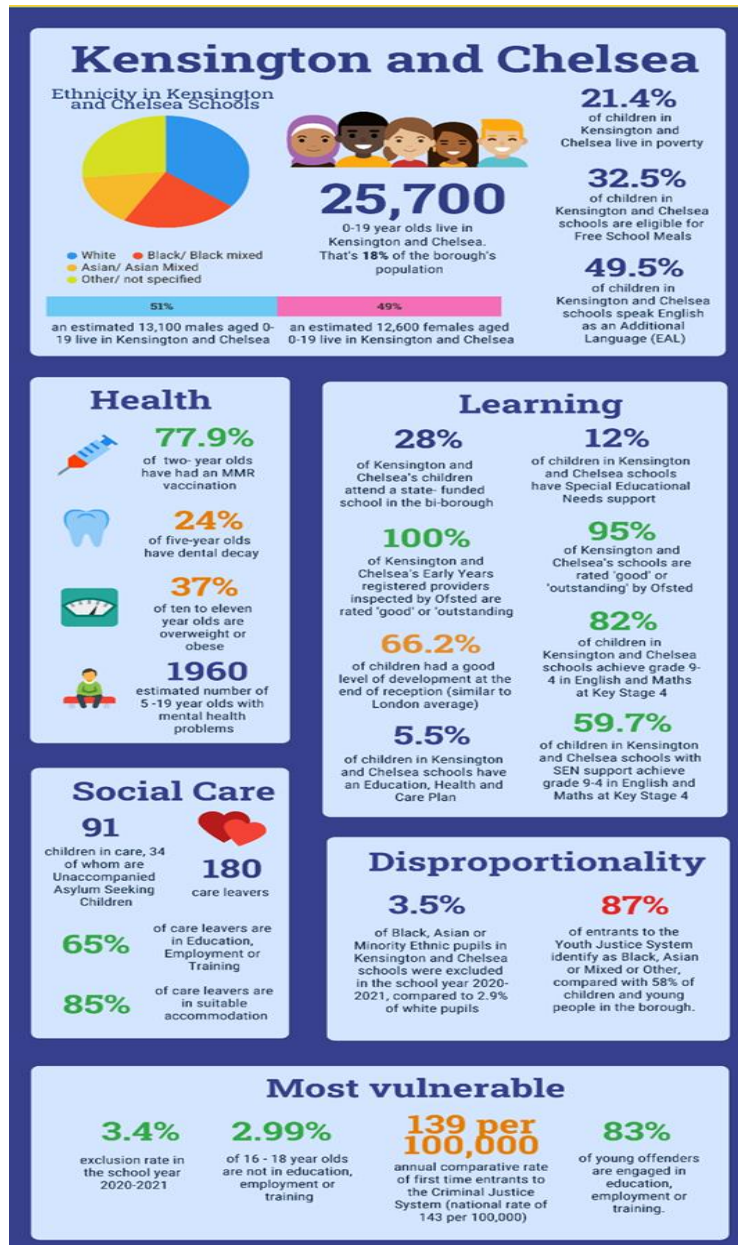
Glen Peache, Director of Family Services for Kensington and Chelsea & Chair of the Youth Crime Partnership Board



In 2018 RBKC introduced new values and behaviours for all Council staff. The values were developed by staff themselves through focus groups and events. They define how we do things here - they are set up to meet the needs of employees, the wider organisation, and our local communities.

Having a set of core values sets clear behavioural expectations for all of us. They offer a clear compass as to how we should act: towards the communities we serve, to the individuals and families we serve, and towards each other.

These values underpin everything we do and that includes induction, recruitment, performance, wellbeing initiatives, as well as learning and development.



The Royal Borough of Kensington and Chelsea occupies 4.8 square miles in central west London. It is the second most densely populated borough in England and Wales. Eighty-three per cent of the population live in properties of multiple occupancy. The borough has the highest proportion of residents who hold a non-British national identify (23 per cent) and the highest (23 per cent) working in the most senior occupations. It contains some of the most expensive private property in the world and a number of world famous tourist attractions. The population of 158,000 is swelled daily by the many thousands who visit, work and study in the borough. The borough also contains some of the most deprived communities in the country with 11 of the 103 Lower Super Output Areas in the borough experiencing multiple deprivations in the bottom ten per cent of any community in England and Wales. Such disparity between a population in terms of wealth and opportunity can impact on the nature of offending, as we have reported in previous years and drug related offending and violence continue to make up the majority of offences for which young people are referred to the YOT .

2. Child First Approach

The four tenets of the Child First approach and the evidence under each of these to demonstrate how the YOT and Prevention Services meet these principles:

2.1 Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets adults' responsibilities towards children

At the Out of Court Disposal (OOC) Panel there is emphasis with police on the decision making which considers the background of the child and the impact of school, contact with health services and social care/early help. The agenda has been revised to ensure there is an emphasis on the lived experiences of children and a discussion on any barriers they might have faced.

Meetings and Panels led by the YOT are focused on the needs of the child and making sure issues of discrimination are openly reflected within the minutes and notes. The use of trauma informed practice and a focus on systemic working allows the staff group to explore social graces and genograms with children and their families to understand the issues underpinning their experiences and helping them make sense of their experiences.

Working with schools to address issues of exclusion – relationships with schools have improved over the last 12 months reflected in the YOT and Prevention being more involved with the systems and agencies focused on School Inclusion. The YOT has engaged with services such as the Early Help North Kensington Inclusion Pilot as well as directly working with schools and engaging with the Head of School Inclusion. This has led to more trust between agencies and has opened up the possibility of more joint work. Children who are at risk of being NEET have also had an opportunity to be part of a 12-week programme delivered in three secondary schools by DOT, TPT and Early Help.

Multi-agency risk and planning meetings – these allow for a discussion of the child's needs/strengths and a discussion on the developmental needs of each child. There is consistent involvement from health colleagues such as CAMHS and Forensic CAMHS and Speech and Language Teams to ensure that public protection concerns are balanced with the mental health, communication and learning needs of the child. The Educational Psychologist within the team supports casework to ensure the developmental needs of the child are picked up and that gaps are addressed.

2.2 Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society

The practice is focused on strengths of the family and the child who sits within this family. For many of the high-risk children who present with harmful behaviour to others we have demonstrated strong multi-agency partnership work particularly with the social work teams, community safety and the police. There have been creative and dynamic plans across agencies to manage this risk of harm and increase the safety for the child and community. Examples

have included, where a child and his family moved to Algeria for a short while in order to minimise his risk of being stabbed. A further example is of a child who has been moved to a secure welfare placement to allow him the opportunity to be safe as he was carrying knives on a daily basis – this was to provide safety for him. In another example a child who was homeless, following relationship breakdown with his father, and was residing with friends; however, there was a risk of violence and exploitation within this family. After months of working with this child he finally agreed to a placement and is now in care. There is a recognition amongst professionals that the safety of these children, as well as the community, is paramount regardless of the child's presenting behaviours. It is through good relationships with social workers, YOT staff, police officers and community safety mentors that children are given the time and support they need.

There are very few children in custody in RBKC however there has been a move to working with constructive resettlement as a framework to support the development of a pro-social identity, so children can resettle back into the community. An example of this has been with a 17-year-old boy who was released in December 22 where planning for the placement was started in September. After many different options the final agreement was for the child to be in a local authority placement due to his risks within the borough. His YOT worker persevered with the social work manager to seek a placement in north London which allowed him to visit his family. This was key to him developing a prosocial mindset. In addition, his licence conditions, which initially excluded him from RBKC, were reviewed within 4 weeks and he was allowed to have visits with his mother. His voice has been listened to throughout the process and his YOT worker was key to representing his views to the partnership and decision makers to allow his needs to be met, to ensure he did not reoffend. To date this child has stayed out of trouble and has not missed any appointments.

2.3 Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system

Many children in RBKC who are displaying signs of being at risk of involvement in youth justice or exploitation are offered interventions before they have been arrested or involved with the police. This includes mentoring and group support from the Detached and Outreach Services, the Families Forward Service who provide support for children on the edge of care/custody as well and the Targeted Prevention Team who work with the NEET young people aged 16 to 19. Early Help Services and the North Kensington Inclusion Pilot (NKIP) offer services based on the Supporting Families criteria as well as specialist support for those children who are at risk of being excluded. Turnaround referrals are discussed at a multi-agency panel which allows for an informed discussion on the type of intervention needed. Previously there was a gap in the offer of support to those who had received a community resolution however these cases are now picked up by the Turnaround worker who is able to identify need and support. There has been a drive from the police within the YOT to ensure children's needs and vulnerabilities are taken into account when making a decision on the type of diversion or caution to be offered. Examples include children aged between 13 and 15 years. who were referred for possession of a knife offence and as a result faced school exclusion, as well as additional vulnerabilities such as involvement with CAMHS and social care. In deciding on a disposal, police and YOT agreed to defer to a youth caution or a diversion where it was felt appropriate. This was seen as putting the child's needs first and preventing them from being further criminalised. The children were offered a diversion or a youth caution to reflect the need for a less punitive disposal. The interventions agreed were robust and designed to tackle victim awareness, knife crime, safety issues, peer groups and substance misuse depending on the assessment and plan. Within Pre Sentence Report's (PSR) we have also moved to a child first approach by ensuring the template for the PSR begins with the assessment of the young person rather than an offence analysis which helps to focus sentencers on the child's underlying needs.

2.4 Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers

Within RBKC there is a drive to include children at all levels of decision making about their lives. Within the prevention teams children are fully involved in collaboration with staff members in deciding how they want services to be delivered as well as what activities they would like to engage in. The DOT and TPT have incorporated this in all programmes they deliver including the outreach sessions, girls' and boys' groups, after school activity groups, knit and natter and the at risk of NEET groups.

Within the YOT there is regular feedback taken from children by their case workers as well as within the Referral Order Panel. Every child is involved with the assessment and planning elements of the journey. The systemic assessment is written with the parents' and the child's voice in mind and parts of the assessment such as the genogram and the social graces information is taken in discussion with the child and family to formulate a fuller understanding of any barriers and social exclusion they face. To develop this work further we have also worked out a plan to further engage children and seek a better understanding of their needs which is outlined in the section below.

3. Voice of the Child

The voice of the child was a priority area identified in 2022-23 with the challenge and focus on *recognising that we needed to do much more to hear from children, young people and their families on how we are doing. We also know that if children and young people can help to shape the services we provide, that they are likely to be more meaningful to them.*

3.1 Progress against this objective and achievements 22-23

In July 2022 the YCPB met with practitioners on an away day to further develop and build on two workstreams – the Voice of the Child and Disproportionality. Prior to the meeting, young people were invited to share experiences, via their recorded voices, of the youth justice system, policing, courts and their experience in the YOT. This was then developed into the Voice of the Child plan which was endorsed by the Board in October 2022.

The young people were invited to answer questions to help inform the Board, and, with their consent, their answers were recorded or written down. The questions asked included: their experience of growing up and living in RBKC, what services were helpful, what weren't, if they had experienced discrimination and what could help tackling SYV. Eight recordings and feedback were shared in this session with some examples below. Issues raised in this session and taken forward were:

- Exploration of youth club exclusions as a number of children reported they have been excluded from youth clubs and this had sometimes led to their involvement with more crime and exploitation;
- Issues of stop and search and varying levels of school experiences from a lack of support when younger as well as exclusions, and a lack of recognition for additional needs;
- Positive feedback on receiving support from YOT and other colleagues such as the mentors from the Community Safety Service;

- Youth clubs for children being seen as integral to their social and emotional needs.

Yeah I do the same thing every day unless I have my YOT meeting. I've learnt a lot about substance misuse from E and I have had a lot of support from people like K and G from CAMHS [and YOT]. Nothing from public like schools or youth clubs. If you had it [information and support around serious youth violence] in school then that would be the best as you would see it as a way of not going to lessons.

Education – did not understand my needs – after being excluded from mainstream, alternative provisions were really hard – it felt like these places were preparing me for jail and when I went to jail it was “the same kind of environment”..... What would have made a difference if there were more things young people would have been interested in when I was 14 – more youth clubs – I got banned from one and that didn't help.

S from Community Safety has been really helpful. S is sick man, every young person needs a S. Could have made a difference if had met a S when younger – could have diverted from being drawn into things.

Discrimination – being followed around in shops. Bare (lots of) eyes wherever you go. People around here are proper judgemental – it's a richer borough innit. People love to stare. Makes you feel out of place.....I'm not Pablo Escobar or nottin.

RBKC helped me get into Chelsea Academy and I'm very thankful for that. I got given a social worker from Home Start they didn't really help. It didn't help because at that time I didn't really need it. I'm half Lebanese and half English and a lot of people would say stuff to me like you don't look like it and stuff like that. Not very direct discrimination but I did feel discriminated against. Of course, I do think it should be tackled but you can't just walk up to everyone and say stop they need to start more youth clubs and more like services for children in some areas..... They need to set up more youth clubs that would stand out and make someone go there, like go down. Youth clubs are the answer to young people who are doing violent things.

3.2 The Voice of the Child Development Plan was agreed in October 2022 and includes the following:

- **Develop credible adults facilitating conversations between the Board and YOT/DOT/TPT young people.** This is still under development and we envisage a joint project between YOT/Prevention Services and Community Safety to have a set of agreed questions to feedback to the YCPB;
- **Enhancing Board awareness of the profile and experiences of YOT/ DOT/TPT young person's youth justice or targeted journey through the presentation of a case study at each quarterly meeting.** This has been taking place since January 2023 and feedback from Board members has been excellent in terms of them understanding the journey of the child as well as taking back the learning for their own agencies. An example was from the January Board meeting when the Court representative was able to take back the learning of a child whose emotional health had been impacted by the Grenfell fire. He had attended the local primary school in year 6 at the time and was affected by the loss of people in his community. The day before he committed the offence (a GBH) he had attended the Grenfell Silent March and had intensified feelings of injustice. The Court representative shared this case with judges and magistrates to help them understand the lasting impact of those affected by the Grenfell fire.
- **Annual survey of YOT young people and parents** – this will be developed in 2023 – 2024;
- **Develop a small group of peer advocates to have input into consultation around YOT/DOT and TPT Services** – development of this has begun and the recruitment of young people to become advocates is under way;
- **Ensure that children who are in care and or in custody have their experiences recognised as a distinct group within the wider cohorts.** YOT staff are supporting the Advocacy and Participation Manager for Children in Care to conduct a consultation for feedback on issues for children on the edge of care. There are approximately 6 current looked after children in YOT and two of them engaged with this exercise and provided an insight into their experiences of care. One child was placed in care after leaving custody and the other child was placed in care following a breakdown within his family. Both these children have engaged well with the YOT and have managed to make positive changes in their lives.

4. Governance, Leadership and Partnership Arrangements

4.1 Governance and Leadership

The Youth Offending Team sits within the Family and Children's Service Directorate, managed by the Head of Service for Early Help and Social Work. The YOT works both operationally and strategically with partners to deliver its key objectives, ensuring the concerns and issues facing older children are represented within the authority's priorities. The main governance mechanism and strategic planning forum is the Youth Crime Partnership Board (YCPB) which oversees the local delivery of responsibilities under the Crime and Disorder Act 1998 for youth justice services. The YCPB delivers the functions of the YOT Management Board, providing strategic oversight, accountability and direction to prevent offending and reoffending by children in Kensington and Chelsea. The YCPB has representatives from all key statutory partners: Police, ICB NHS, Public Health, National Probation Service, Early Help and Social Care and the Inclusion Service. There is also representation from the following agencies to enhance the governance systems of the YOT – these are: Young K&C (the voluntary sector), HMCTS Deputy Youth Chair from Highbury Youth Court, SEND Principal Manager, CAMHS, NHS Safeguarding Lead, LSCP Exploitation Lead as well as Community Safety. YCPB reports to the Safer K&C Board and the Local Safeguarding Children's Partnership which is a bi-borough board across Kensington and Chelsea and Westminster. The Chair of the YCPB and the Deputy Chair (the Chief Community Safety Officer) attend those Boards and so can provide the thread of accountability.

The Board meets quarterly and is chaired by the Director of Family Services. The Board is comprised of representatives as outlined above. The Board agendas reflect the expectation that all key partners provide updates from their services with regard to children and young people.

In 2022–23 new Board members have joined, and it is hoped this will increase the partnership response and raise the profile for children involved in the justice system. These new Board members have joined from Health – ICB and CAMHS, the Courts, Probation, as well as from SEND.

The YCPB monitors the quality and effectiveness of youth justice services through various means. In 2022–23 Board members have been involved in activities such as being part of a task and finish group on disproportionality, being part of the induction for the new Service Manager as well for new Board members to meet with the YOT Manager to understand the priorities and the performance. Board members attended an Away Day in July 2022 where they met with all the staff. Board members are also fully updated with quarterly performance and a YOT report which outlines strengths as well as where improvements are needed and any trends. Feedback from outgoing Board members is always welcomed and we plan to formalise this over the course of this year, so we can build on good practice.

As a result of the Board review in January 2023 there was a new plan for Board development – this included new arrangements for a Board induction Programme and a review of the Terms of Reference, which must include the new Serious Violence Duty. In 2023–24 the YCPB will be seeking to add a secondary school's representative as well as a representative from the St Giles Trust to further enhance the work of the partnership.

The YOT Manager has oversight of the YOT, the Detached and Outreach Team and the Targeted Prevention Team. The Head of Early Help has oversight of the YOT and Prevention Service as well as Early Help Family Support Service, Family and Youth Hubs, Childrens EDT (Emergency Duty Team) and Families Forward (Edge of Care).

4.2 Partnership arrangements

The YOT is situated within Family and Children's Services (FCS) and there is a strong ethic of working in partnership between FCS and the YOT which assists in ensuring an effective response to reducing offending by children who are of joint concern to the agencies and those children who are Looked After by the local authority. The YOT Service Manager is the lead officer responsible for ensuring safeguarding is embedded in the practice of the Youth Offending Team. RBKC YOT complies with section 39 (5) of the Crime and Disorder Act 1998 in that it has seconded workers from the Metropolitan Police, CNWL Health Trust (CAMHS and the Speech and Language Therapist). This is in addition to employing Social Workers, Probation Officers, an Education Worker, a Restorative Justice/Victim Lead Officer and a Substance Misuse Worker. The Education Psychologist is a post the YOT identified as an area of need in 2020 and made arrangements to purchase this service directly. In summary, the YOT partnership is resourced to ensure assessment, screening and referral mechanisms are in place to identify and meet the specific needs of children in the youth justice system.

The YOT maintains good relationships with relevant partner agencies at both an operational and a strategic level in order to enhance the delivery of both universal and specialist services to children. It will ensure participation in local arrangements for multi-agency working and information sharing. The YOT Service Manager attends the quarterly meetings of the RBKC local partnership (LSCP) and the Chair of this local group reports to the Independent Chair of the Bi-borough LSCP on RBKC issues and developments. By attending this, the YOT contributes to partnership discussion and decision making relating to safeguarding of children in RBKC. RBKC partner agencies work to a Thresholds Document for practitioners in all agencies working with children, the purpose of which is to assist in decision making about which agency to refer to and to guide on who should be involved in helping families at different levels of need.

The Youth Offending Team also works closely with the following multi-agency partnership groups:

- Vulnerable Children's Collaborative (VCC) for children with more than 30% school absence.
- Out of Court Disposal Panel (O OCD)
- Multi-agency Scrutiny Panel for O OCD
- National Referral Mechanism (NRM) steering group and panel.
- Weekly Call out led by Community Safety
- Bi-Borough NEET oversight and strategy working group.
- Serious Youth Violence and Exploitation Panel
- Local Safeguarding Children's Partnership
- Seven borough Service Managers Group
- Court Users' Group
- Risk of serious harm management panels (chaired by YOT manager)
- Contract monitoring with CAMHS, with Educational Psychology, CLCH for Speech and language provision and YJLD provision
- Community Monitoring Group – to monitor police work across the community.
- Your Choice Development Group
- Systemic assessment partnership arrangements
- Monthly/bimonthly meeting with local BCU police
- YOT Manager attends the Secondary Heads meeting to discuss issues with children exhibiting violence and knife carrying
- Meetings related to the development of the Adolescent Service

Examples of good partnership work have included:

Case discussions at O OCD panel resulting in making decisions which have focused on the child's needs particularly those who have been in the 11 to 13 age group and have had multiple vulnerabilities. Decisions have been finalised in discussion with the YOT Manager and Detective Inspector.

Good joint work with CAMHS managers to secure new CAMHS worker following challenges in recruitment which led to a 9-month gap in service. In the end managers from YOT and CAMHS came together to problem solve and in the fourth round were able to appoint.

Improvements made to the communication between YOT and secondary schools. Partnerships strengthened with the support from the Head of Inclusion to focus on information sharing, risk management and advocacy for excluded children.

YOT involved in the NRM Pilot Scheme – this has been monitored by the Home Office. The outcomes so far show positive conclusive grounds decisions being made at a local level which has supported the speed at which decisions are made impacting on significantly less waiting in the justice process for children. There have been 15 children discussed at NRM panel involving those within the criminal justice system.

Joint planning with police, localities teams and YOT to support plans for high-risk children who are looked after who have been at increased risk following being stabbed and or involved in carrying knives or being involved in perpetrating a stabbing. One child went to live in Algeria for a short while one child has been placed in secure on welfare grounds. Other children have been supported within their family or via a placement.

The COVID employment fund has enabled those who are NEET to be supported by a wide range of projects including the At Risk of NEET groups run in schools, and entrepreneurial skills workshop/courses.

5. Board Development

The YJB expects local management boards to take responsibility for all aspects of youth justice service governance; to lead strategically across relevant partners and to ensure a high-quality service is provided to all children. In 2021 the YJB provided updated guidance on youth justice service governance and leadership to support this.

As part of the away day held in July 2022 Board Members were invited to review their current roles and responsibilities in line with the YJB guidance. A self-assessment was undertaken to review current performance. This resulted in a review of the Terms of Reference and a review of the membership. The YCPB Development and Learning Plan which was agreed in October 2022 was created and features the following items:

- Board Induction Programme which includes a meeting with the YOT Manager and a site visit, as well as understanding the Child First Principle and Child's Voice. This also includes reading key documents to inform the role;
- Ensuring Board members participate in case audits and observation of practice;
- Team Members from the YOT are invited to the YCPB to present on key items or as observers (including the case study);
- Outlines what Board members can expect in terms of reviewing practice, strategic and performance information to understand the diverse needs of the cohort;
- Register of attendance with an expectation to attend a minimum of 3 out of 4 meetings;
- Accountability with Safer K&C and Local Safeguarding Childrens Partnership;
- Escalation processes and early warning flags.

5.1 What has been achieved in 2022–23

- **Terms of Reference** – these were reviewed to ensure that the function of the YCPN was in line with YJB expectations as well as ensuring the membership was reviewed. The TOR were amended recently to demonstrate the link to the Serious Violence Duty which is being led on by Community Safety Partners;
- **Membership** – new Board members have joined, such as representatives from SEND to strengthen the partnership and joint understanding of the vulnerabilities of the cohort as they are adversely impacted by a prevalence of learning needs and neuro diversity and particularly undiagnosed. The Integrated Care Board (ICB) is also represented at the Board, and this should help strengthen the understanding of those in the cohort who demonstrate emotional and mental health needs as well as the understanding around disproportionality and health inequalities. Health and Education are strongly represented on the Board as there is one than one Board member from these sectors. There has also been a new Board member from Probation following an internal restructure. The attendance of Board Members is kept as a register and the Chair is advised of this and action taken when needed;
- **Case Studies** – having a case study to demonstrate practice, quality, decision making, and resources has been a useful addition to the agenda of the YCPB. This is referenced earlier in the Voice of the Child section. It also has helped managers in the YOT gain understanding of how the strategic board operates. Board members have given feedback as to how valuable they have found this segment;
- **Task and Finish Group** – Board Members were invited to participate in a Task and Finish group on Disproportionality to ensure there was a joint plan with cross cutting partnership targets. This resulted in a draft plan being presented to the Board in April 2023;
- **Meetings with the new Service Manager** – a new YOT Manager started in August 2022 and was able to reach out and meet with Board Members to provide an overview of roles and responsibilities as well as discuss any barriers and share good practice.
- **Attendance at Board Meetings** – Members of the YBPB are being monitored for their attendance at meetings following the new Key Performance Indicator (KPI). We have created a register and the Terms of Reference are updated to reflect this. The register was started in April 2023 and the Chair will be updated of any members who are not able to attend.

5.2 What we still need to improve on

- Case audits and observations of practice – this needs to be added as regular item for Board development in 23-24;
- Child First Principles – ensuring all new Board members have a thorough understanding of this;
- Involvement in National Standards - when performance is reviewed against National Standards, we need to ensure Board Members feed into this process to understand the detail;
- The link with the Safer K&C Board is strong as the Head of Early Help and Community Safety Officers attend this overseeing Board. There needs to be a stronger link with the LSCP (Local Safeguarding Childrens Partnership).

6. Progress on the Previous Plan

The priorities set for 2022–2023 are set out below. The national key performance indicators also form part of the overall priority areas but are evidenced in Section 5.

6.1 Disproportionality - For far too long, our black children and children of mixed heritage have been significantly over-represented in the youth justice system locally. We agree, as a partnership, that we will do all that we can to redress this discrimination.

- Following the Away Day in July 2022, it was agreed that there needed to be a refresh on the existing Disproportionality Plan as it did not go far enough to address the barriers. There was recognition that the YCPB needed to create agreed joint targets to reflect the agencies who are across the partnership. A new Disproportionality Action Plan (DAP) 2023 –2024 was created and this is detailed Section 9 (Children from Overrepresented Groups);
- Staffing and workforce have continued to reflect the diversity of RBKC YOT cohort;
- At Risk of Custody Meetings – these have come back into practice following a review of processes. This meeting is designed to bring together agencies to create a robust community intervention where a child is at risk of custody;
- Diversity section as part of the OOC agenda – changes were made to ensure we consider all diversity issues including the racial and cultural identity of the child and their family;
- Bail and Remand decisions to be authorised by service manager – in line with other London YOTs to ensure the decisions for bail and remand are authorised by the Service Manager. This is to ensure there are no unnecessary remands;
- Stop and Search workshop conducted by the Police Youth Engagement Team for YOT and Prevention staff;
- Engagement with schools and inclusion – more discussion and information sharing with schools and liaison/communication with NKIP. This is to ensure when the YOT/Prevention are involved we minimise the chance of the child being excluded from school.

6.2 Education Training and Employment - Following the pandemic, and its impact on the economy, it is anticipated that young people aged 16 – 24 will be most adversely affected by the reduced ETE opportunities. Additionally, we are worried that some of our school age children may struggle to reengage with school after lockdown and beyond.

- Overall, the NEET cohort has reduced and at the end of the year in March 2023 there were only 2 children who were classed as NEET (80% of all closed cases were in education or training). The overall rate across the year was 75.8% (2022-23) which is a decrease compared to the previous figure for April 21 –March 22 which was 82.6%. There are challenges within the YOT cohort in terms of a few children who have been long term NEET and are unable to secure stable education or employment. This year the following activity has been undertaken to ensure there are continued efforts – see below;
- The Education Worker is based in the team and works closely with the Targeted Prevention Team (TPT) to make sure she is linking in with borough wide initiatives to tackle NEET with 16-plus children. This has enabled the young people who feel stuck to be referred into TPT once their YOT intervention has ended. It works like a step-down process;
- Following a drop in the number of children engaged with ETE earlier in the year (the figure dropped to 66.7% in January 23) there has been a renewed effort to make sure the data is correct. So rather than waiting for the end of the court order to count the child's progress we are now making sure this is done as soon as we have the information. Knowing the NEET data in advance allows us to track this in real time and ensure there is priority given to working with those children;

- The TPT has been awarded specialist funding under the COVID employment fund in RBKC. This project is funded for 3 years and has a remit for long term NEETs. This project started in September 2022 and is focused on the delivery of work tasters and group work on specific themes such as entrepreneurial skills, food and nutrition and hair and beauty. Young people are also supported with intensive mentoring;
- The COVID project has also been funded to run three 'At Risk of NEET' Group's this year. This is a preventative initiative which allows schools to identify who in their year 11 cohorts are at risk of being NEET and then the TPT team have been involved in running a 12-week programme which looks at confidence building, motivation and communication as well as the other pre-employability skills;
- The YOT and TPT have worked closely with education providers who have been supportive to children in the youth justice system and their needs. These providers are Spear, Construction Youth Trust, Princes Trust and St Charles's College;
- In terms of school aged children there are very few each year who do not have a school place and this is normally resolved in a matter of weeks. The challenge remains with those who are at risk of exclusion, and those who have low school attendance. The YOT attends the Vulnerable Children's Collaborative (VCC) meeting which is chaired by the Head of Inclusion and contributes to the discussions taking place in a multi-agency meeting. The YOT also has close links with Ormiston Latimer which is the local Pupil Referral Unit. This year there has been a renewed effort to engage with schools and build relationships. The YOT Manager attended the Secondary Heads quarterly meeting to talk through issues concerning violence and knife related crime following an increase in the number of OOCDC coming through for knife possession with the younger age group. There was concern that some of these children were then facing school exclusion due to the arrest from the police. The YOT Manager attended to reassure the schools about what packages of support are offered through the YOT and how risk can be managed together. Good practice examples were cited when the YOT and Chelsea Academy worked well together to manage a child subject to Court Order with ISS (Intensive Supervision and Surveillance) who was attending the sixth form. In addition, the YOT Service Manager was also involved in writing a letter of support to support a child and his family during the exclusion appeals process. And whilst the exclusion decision was upheld the YOT was more focused on building relationships with NKIP and the Head Teacher, as well the St Clements James Centre (Advocacy Service). This child continued to receive support and was eventually moved back to mainstream school following a discussion at the Fair Access Panel. This year we plan to build on this by ensuring all children referred to YOT who are in mainstream school have the support and advocacy needed to remain in mainstream provision particularly in those schools where NKIP is based as an internal provision – the aim of NKIP is prevent school exclusions.

6.3 Emotional and Mental Health - There are many factors impacting on the emotional and mental health of our children, young people, their families and the staff who support them. These include the Grenfell fire of 2017, the levels of serious youth violence and the Covid pandemic. It must therefore be considered a priority that we identify how best to support our service users and each other.

- The YOT has a strong health team which is made up of the CAMHS Worker, the Educational Psychologist, the Speech and Language Therapist and the Substance Misuse Worker. These staff work together with the Deputy Team Manager to ensure children are supported with their emotional and mental health needs. The SALT worker has met with 12 children this year and conducted 12 screenings. A communication passport is being developed so children can have the information about how they communicate shared during court appearances;
- In March 2022 the previous CAMHS worker left and there was a vacancy for a period of 11 months. The recruitment for a new worker was challenging with 4 different rounds of recruitment completed. This issue was raised at the YCPB meeting, and the issue was escalated to CAMHS senior management to request a contingency plan in terms of locum work. There was also the exploration of support from other agencies such as the Grenfell mental health support team where some referrals were made. Concerns were raised to CAMHS regarding the gap in provision and a

CAMHS worker was appointed and has been in post since February 2023. Since being in post she has supported 6 children over the last couple of months;

- The Educational Psychologist has provided an invaluable support to the YOT and Prevention Services her main role has been to provide guidance and support to case workers via one-to-one sessions particularly on cases that are stuck – this has allowed a more psychological approach to case work in line with a trauma-based approach. Case studies are outlined below:

Case study 1: A 17-year-old boy where concerns were raised about his understanding of information and organisation. The EP met with his mother, case manager and with him twice to explore his skills, concerns and experiences. It was identified that he finds word reading very difficult (reading age of around 10 years old) and requires additional time to understand, process and answer questions. He also shared finding it difficult to focus on information and shift his attention. Through discussion with his case manager, adjustments were made to the way in which information is communicated to the YP, written information adapted for his reading age and other suggestions made to support his wellbeing.

Feedback from the case manager: *The EP report for A was detailed and helpful. This gave me a better understanding of how to work with A. My sessions with A are more interactive. The material I use with him, is in line with some of the references within the EP report.*

'The EP's approach empowers YOT practitioners to solve challenges for and with children and young people by reflecting, identifying priorities and planning small, practical steps. She is able to help the team understand children's barriers to learning.

Case study 2: Eight meetings over a six-month period with a young person (a 17-year-old on an intensive supervision and surveillance order) and ongoing meetings with his case manager. Initial concerns were raised about the YP's feelings of worry in August 2022 before his appearance at court. Across the sessions we explored his worries about appearing at court and then his feelings in relation to the offence and ways of coping going forwards. My involvement with this YP also highlighted the need for an intermediary during his court appearance, as he takes time to process language. This was then arranged through his case manager at the time.

Feedback from the YP: they [sessions] were good because it's a way to talk about what happened and I feel better. I was worried I wasn't normal.

Feedback from case manager: This work has been helpful, in terms of him understanding his emotions and feelings around the offence. This has also given him a safe space to reflect on his actions. At times, I have..... at times become overly involved emotionally and then on one extreme, feeling quite detached from the severity of it. Our discussions have helped me to rationalise my own feelings and continue to work with him in a professional capacity.

6.4 Restorative Approaches - RBKC YOT has a well-established commitment to the use of systemic practice and restorative approaches throughout their work carried out with children, young people and the wider community. Development of staff and restorative projects have been invested in over the years, and there is now scope to incorporate systemic practice and a new adolescent offer alongside this work too.

Restorative work has continued to develop well and is a strong area of practice in RBKC. There has been contact with victims when the details have been shared by the police. Many victims have wanted information on the offence rather than to engage in direct contact. RJ staff have used the reparation placements as a way to engage and work with children so they can be reintegrated into their community. Examples of this are when children have been working at the community gardens and also have taken part in cooking sessions whereby, they then share this food in the local community centre. Children have also been supporting at a local food bank and local youth clubs (see page 23 for the list of projects).

Taking a systemic and restorative approach means exploring the child's network and understanding who supports them and how they can be part of their community. It also considers systems where they feel safe. The RJ input has therefore also focused on the use of genograms and safety mapping to have a holistic view of the child. The table below shows the number of victims engaged in the processes with the Youth Offending Service. It is well known in RJ circles that many victims may not wish to take part in the process but have a need to understand what happened and want some information to allow closure. This is offered and encouraged within the service. Out of a total of 42 potential victims there were 8 who agreed to participate in some form of RJ via letter of apology or direct mediation. Direct mediations took place firstly for an offence of diversion where a 10-year-old boy carried a knife into his primary school. The school, the parents and the child all took part in a RJ conference. Secondly there was an online direct RJ conference between a 17-year-old boy who committed a GBH offence and the Manager of the McDonalds where the offence took place. The Manager (indirect victim) was involved in calling the police and helping the injured victim until the ambulance and police arrived. In both cases the families were supported by case workers and the RJ senior practitioner. In terms of outcomes there was closure for the victims from having an apology. Both children have not reoffended to date.

Type of Victim contact / RJ	Diversions	PSR and Court Order	Total
Victims referred	13	29	42
Victims contacted by police	11	28	39
Victims Contacted by RJ worker	11	23	39
Information/updates/signposting on	8	13	21
RJ offered	11	18	29
RJ declined/no response	5	23	28
Direct RJ achieved	1	1	2

Indirect achieved

5

1

6

6.5 Serious Youth Violence - A Community Safety consultation event in early 2021 highlighted that residents want the local authority to prioritise youth violence, knife crime and exploitation of young people.

2022–2023 saw an increase of violent related incidents impacting on the YOT cohort. There were three serious incidents involving children in the YOT cohort.

- June 2022 – stabbing involving an adult victim by two 16-year-old boys who were not previously known to the YOT;
- July 2022 – affray involving knives and three–four young people all known to YOT. The victim was also a child known to YOT;
- November 2022 – stabbing of a 17-year-old boy who was already known to the YOT and on a Court Order;
- In addition to this there was an increase in the number of children being referred for the possession of an offensive weapon. In total there were 19 knife offences which is a slight increase from the year before where there were 16 knife offences. Most significantly in Q2 (June to September 22) there were 9 children referred for knife offences who all received court orders. In the months October to December 2022 (Q3) 4 children were referred in for an OOC and a total of 8 further cases across the whole cohort. The ages of these OOC children ranged from 13 to 15 years which is the lower end of the YOT cohort and was a concern as some of these offences took place in school’
- Interventions for children who are involved in violence have ranged from knife crime related work using the **Brave Space (MOPAC)**, taking part in **victim and RJ work** as well referrals for **mentoring, support with ETE and support via CAMHS**. There has been engagement with the family as well. The YOT work closely with mentors from the Youth Violence Team based within Community Safety who offer long term support to children and well as social workers based in Localities;
- **A Safety Mapping Tool** to support our understanding of the child’s safe and unsafe locations in the borough and attendance at regular **peer mapping sessions** led on by community safety colleagues;
- A presence at the Serious Youth Violence and Exploitation Panel and **close links with Community Safety** who have their own council-funded **Violence Reduction Team**. This is a group of mentors who work long term with children exposed to violence and exploitation. The YOT also attend **the Weekly Call Out (intelligence sharing meeting)** which is run by Community Safety. There is joint work with this team to reduce violence across the cohort and the mentors can support young people in their transition from child to adult as they work with young people up to the age of 24;
- **RBKC have been part of the NRM pilot since May 2021**. The pilot is designed to test whether a local devolved decision-making model, for determining if a child is a victim of modern slavery within existing safeguarding structures, is a better model for making modern slavery decisions for children. This approach will enable decisions about whether a child is a victim of modern slavery to be made by those involved in their care and ensure the decisions made are closely aligned with the provision of local, needs-based support and any law enforcement response. In 2022–23 there have been 15 children referred due to involvement in the youth justice system usually related to a drugs’ supply offence. For these children having a swift decision made has enabled their court decisions to be speeded up and often charges are withdrawn from the CPS, which is a good outcome, as they have not been criminalised for offences, where there is coercion and trafficking. Going forward we plan to record the number of NRM’s on YOT children and track their progress to give a more detailed understanding of the issues.
- **Your Choice** – RBKC has been part of delivering the Your Choice programme – this is a CBT based 12-week intervention for young people at risk of youth violence and contextual harm. In 22-23 the YOT has been part of the control group cohort. In 23-24 the YOT will be part of the treatment group

cohort as new staff have been trained. This will form part of the overall learning and we will be able to understand the impact CBT on this cohort of children.

6.6 Voice of the Child - We recognise that we need to do much more to hear from children, young people and their families on how we are doing. We also know that if children and young people can help to shape the services we provide, that they are likely to be more meaningful to them. The YJB have noted that they "...are satisfied that the evidence supports this as the best approach to achieve better child outcomes"

For progression with this priority please see section 3 which outlines the response to Voice of the Child.

7. Resources and Services

7.1 Partnership resources seconded to the YOT

The current seconded arrangements in YOT are outlined below:

Police Officers x2 FTE

CAMHS Worker x1 FTE

Education Worker x1 (PT)

SALT Therapist x1 (PT)

Educational Psychologist x1 (PT)

YJLD Worker x1 (PT)

Probation Officer x.05 (PT)

7.2 In 2023 - 23 the Youth Justice grant supported in the following ways:

- Restorative Justice Work
- Reparation
- Resources for staff training
- Management and leadership
- Court Order and OOCs
- Court work
- Performance and data

We use our grant, partner contributions and available resources to deliver these services and we believe they produce the following benefits and outcomes.

Victim, RJ and Referral Orders - Continued strong performance in victim contact and RJ as well as supporting the running of Referral Orders and supporting the volunteers who contribute to the smooth running of panels. Ensuring there are safe and well-run reparation projects – currently we have the following projects:

Flashpoint Foodbank, Worlds End Estate and North Kensington

Trinity Hospice Charity shops, there are three across West London.

Parks Police Car Washing Project, Holland Park

Adolescent Hub, Oxford Gardens

Emslie Horniman Kitchen Garden

Harrow Club – after school club and Dalgarno Youth Club

Kicks (or Flashpoint) football session with Chelsea, Worlds End Estate

North Hub cooking project

South Hub, music assist project

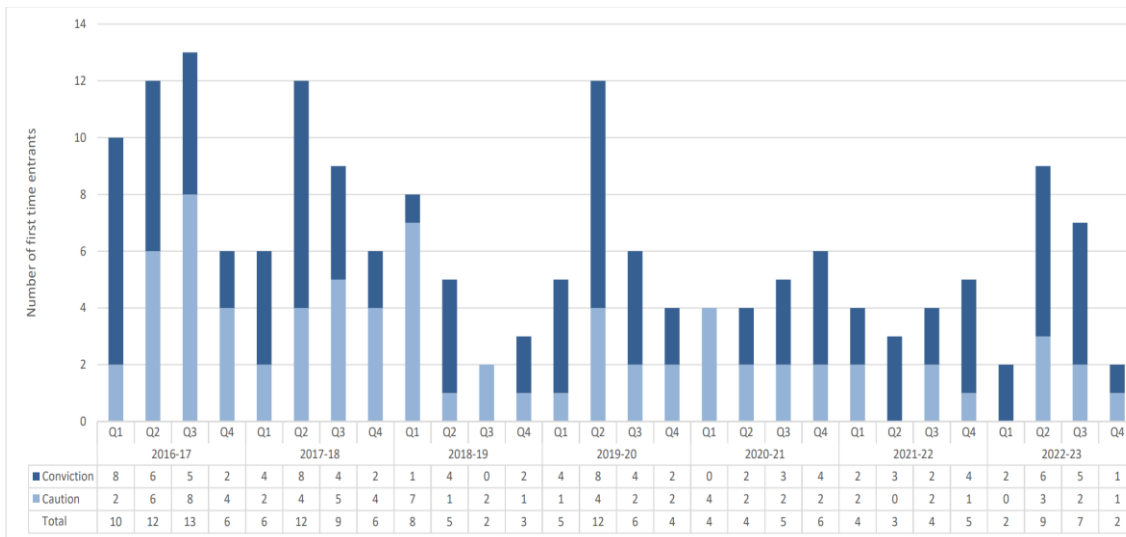
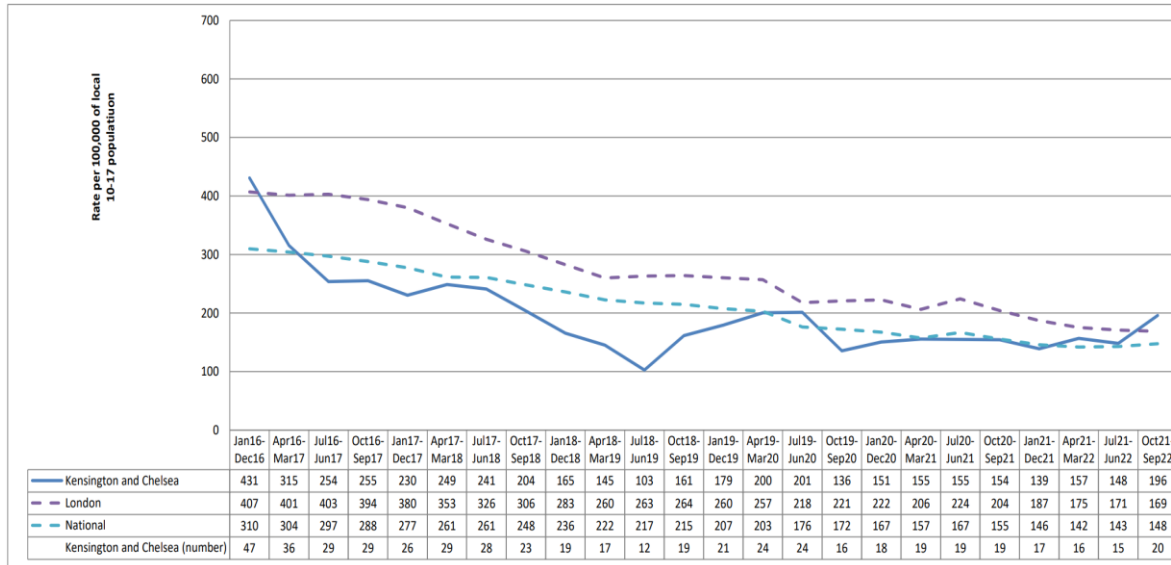
All-ability Cycle Project, Bikeworks – Little Wormwood Scrubs

- **Staff Training** – the YOT staff apply for Court work – to ensure we have a strong presence in Youth Court and Crown Court and continue to have a proactive approach for information sharing, supporting children in the process, bail and remand and sentencing;
- **Management and leadership** – to ensure the work of the Deputy Team Manager and Senior Practitioners meets the needs of the service and the wider expectation of the grant through the supervision of staff, management oversight of the case work, quality assurance work,
- Meeting the Youth Justice National Standards across all five outcomes.

Our performance will be improved in 2023/ 24 by a renewed focus on the following areas;

- Build on the strong leadership provided by the Youth Crime Partnership Board and ensure the strategic focus remains on good and outstanding YOT performance;
- Voice of the Child – building on work this year and further developing the involvement of children and their families in service development. This will be within assessment, planning, interventions and reviews as well as specific consultations such as the Youth Review, stop and search and looked children;
- Implement the Disproportionality Action Plan; (Appendix 3)
- Develop closer working links with SYV parent champions to ensure a more creative and innovative offer to parents;
- The work of the systemic clinical practitioner to be embedded in YOT practice within the current case management model;
- A drive on quality assurance and practice improvement – ensuring there is a robust case audit system in place;
- Ensuring all policies and processes are updated in line with current guidance;
- Custody and Resettlement – creation of a resettlement policy to ensure there is an understanding of Constructive Resettlement to give children who are in custody a supportive and bespoke intervention that meets their needs and moves their identity away from criminal to being pro-social.

8. PERFORMANCE - National key performance indicators – First Time Entrants (FTE)



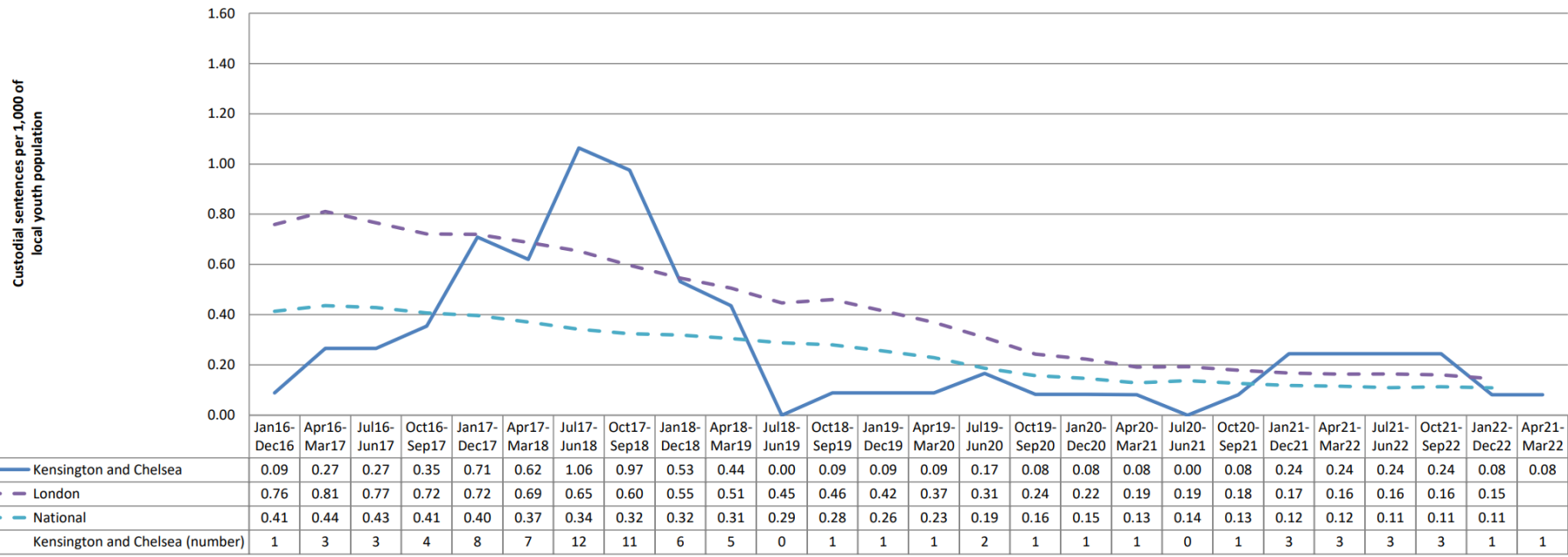
First time entrants (FTE) 22-23

The comparative rate of first-time entrants (FTE's) per 100,000 increased from 148 to 196 for the latest annual period to September 2022. This rate now lies above both London rate 169 and the National rate 148. The number of **first-time entrants rose by 5 from 15 to 20.**

The second table on the left shows the case level data for children who entered the youth justice system via Youth Conditional Caution or a conviction. There was a clear increase in quarters 2 and 3 which showed an increase in both children coming through the courts - 13 children in total and those via the caution route which was 5 in total. From June 2022 there was an increase in the incidents of violence locally as well as an increase in the number of knife offences. Incidents related to violence led to this increase.

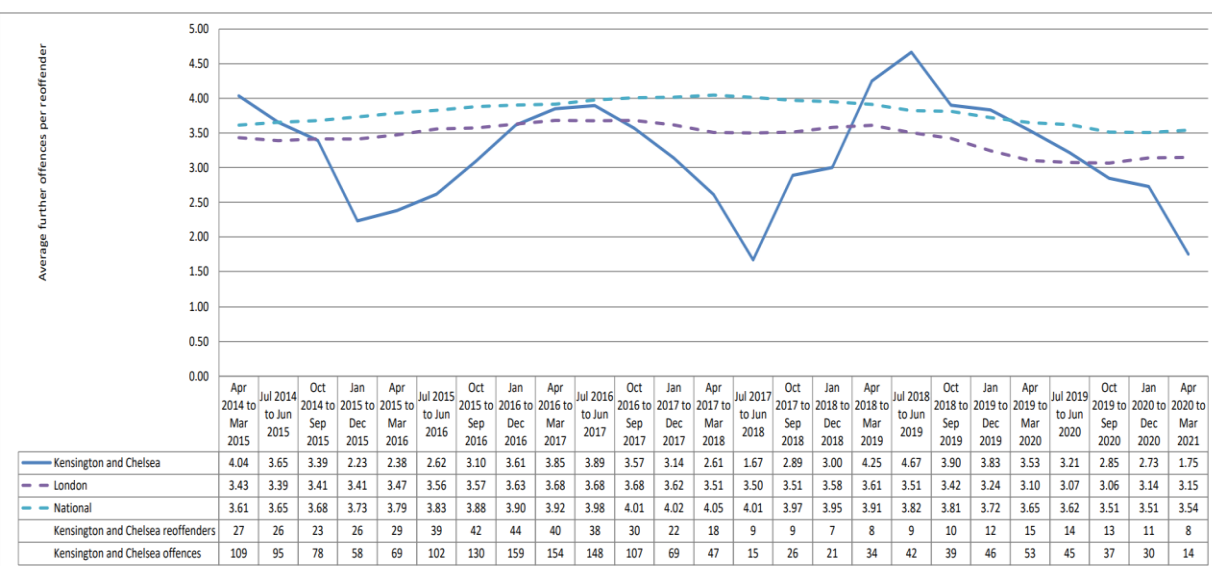
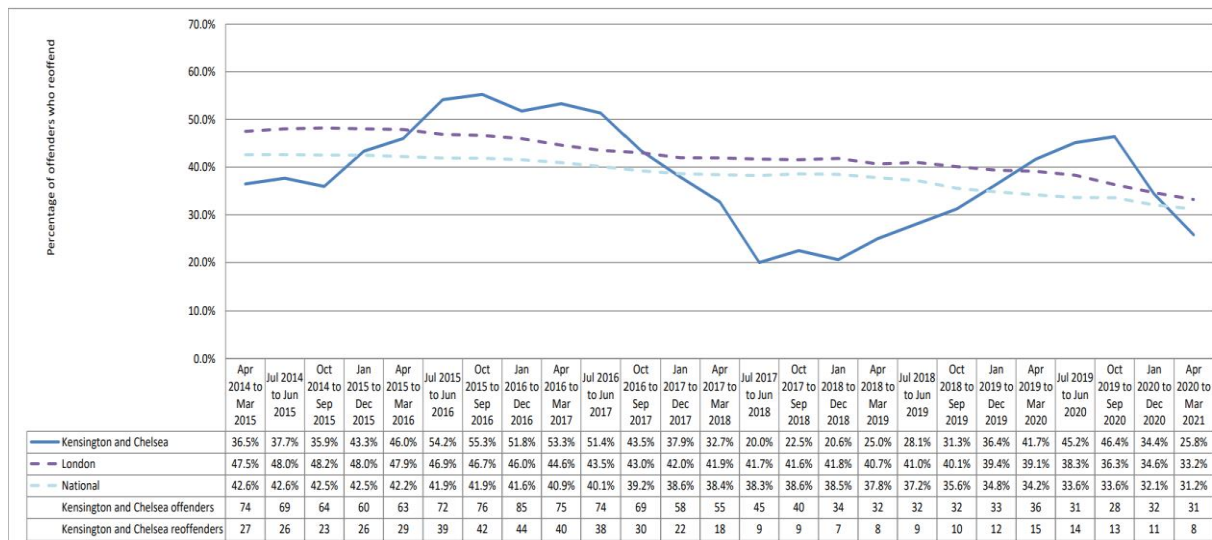
The final quarter of the year has seen a dramatic decrease in the numbers with only 2 children coming into the system. The YOT Management Team were very aware of these increases and have worked with the rest of the team to support these children and provide interventions, so they do not reoffend. There is also increased support for those who have received community resolutions, triage (diversion) and youth cautions to prevent them escalating into the system. The YOT recently took part in the annual scrutiny panel where there was broad agreement on decisions made. There was also recognition of how well RBKC YOT know the children and the support they have received.

8.1 Use of Custody



The data shows one custodial sentence during the last year, for a 17-year-old male sentenced last August for blade and firearm offences alongside a breach of YRO-ISS. Custody was anticipated and community alternatives were put before sentencers but the assessed level of risk to others was deemed high. This child was re-sentenced to a Detention and Training Order when further offences were brought before the Court. This child is currently on licence and will be transferred to probation over the course of 2023. Since October 2022 the YOT has re-introduced the At Risk of Custody (AROC) meeting to ensure a multi-agency, community plan is recommended to the Courts – with a focus on the child’s experiences, any trauma and any issues of discrimination they may have faced – this is due to the higher numbers of children from black and mixed backgrounds who are more at risk of custody. The YOT will also focus on remand numbers to ensure that unnecessary remands are avoided and bail packages are robust. During the last year the YOT provided 10 Pre-Sentence Reports for the Courts where custody was an option for sentencing - in 9 of these cases the Courts followed the proposal of the author, while 1 was proposal for YRO but the Courts imposed YRO with ISS.

8.2 Reoffending – Binary Rate and Frequency rates

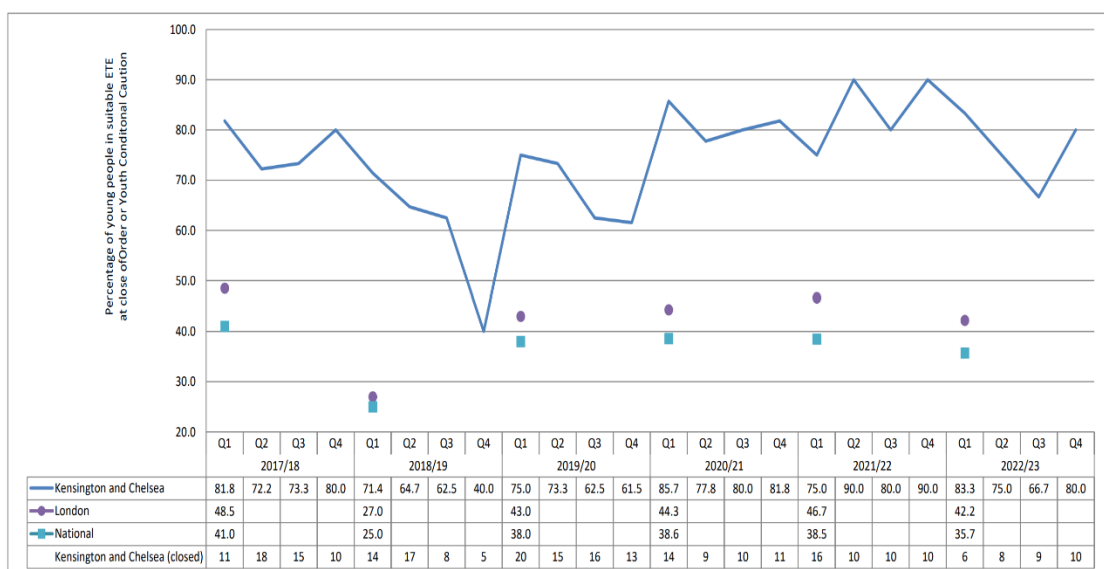
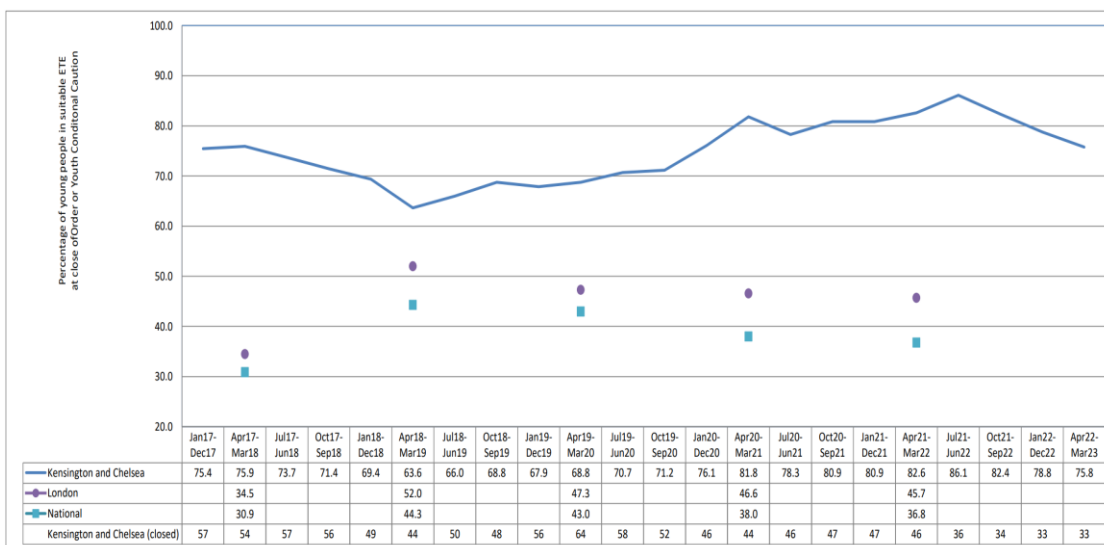


Binary rate - The first table shows the binary rate of reoffending for the period April 2020 to March 2021. Data shows the percentage of reoffenders decreasing on the previous cohort, from 34.4% to 25.8%. **Of the 31 young offenders included in the cohort, 8 have reoffended.** The latest rate now lies below the London average 33.2% and the national average of 31.2%, both of which have continued to reduce gradually. Earlier in the year the rate was at 46.4% (reported in October 22).

Frequency – table below - RBKC data for the Apr20-Mar21 cohort shows the frequency rate per reoffender at 1.75 offences and less than 2.73 offences for the preceding period. The latest rate lies below both the London average 3.15 and the National average 3.54.

Live tracker data for the Apr22-Mar23 cohort stands at 16.7%. Of the total 30 young people now in the cohort, 5 have reoffended committing 9 further offences (1.80 offences per reoffender).

8.3 Education Training and Employment

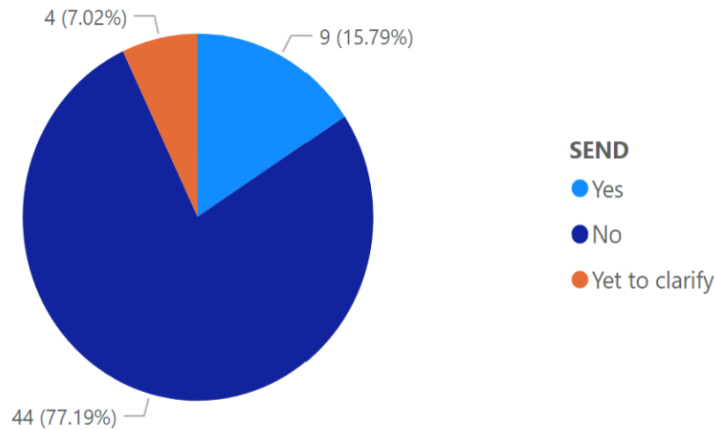


Education data – the first table shows the annual figure for the number of children in ETE within the YOT cohort which is 75.8%, which is lower than previous years. This indicates the challenge within the cohort as there is a very small number of children who have been out of education but have struggled to sustain and attend placements or find work. The table below shows the quarterly data and provides a more encouraging picture. The rate has fluctuated but currently stands at 80%. There are currently two children who did not have an education placement. One child is now being home schooled due to being excluded from his fee-paying school. The second child is long term NEET and is on licence.

The Education Worker is linked with the TPT (Targeted Prevention Team) and over this year we will strengthen these links to ensure this worker has access the innovative practice within TPT. In response to the concerns around the school exclusion the YOT has strengthened its relationships with schools, NKIP (North Kensington Inclusion Pilot) and Inclusion. Firstly, the YOT has been involved in sharing information more consistently with schools and ensuring there is joint risk management, secondly the YOT has been more linked in with NKIP services to ensure parents have the right support when facing exclusion as well as play their role in advocacy at the appeal stage and finally the Inclusion Lead for RBKC was instrumental in supporting the YOT to attend the Headteachers’ forum to speak about the work in YOT and Prevention following the increases in the number of school-aged children carrying knives.

8.4 Special Educational Needs and Disabilities (SEND)

Count of Young People by Special Educational Needs or Disabilities



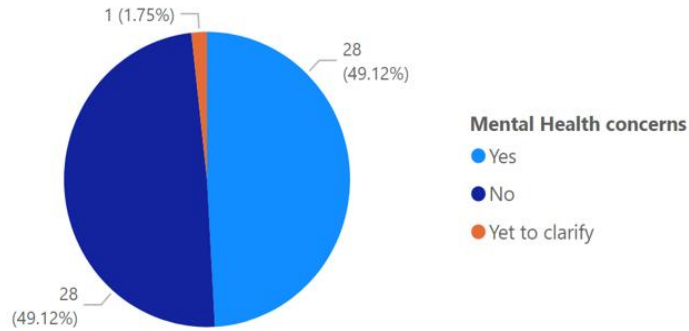
Data from April 22 to March 23 shows there were 9 (15.7%) children in the cohort who had a recognised learning need – this was via SEND support or EHCP’s. In 2021-22 there were also 9 children with SEND but this was a smaller percentage of the cohort (14%). There are 4 children who were ‘yet to clarify’ this is due to them either, not having a diagnosis and exhibiting signs of SEND or still undergoing the assessment stage. In terms of practice the Education worker in the YOT liaises with the SEND team. The SEND service is now also represented on the YOT Board. The YOT need to have a deeper understanding of the small cohort of children with identified SEND as well as those showing signs. The Educational Psychologist plays a key role to support the workers of this group of children as often at the ages of 16 and 17 they are no longer in the statutory education system, but they still struggle with undiagnosed learning needs.

8.5 Mental Health and Emotional Wellbeing (MH and EW)

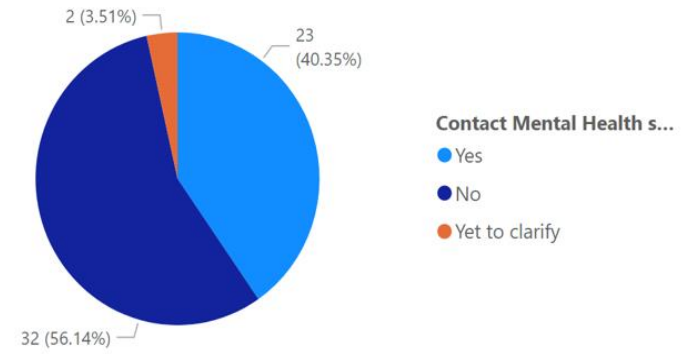
The data below shows 4 different tables demonstrating the needs across mental health, emotional wellbeing, and physical health. **Just under half of the cohort has some sort of emotional / mental health concern this could be anxiety, depression, low mood, or it could be related to trauma in childhood and family issues.** Children who are looked after and those open to social care will have been exposed to family difficulties and may have had issues with their care resulting in emotional concerns. Children in the cohort often find it hard to regulate emotions. In addition, many in the cohort will have been exposed to peer group violence, exploitation and using cannabis – all of which can manifest in emotional wellbeing concerns. In terms of contact with Mental Health Services – the YOT did not have a CAMHS worker for 11 months during 22-23 which resulted in some children not accessing the support. There were contingency arrangements and alternatives set up and a number of children have had previous involvement with CAMHS but this was a gap that needs to be acknowledged. **However, since February 2023 there is now a full-time worker based in the service. The number of diagnosed conditions in the cohort is 6.** Over the next year we plan to have a fuller understanding of this cohort and what their needs are. In terms of physical health children are often presenting with asthma, as well as physical injury from violence they may have been exposed to.

Data for MH and EW

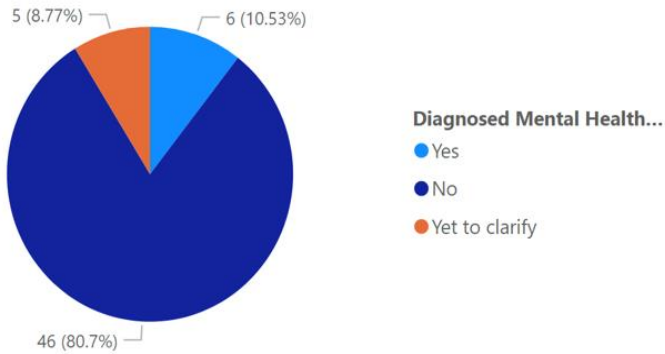
Young people by presenting Mental Health concerns



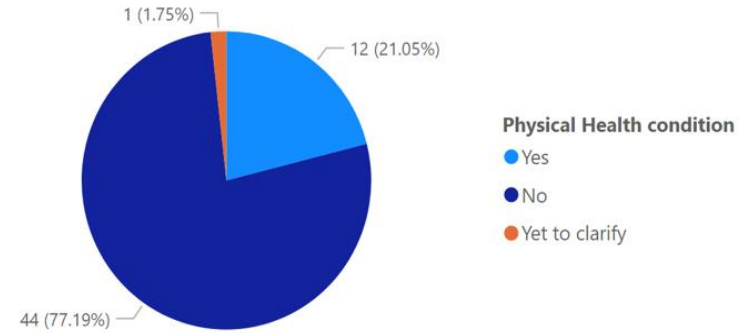
Young people by contact with Mental Health services



Young people by diagnosed Mental Health condition

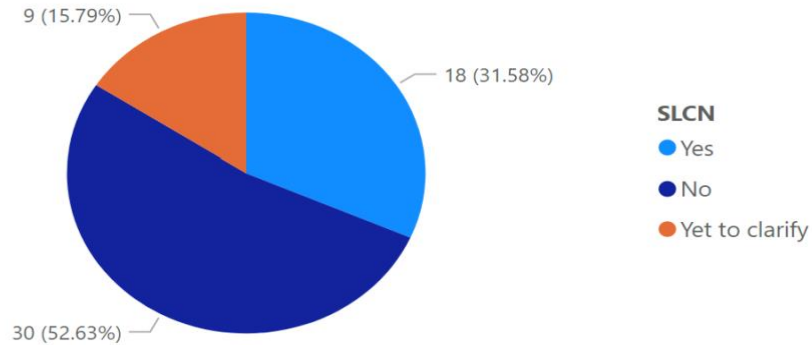


Young people by Physical Health condition



8.6 Speech and Language Needs

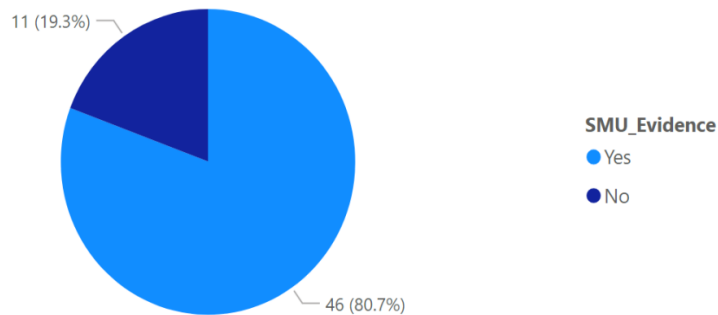
Count of Young People by Speech, Language, Communication or Neuro-disability



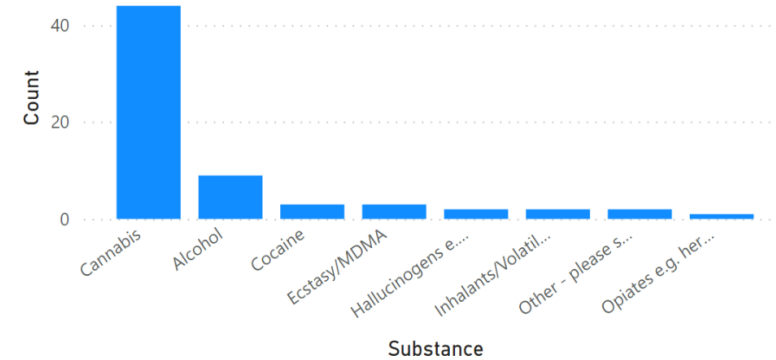
RBKC has had a SAL Therapist (once a week) based within the team for some years now and this has supported the work done directly with children and also helped to advise other professionals based within education and health about the child's needs. He will screen children and provide a summary to the YOT worker with an outline of any communication issues and how best professionals can support. A communication passport is also put together for that child. **The data for 22-23 shows about a third of children present with speech or communication needs. This is lower than the national picture which is about 60%. Previous year the data was 27% which was 17 children.**

8.7 Substance Misuse

Count of Young People by Evidence of Substance Misuse



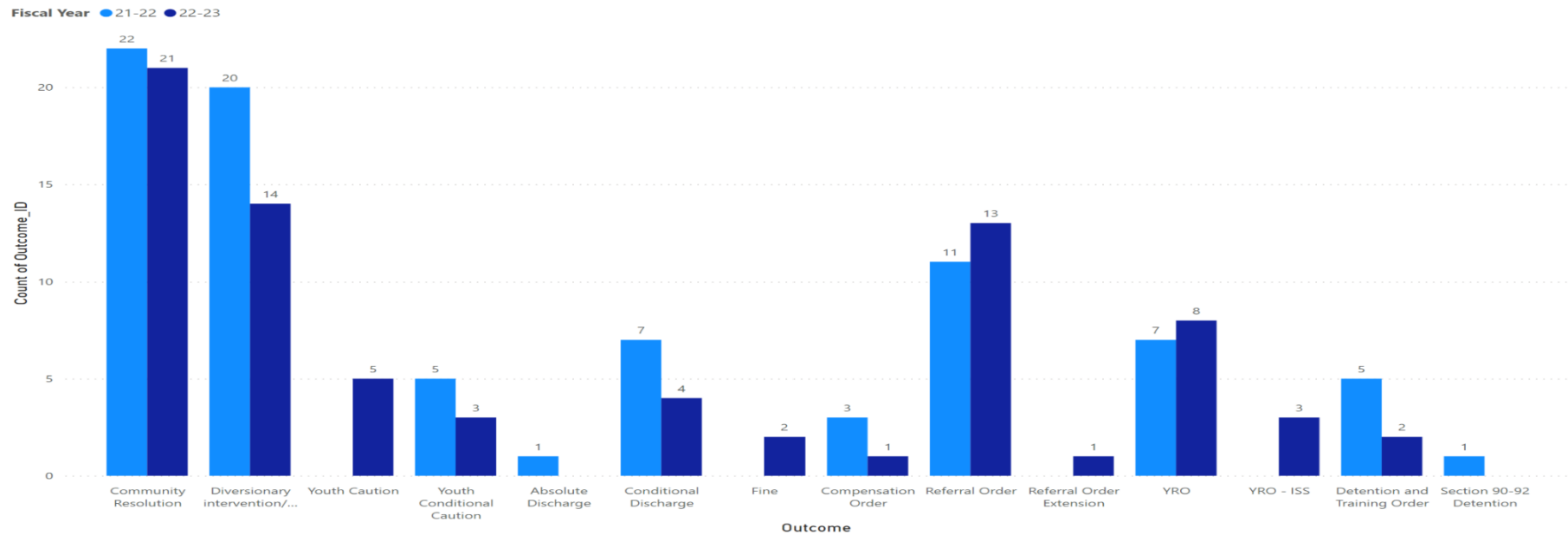
Count of Young People by Substance



The number of children saying yes to using substances is 80.1 % (46 children) compared to the previous year this is an increase by 4% (76% last year and 47 children). This is an unsurprising figure, but it is still a concern. The types of substances used is mainly cannabis and then alcohol. There a minority of children using other drugs such as cocaine and MDMA. The overall concerns are about the use of cannabis which can also be linked to exploitation and drug dealing. The part time Substance Misuse Worker has devised a new screening tool which is comprehensive and links to other emotional wellbeing and safeguarding concerns. Some of the more entrenched young people in the cohort do end up using substances as a way to self-medicate and cope with difficult emotions. There has also been an increase in the use of nitrous oxide with some children. During the Notting Hill Carnival the organisers noted a huge increase the numbers of young people using nitrous oxide. This will be a priority area for the YOT. There is a bi-borough Drugs Strategy which has been presented at the YCPB. This will inform how we go forward as a service and a wider partnership.

8.8 Out of Court Disposals

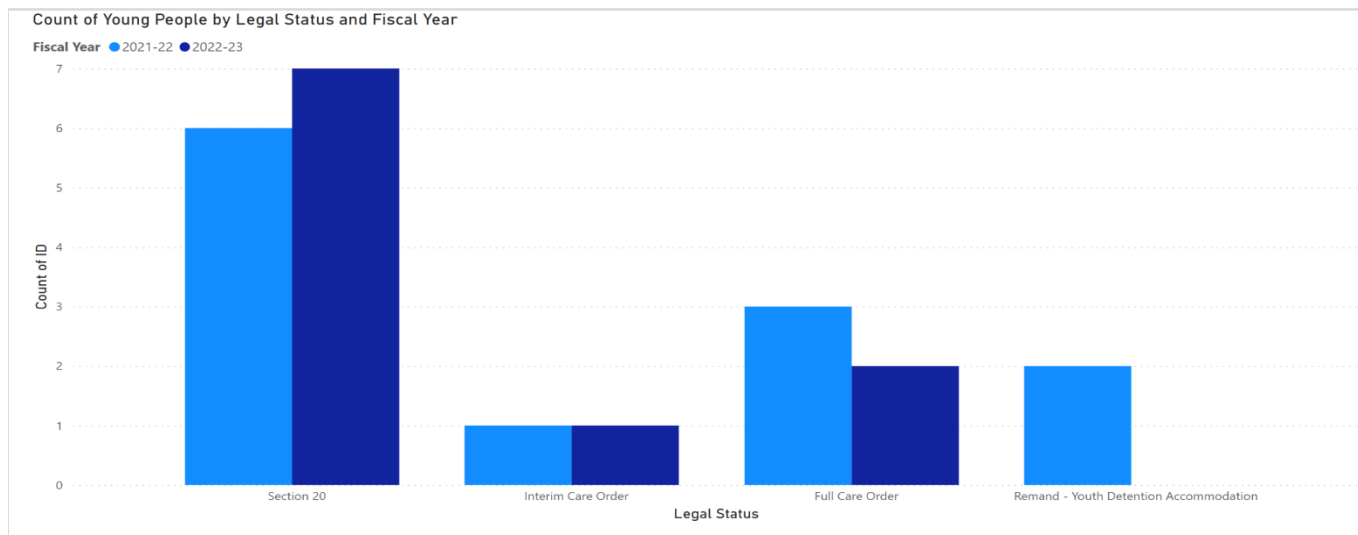
Count of Outcomes by Outcome Type and Fiscal Year



The table above shows the number of disposals across the YOT cohort and includes the number of OOC – the total amount across 22 -23 is listed in the table on the right. There was a total of 42 disposals, half of these were community resolutions which were given for offences of possession of cannabis. The Turnaround programme was implemented in January 2023, this is the intervention now used to engage with those children receiving community resolutions. Prior to the Turnaround programme the YOT were developing a support package for children who had received community resolutions, and this was having limited success in terms of engagement. However now we have employed a part time staff member so there is time to follow up with children and their families. Overall practice with OOCs has been positive with a joint decision-making panel held weekly with YOT, police and DOT (detached and outreach) attending these meetings. The Child First principle is upheld during discussions about which is the best suited disposal for the child as well as the victims’ experience. Section 6 mentions the pattern of children being referred for knife offences who were in the lower age group and how we have supported and intervened.

OOC Type	
Community Resolutions	21
Diversion / Triage	14
Youth Caution	4
Youth Condition Caution	3
Total	42

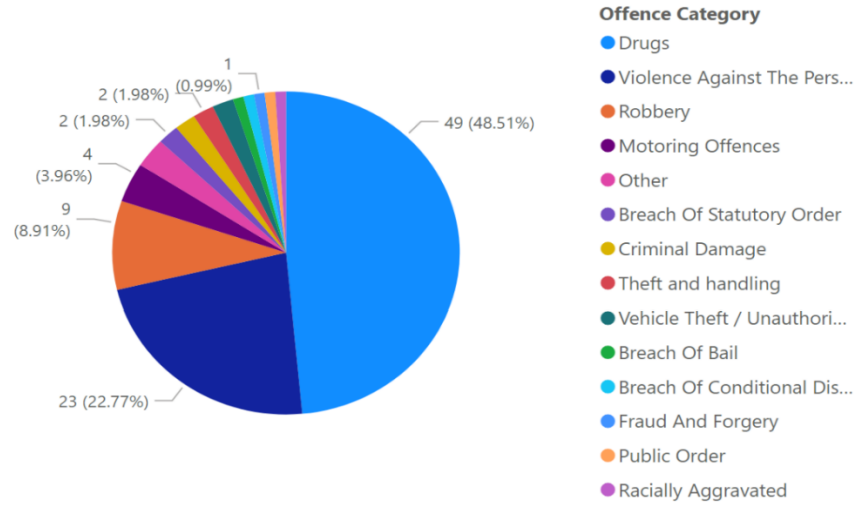
8.9 Links to Wider Services



The table to the left shows the number of children who were looked after in the YOT cohort. In 22-23 there were no LAC remands which is positive. Most children came into care via section 20 last year. **There are 10 looked after children in total. In the previous two years (12 in 21-22 and 11 in 20 – 21)** We have not been able to collate the information on CIN and CP to date. There are good relationships across localities, family forward and YOT – this supports families and professionals to work collaboratively.

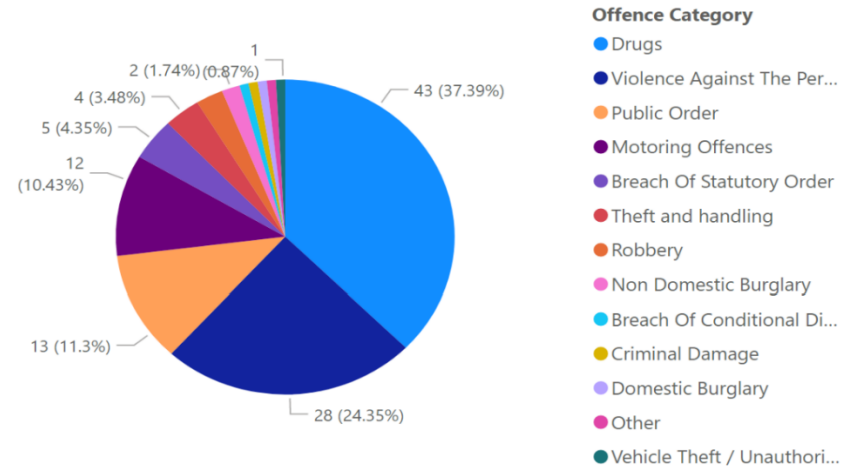
8.10 Serious violence and offences profile

Count of Offences by Offence Category



Fiscal Year 2021-22:
 101 offences in total.
 49 Drugs offences, of which 2 involved Class A and 3 involved supply or PWITS.
 23 Violence Against The Person offences, of which 16 for possession of a knife or offensive weapon.

Count of Offences by Offence Category



Fiscal Year 2022-23:
 115 offences in total.
 43 Drugs offences, of which 1 involved Class A and 3 involved supply or PWITS.
 28 Violence Against The Person offences, of which 19 for possession of a knife or offensive weapon.

Section 6, page 21 provides a narrative on the issues impacting serious violence in RBKC. The above chart provides a profile which shows the number of offences committed by the YOT cohort. **This year, as in previous years, there were 43 offences of possession of cannabis and then 28 offences of violence against the person, which includes knife possession (19 knife offences) as well as offences such as GBH (Grievous Bodily Harm) and assaults. The figure for violent offences was slightly higher than the previous year. Public order offences have also seen an increase. However, the offence of robbery which is also associated with violence and often related to gang affiliation has seen a decrease.** There are concerns across RBKC in terms of violence and gang affiliated crime which are mainly in the north of the borough and are related to a significant organised crime group who are known as the W10/11. In the south of the borough there is crime and violence associated with Worlds End. Both these locations have considerable need in terms of deprivation and social housing. Throughout the year the YOT have worked closely with community safety and the police as well as other partners. The YOT take part in the peer mapping events, attend the serious youth violence and exploitation panel, attend strategy meetings, Adolescent at Risk Meetings (ARA), attend the weekly Call Out, and any cross-border meetings when there is a violent incident in a neighbouring borough (which happened in August 22 following the murder of a high-profile gang member in Westminster).

Management Board Attendance – please see Section 5, page 16

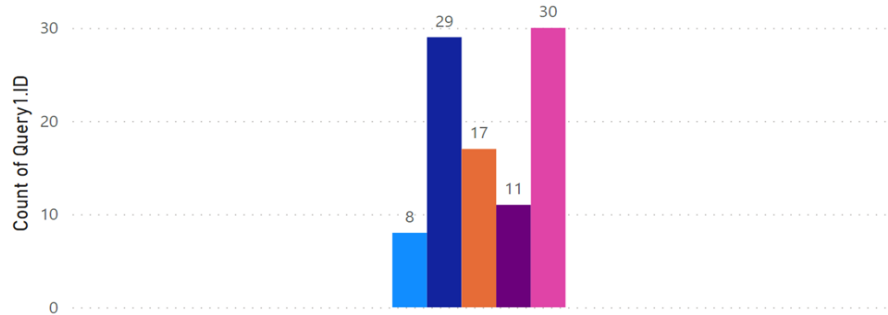
Victims, please see Section 6, pages 20-21

9. Priorities

9.1 Children from groups which are over-represented – children from black and mixed heritage backgrounds.

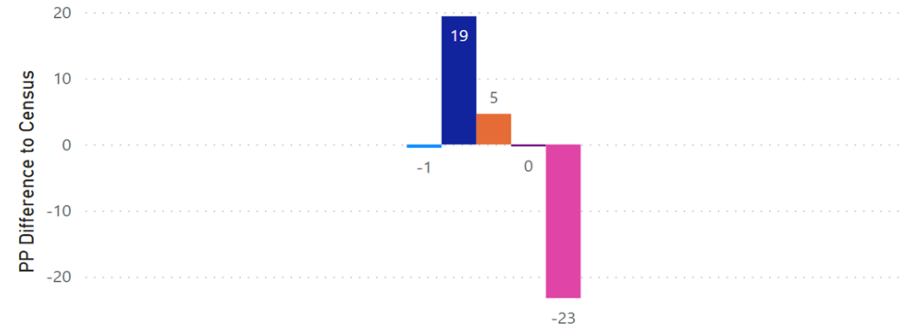
Count of Young People by Ethnic Group

Ethnic Group ● Asian ● Black ● Mixed ● Other ● White



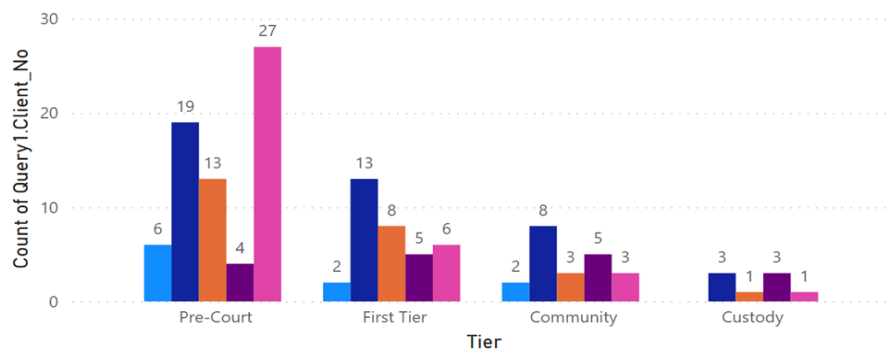
Percentage Point Difference to Census by Ethnic Group

Ethnic Group ● Asian ● Black ● Mixed ● Other ● White



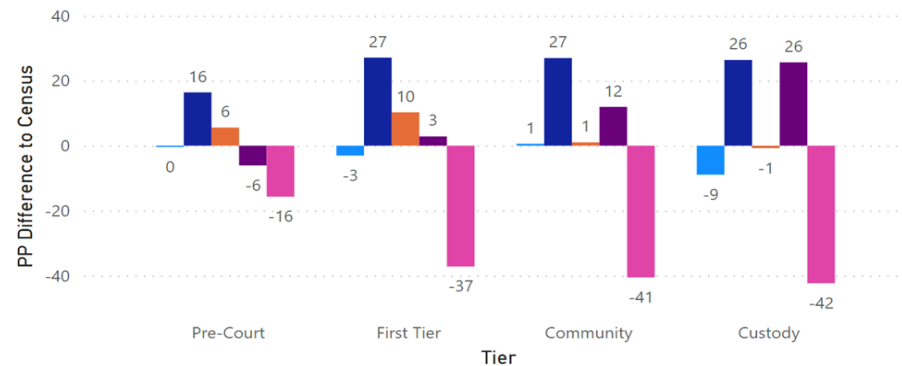
Count of Young People by Tier and Ethnic Group

Ethnic Group ● Asian ● Black ● Mixed ● Other ● White



Percentage Point Difference to Census 2021 by Tier and Ethnic Group

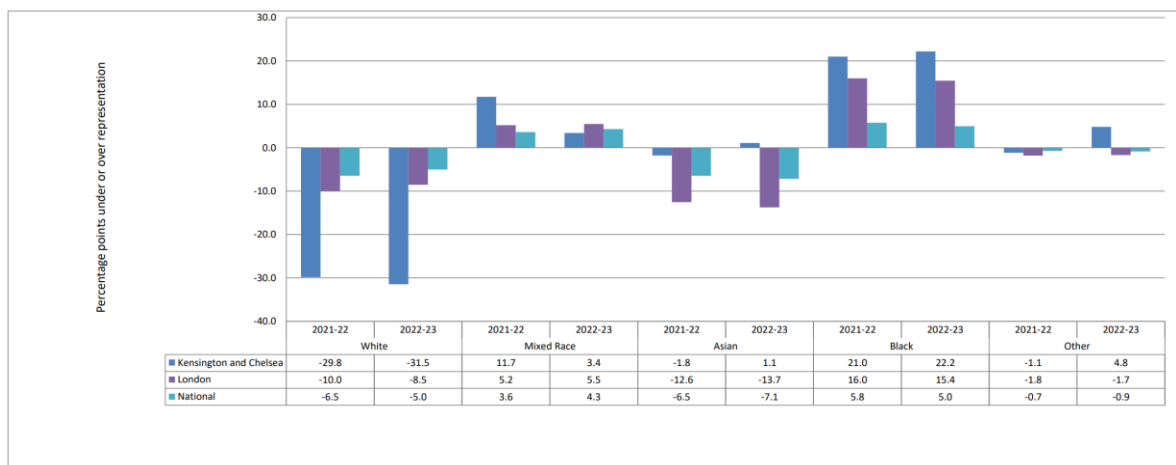
Ethnic Group ● Asian ● Black ● Mixed ● Other ● White



Fiscal years 21-22 to 22-23. Young people receiving Youth Justice System disposal or commencing bail support or remand programmes.

These charts have been updated using the 2021 census data which has been summarised in the table below and cover two years' worth of data. **Within RBKC YOT the most significantly overrepresented group of children is boys from black backgrounds. There is overrepresentation in the percentage of children from black backgrounds at all levels and most significantly in the community tier. Children from backgrounds where they**

are classed as 'other' are overrepresented in the community and custody tiers. There are many systemic and structural reasons for this which have been documented by the Youth Justice Board in recent years.



In this table, RBKC young people within the Youth Justice System from the Black group are the most highly over-represented. This over-representation has increased from 21.0 to 22.2 percentage points (pp) in the last year. The Mixed Heritage group is also over-represented, but this has reduced in the last year to 3.4%. Young people with ethnicity recorded as Other have increased to 4.8% White young people on the other hand are under-represented by -29.8 and -31.5 pp in the last two years respectively. Asian young people are in line with the borough's youth population for both years.

In response to the HMIP Thematic *The experiences of black and mixed heritage boys in the youth justice system* October 2021, there have been a number of actions from the recommendations and some which are still under development. As mentioned, during the Away Day in July 2022 Board Members evaluated the progress made on issues of disproportionality. This resulted in a Task and Finish group who produced a refreshed Disproportionality Action Plan (DAP) for 2023-24. This is outlined in the Service Delivery Plan in Section 10. There has been little change within the data over the last few years in terms of disproportionality and it was accepted by Board Members that any plan needed to have joint targets across the whole of the partnership to understand where the changes need to be made. The following workstreams have been implemented:

Theme 1: YCPB members continue to develop awareness and understanding to actively address issues of racial disparity across the system.

- **Contracts and commissioning of youth justice related services vision is clear within documentations (e.g., funding opportunities, expressions of interest, tenders and contracts).** – this is underway with a meeting to discuss how a statement can be drafted with the Corporate EDI (Equality Diversity and Inclusion) Lead in the local authority.

Theme 2: Voice of the Child

- **Case Study to be presented at each YCPB, developing youth advocates across YOT/DOT and TPT, Children and in care or custody are recognised as a distinct group and their feedback is taken for wider participation work across RBKC Family Services.** Consultation has been completed in this quarter with YOT Looked After children and those on the edge of care. A consultation and review with the youth clubs across the borough regarding the issue of youth centre exclusions was undertaken and a survey was conducted but only 3 groups responded so the plan is

now to meet with Young K&C to approach the youth club managers at one of the network meetings to explore the issue. Youth advocates are planned for next year.

Theme 3 Prevention

- **Data to monitor the use of stop and search and strip search across the cohort of under 18's. Discussions to investigate the reasons for higher numbers of black boys under 18 being stopped and searched.** The local police have been able to compile a list of the most frequently stopped and searched under 18's. This information is highly sensitive, and the police met with the YOT Manager and Community Safety Lead to discuss the young people listed. Questions were raised about the young people also being victims of crime and exploitation as well as some who had previously been stabbed and if this information is flagged during a stop and search to recognise that child as a victim. This has been taken back to the BCU leads and there is due to be a re-refresh of the data as well as a further discussion with the stop and search leads across the BCU and Central Policing. Issues such as trauma/speech and language and how these impact on young people when they are approached by police officers are the concerns as well as developing more trust.
- **RBKC Stop and Search Workshops to develop the understanding of the local police alongside the local children to bridge the gap between police and children and support good community relationships.** There has been agreement given from senior police leads across the BCU to involve the development of a multi-agency workshop on stop and search with police from the Youth Engagement Team, Safer Schools, and staff from the YOT, the DOT (Detached and Outreach Team) to develop something for the school's cohort. Officers from the Safer Neighbourhood Teams will be invited to join this to develop their understanding of what children and young people see as their experiences.

Theme 4 Prevent Children from School Exclusion

- The YOT and Prevention have developed closer working links with Headteachers and also with the Inclusion Service. This has been through joint case work but also to develop closer links and shared understandings of the challenges;
- In addition, the NKIP (North Kensington Inclusion Pilot) which is based within Early Help has been able to reach and work with children as follows: By the end of the 2021/22 academic year, 51 children had been supported by a team of embedded workers in North Kensington Schools. 12 of them have completed the programme and all those are now at a significantly reduced risk of exclusion following the support. The new specialist and advocacy support provision has supported the families of 16 children and young people at risk of exclusion since its launch in April 2022. Half of the students supported so far identify as Black/Black British. This is compared to 22% in the general school population in North Kensington (as of Spring term 2022). Children and young people from black Caribbean backgrounds are overrepresented in the excluded cohort; the proportion of children from those backgrounds is around 2.5 times higher in alternative provision than in our mainstream secondary population. The early signs suggest that this provision is reaching that cohort, with 25% of all children supported identifying as black Caribbean. The data on those with special educational needs (SEN) also suggests that children and young people further down the route of exclusions are more likely to have SEN, with the figure at 50% for these children and young people, compared with 27% for those supported by the embedded worker team, who are typically working with pupils less at risk of exclusion. Early signs from the provision chime with the trend that students in receipt of Free School Meals (FSM) are disproportionately impacted by school exclusions. Of the 16 pupils supported so far, we have gathered this data for 11 of them and 73% of are in receipt of FSM.

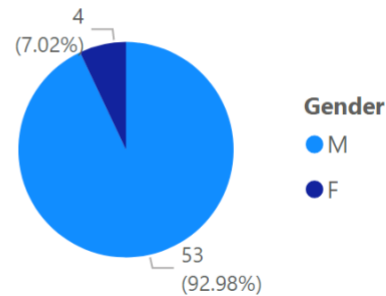
Theme 6 Prevention of re-offending: YOT internal processes to ensure there is challenge built to address issues of racial disparity at all stages from out of court disposals to custody.

- Bail and remand – since 2022 when a child is at risk of remand, the Court senior practitioner will ensure that court staff are supported to provide a robust package of support to manage bail as well as risk in the community. In June/July 2022 there were several examples of how bail support for children from global majority backgrounds were supported with bail for offences of GBH, affray and possession with intent to supply class A and possession of offensive weapon and robbery. Current practice is that the YOT Manager and Court Senior will discuss cases that are at risk of remand. Over 2022 –23 there has been 1 remand, which is positive. To further improve practice a written package with a template that covers the needs and concerns of the child as well as risk to the public will be developed;
- Out of Court Disposals joint decision-making panel – to ensure the lived experience/diversity and issues of discrimination are discussed as part of the case discussion on the child as well as taking consideration structural inequality and social graces which impact the child and their family;
- Multi-agency meetings including At Risk of Harm and At Risk of Custody meetings review and provide an overview of the child’s experiences of discrimination, social graces and diversity to ensure there is a full understanding of the child’s cultural heritage as well as issues of disproportionality.

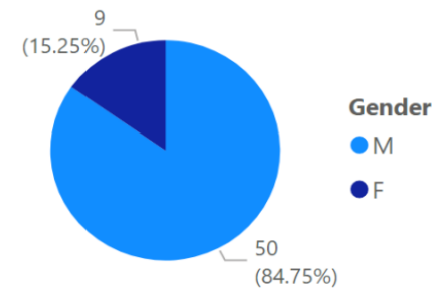
9.2 Working with girls and young women

There have only been a small number of girls coming through as referrals into the YOT. The table below shows the split across male and female. In 2021-22 there were 9 girls in the cohort; in 2022-23 there are 4 girls. It has dropped by half. The work with girls does needs to be bespoke and to their needs and this is something which is under review as part of refreshing our interventions.

Fiscal Year 2022-23 Count of Young People by Gender



Fiscal Year 2021-22 Count of Young People by Gender



9.3 Prevention: Detached and outreach team (DOT)

As part of the Safer Kensington and Chelsea Partnership approach to tackle violence, the DOT's purpose is to provide flexible, responsive, and visible detached and outreach youth services. The DOT's aim, as part of a public health approach to tackling serious youth violence, is to maximise the reach of a prevention offer and support the wider partnership problem-solving, contextual safeguarding responses to criminal exploitation. DOT workers, through their street-based and joint youth hub sessions, identify and divert children and young people (aged predominantly between 11-19) from involvement with serious youth violence. They do this through building trusted relationships and opening access to meaningful alternatives and opportunities. There are four DOT workers and one manager. A review of DOT's initial impact and framework concluded in December 2020 and a stakeholder feedback event was held on 10th May 2021 to share the findings and next steps for the team which include, for example, the introduction of DOT delivering one-to-one mentoring, the arrangements for partnership led tasking and information sharing arrangements and the development of joint project planning with partners and stakeholders.

Over 2022-23 the DOT have continued to deliver outreach sessions in the community, carried out group-based activities and delivered one to one mentoring.

- In the outreach and detached youth work sessions the DOT have engaged with **959 children and have covered areas in K&C such as Chelsea Worlds End, Nottingdale (Ladbroke Grove area) and Golborne**. These ward areas have been consistently flagged by housing, police and community safety as areas where there have been incidents of anti-social behaviour. As this is a responsive service when there are incidents in the community, the DOT staff will provide a visible presence, for example, in February/ March 2023 fights were breaking out afterschool between children from two different schools and in October 2022, when fireworks being thrown in the area. The DOT has increased visits to areas when a stabbing has taken place. The DOT decide which wards to focus on through weekly tasking meetings run with community safety, wardens and other agencies;
- In terms of group-based activities the DOT staff have been running regular term time sessions and holiday activities. These sessions are devised from feedback directly from young people as well as schools who have requested specific support. **97 children have been engaged within these activities which have included the After School club, DOT football sessions, transitions group for year 6 children, Easter Holiday take over, Summer programme, girls Knit and Natter group, at risk of NEET, carnival patrol, the adolescent hub and the Colville School Girls Group**; Outcomes for children who have attended these sessions have been positive and have included – a decrease in ASB in the Golborne area as reported by housing, increased confidence, better prepared for GCSE's, learning new skills, going out of London and seeing different places, supporting issues of wellbeing. Groups are identified through discussions with Early Help, schools and the young people themselves.
- The DOT mentoring referrals have increased this year and at the end of **March 23 there were 16 children on the mentoring programme**. These children are usually referred from schools and the Early Help Service. Outcomes have included children reporting they feel more supported and reassured, their schools have reported increased attendance and less behaviour incidents, increases in wellbeing and self-esteem as well as not coming to police attention. They have also had group discussions on issues such as peer to peer conflict, self-identity and respect between girls and boys.

9.4 Prevention: Targeted Prevention Team (TPT)

TPT's ambition is to provide a comprehensive range of outreach, flexible and co-designed programmes, information, advice and guidance (IAG) or time bound group programmes for young people (aged between 16-19 years), including young people identified as both at risk of serious youth violence and Not in Education, Employment or Training (NEET). There are currently two TPT workers including one Senior. In June 2022 the team received an extra 3 years of funding from the Council's COVID employment fund to provide intensive support to those young people classed as long-term NEET or who have been

impacted by COVID. This has increased the staffing with a Community Engagement Worker and two part-time Mentors. The TPT works closely with Prospects, Schools, Academies, Colleges and training providers and are part of NEET resources which collaborate to ensure robust Education, Employment and Training (EET) advice and guidance is available. Early Help, Social Care and Health collaborate with TPT to ensure the young people they support can access a range of services to address any EET issues they face. DOT workers are also a key resource in identifying and signposting young people to the TPT. Both the DOT and TPT collaborate to design the focus of programmes or opportunities to be unlocked or developed for this target group. TPT's ambition and priorities are informed by more recent front-line experiences of TPT workers (such as recognising a growing need to support risk of NEET young people who are feeling anxious and despondent about their futures) and the wider relevant professional networks and partnerships (including Early Help, Inclusion, Economic Development and Morley College), current performance and the response to COVID (ways of working and developing opportunities). The current plan for TPT is being revised. Below is a summary of the progress so far:

- In 2021 there were 76 NEET children in RBKC aged 16 to 19, in 2022 this went down to 56 and the current level is between 50 and 56;
- From September to December, 16 young people moved to EET, TPT helped secure EET for 13 of the 16 young people;
- TPT has 5 young people on their open caseload who present with some indications of SEND. One young person has an active Education and Health Care Plan (EHCP) and 4 who have not been formally identified as requiring SEND support, but our assessment indicates they have additional learning needs;
- In December 2022 the 16 young people had continued to sustain their EET for a three-month period and have now been closed as cases;
- In 2022-23 TPT has continued to undertake one to one support as well as run three At Risk of NEET programmes in three local secondary schools including the local alternative provision. These programmes are designed to support children in year 11 who schools have identified may not have a destination at the end of their school journey. These children are then supported via one to one follow up;
- The COVID employment project has taken on intensive mentoring for 10-15 children who have been impacted by COVID. Their barriers to moving into training or employment have included their mental health, worries about leaving the home, being a young carer and involvement in violence/drug dealing or crime. The project is providing 6-8-week groups focused on a theme which young people have expressed an interest in – for example business and entrepreneurial skills 'Build your own Brand'.

9.5 Diversion: Turnaround

RBKC launched its Turnaround Programme, which is funded directly from the Ministry of Justice, in January 2023. The Programme funds one member of staff who is dedicated to support children who have been referred to the programme. This person is based within the YOT but has close links with the Early Help Senior who has supported with using the Early Help assessment tool. The programme has been able to support the following children so far:

Year 1 (January 23 – March 23) referrals	
No further action	3
Community Resolutions	5
Pre-charge / released under investigation	1
Number of children engaged	2

Total	9
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Having a very short time to become operational was a challenge for the YOT however now the staff member was in post; we are more confident to be able to meet the requirements. So far, the young people and their families who have engaged remains in low numbers. There is room to develop the programme so it can meet the needs of this cohort and provide activities and support. The funding has been used to pay for a Boxing Coach to encourage young people and this year we plan to support the families by devising a welcome pack to support and encourage their uptake of the programme. During the mobilisation phase the YOT Management Team worked with the police, Early Help and Families Forward to set up an operational process. There is now a monthly panel to discuss Turnaround cases. New referrals and current cases are discussed and information of the background of the child is also shared. The programme is voluntary therefore there is effort and encouragement needed to engage with family. Since April 2023 referrals can also be taken for children displaying repeated anti-social behaviour. To develop this referral pathway the YOT has set up meetings with Housing and Community Safety colleagues who lead on the Joint Area Group (JAG). Some of the challenges for referrals to come through this route is that the children are involved in ASB.

For Education –section 6.2 pages 17-18

For Restorative Approaches and Victims – 6.4 pages 20-21

9.6 Serious violence and exploitation

In sections 6.5 and 8.10 there is an analysis of the cohort for 2022- 23 and an overview provided of the current concerns and actions to address serious youth violence. The YOT is involved in the sharing of data with Community Safety for the Serious Violence Duty from this year. The data is a summary of all offences and children over the last 5 years to provide an understanding of the profile of serious violence within the under 18 cohort. **The profile over the last 5 years shows the number of types of offences. Those with the highest number are possession of a knife and or possessions of an offensive weapon, common assault, assault by beating, and robbery.** This is reflected in the profiles for this year and last year. **Analysis of the home addresses of the children involved over these last 5 years have shown 62 children live in W10 or W11 postcodes which is in North Kensington and 11 in SW10 which is in Chelsea/Worlds End. This mirrors the areas of need in RBKC as well as the concentrations of deprivation and reports of anti-social behaviour.** (This data does include offences at Notting Hill Carnival)

SYV Offences – Outcomes April 2018 to March 2023.

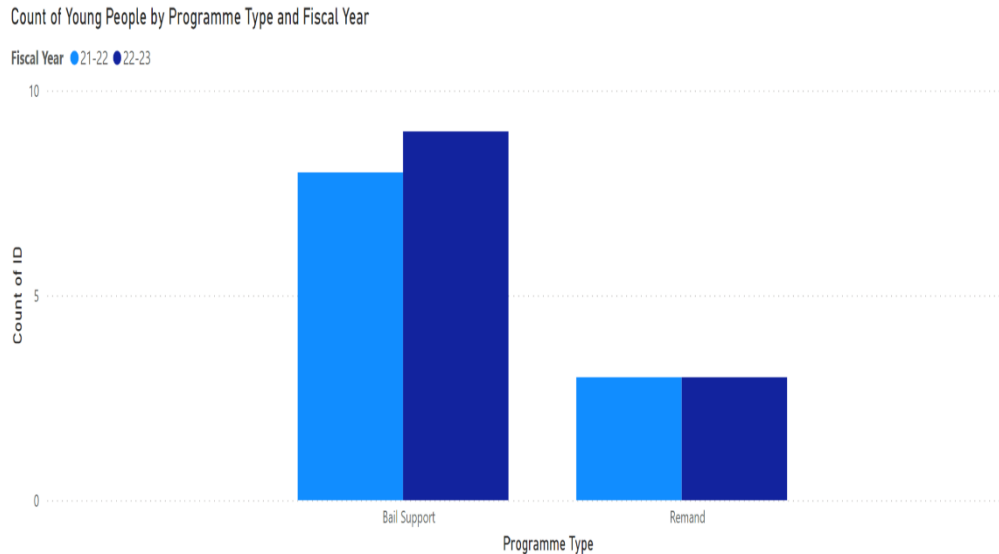
Row Labels	Count of Offences	Count of Young People
Drugs		
Concerned in supply of heroin	4	4
Concerned in the supply of crack cocaine	4	4
Possess with intent to supply a controlled drug of Class A - Crack Cocaine	2	2
Possess with intent to supply a controlled drug of Class A - Heroin	3	3
Supply a controlled drug of Class A - Crack Cocaine	5	1
Supply a controlled drug of Class A - Heroin	4	1
Public Order		
Affray	5	5
Aid / abet an affray	1	1
Conspire to commit violent disorder	2	2
Robbery		
Attempt robbery	12	7
Robbery	20	13
Violence Against The Person		
Assault a constable in the execution of his / her duty	11	7
Assault a person thereby occasioning them actual bodily harm	8	8
Assault by beating	16	11
Assault person assisting constable in execution of duty	1	1
Attempt to assault a person thereby occasioning them actual bodily harm	1	1
Common assault	14	14
Obstruct / resist a constable in execution of duty	1	1
Possess a firearm without a certificate	1	1
Possess ammunition for a firearm without a certificate	3	2
Possess an offensive weapon in a public place	27	22
Possess article with blade / point on school premises	1	1
Possess article with blade / sharply pointed article on school premises	7	6
Possess knife blade / sharp pointed article in a public place - Criminal Justice Act 1988	38	35
Possess knife blade or sharply pointed article	1	1
Possess offensive weapon on school premises	1	1
Section 18 - wounding with intent	3	3
Threaten a person with a blade / sharply pointed article in a public place	2	2
Wound / inflict grievous bodily harm without intent	2	2
Grand Total	200	105

9.7 Detention in Police Custody

There are very few children from RBKC held overnight in police custody. Data for the period April 22 to March 23 shows 13 instances of children held overnight and this impacting on 7 children with 4 of those children being Looked After at the time of being held. One child was held overnight on 5 different occasions – this was due to him breaching his court bail conditions and often being missing from home or late back. This child was not remanded into custody and was released by the Court on each occasion. If a child is held overnight the YOT police will alert the Duty Manager immediately and there will be information exchanged with the police and social care to ensure the child and their family is supported. If there are concerns about the child's wellbeing or emotional presentation, there will be liaison with the Youth Justice Liaison and Diversion Worker. If the child is then taken to court they will be supported and a bail package is authorised and provided to the Court. The number of overnight police detentions over this year have been low and they have focused on those children who have presented as high risk.

9.8 Remands

The YOT began to monitor the number of remands and bail applications from October 2022.



There was one child remanded in both 2021 – 22 and 2022 – 23. The number of children who have received bail support is higher which is positive as it shows the YOT’s proactive approach in supporting children to remain in the community. This year this has included two children who were convicted of GBH (stabbing) and who were not previously open to the YOT or social care. In addition, the bail support cohort has included at least three looked after children who are particularly vulnerable to exploitation and gangs. These children have been on bail support with conditions including a curfew, YOT appointments and residence requirements. As mentioned, there is a drive to ensure remands are kept low. The YOT Manager has given a clear direction to the Management Team to ensure bail packages are provided and this year we plan to provide a written package of support outlining the needs of the child and a summary of their life experiences as well as the risk they pose in the community. This will help to ensure the bail package is robust. For bail packages to work well there has to be good working relationships between social care and YOT. Low numbers of remand are evidence of this. There is good collaboration between services and the Courts particularly when finding a suitable address or placement for the child.

9.9 Custody and Constructive Resettlement

Custody numbers remain low with only one child being in custody in 2022- 23 There is a drive within RBKC to work across the partnership with social care (Localities) to provide a support package as an alternative to remand, as cited above. In addition, where there have been concerns about risk there has been a child focused response from the whole partnership. This can be demonstrated in the case studies below;

K is a 16-year-old boy who is looked after. He is black British of Congolese heritage, he has an EHCP plan for social and emotional needs. He has been known to the YOT and localities for 2 years. His family moved to RBKC from Enfield following concerns about exploitation from gangs. In early childhood he witnessed domestic abuse from both of his mums' partners. He has been known to social care from early childhood due to issues of domestic abuse and neglect. In the last two years he has been convicted of knife offences and affray, has been cut with a knife and had a threat to life (Osman warning). Concerns have included an undiagnosed mental health need, his need to be accepted by peers resulting in him finding being drawn into local gang networks, his learning needs making him more liable to exploitation. There have been regular meetings to discuss his risk with an acknowledgement that his risk was hard to manage. Placement moves and living with family in two different locations had been tried but K's behaviour and knife offences were still evident. There was an application made for a secure welfare order. However due to the lack of placements K was still in a semi-independent placement with support. Eventually a placement arose, and he has been in secure since April 22. Localities, YOT, health, education and local police areas have shared information, planned and supported. The network of professionals is supported by senior managers who have strong working relationships. This is demonstrated in taking a welfare response to the concerns with K over the criminal justice route. He also has had three NRM's over the course of his time at the YOT.

R is a 15-year-old boy of mixed heritage (black Caribbean and white).

In November 2022 he was referred for a OOC for a knife offence. Since this date he has gone on to commit a further two knife offences and is at risk of custody. The escalation in his possession of knives has been sudden. Professionals have been involved in joint planning. He agreed to live with his father in Switzerland following joint work from professionals in social care, YOT and CAMHS but this broke down and he came back. He was then looked after for a short while and now he is back with his mother. He is vulnerable to being exploited and has been involved with a local family who have connections to drug supply and weapons. Again, it is through joint work that risk is being managed. R will be subject to an At Risk of Custody Meeting to create a robust community alternative.

Risk of Harm Meetings – multi-agency, led by YOT with aim to address risk of harm to the public and safety concerns to the child. Chaired by YOT Manager.

Adolescent at Risk Meetings – these are led by social care and chaired by the team manager. They are multi-agency and address safety concerns of the child.

At Risk of Custody Meetings – led by YOT and attended by the network with the purpose of ensuring there is an agreed multi-agency community option put forward with clear recognition of trauma and systemic practice.

Constructive Resettlement – RBKC has not been able to implement fully the ideas and practice related to constructive resettlement. However, in working with the child who has been in custody and released on licence 5 areas of Constructive Resettlement have been woven into his monthly review meetings and this started from the moment he was sentenced and remains in place to date. There has been a better understanding of the issues of resettlement as managers have engaged with the London Resettlement Partnership. Although custody numbers remain low it is important to understand this best practice

model to prevent children from reoffending, have a positive identity and become active members of the community they live in. The learning for the YOT has been making sure there is emphasis on the structural issues such as accommodation, education and family contact as well as making sure the child / young person receives the mentoring and emotional support. The challenges with resettlement are with accommodation and education, particularly when the young person is no longer living in the borough – which is the case with most children who are on licence. There has been good practice with the young person who has come out on licence in the following ways:

- L was able to access temporary release on licence to go shopping for food and have a day to meet with his family. He took the opportunity to be involved in education and other support whilst in Cookham Wood;
- L was able to secure accommodation through support via his social worker and although he was not allowed to live in RBKC he was placed in neighbouring borough and the placement have been very impressed with his behaviour;
- Having a good relationship with his YOT worker has led to his involvement in the Edge of Care Consultation for Looked After children and the youth review and he is looking to become a youth advocate for the YOT;
- His licence conditions were stringent to begin with – not being allowed into RBKC and not being able to stay overnight with his mum. After 4 months these have been lifted and he is able to engage with services in his local area.

9.10 Standards for children in the justice system

Since the 2020 review of National Standards there has been no further focused activity for National Standards. The 2020 review had a number of recommendations which were to be implemented. Following the pandemic, the HMIP Inspection and the change in leadership of the YOT Service Manager there has been no follow up. It is planned that over this year at least two areas will be reviewed, and cases audited against the standards. There is external case audit being undertaken in June 2023 which will provide an overview and benchmark of current practice and enable the managers to plan the areas of focus.

9.11 Workforce Development

Previously this service has been stable with staff remaining in post for several years. However, over this year there has been some significant changes to the staff team and this led to staff shortages as well as caseloads being higher than usual. Due to these changes and new staff arriving there has been a need to consolidate practice, systems and learning. There has been very little commissioned training for the YOT in this past year however there has been in-house development work as outlined below:

- Multi-disciplinary fortnightly YOT team meeting which has been used to share practice and provide an opportunity for some reflection – this is now a face-to-face meeting to encourage team members to feel supported and share ideas;
- YOT and Prevention meeting – a meeting to bring together professionals from Detached and Outreach (DOT), Targeted Prevention (TPT) and YOT to have training and practice development and themed discussions. This was based on work undertaken with the staff groups to find cross cutting themes. So far, the team have had sessions on Stop and Search (facilitated by the Police Youth Engagement Team), Education and training options (ran by the TPT) and later this year there will be a session on substance misuse and one on mental health;

- Court and Pre-sentence report training – this has been led by the three Court leads in Westminster, Kensington and Chelsea and Hammersmith and Fulham and covers the bail remand best practice and child first approaches to court work;
- Three managers have completed the Level 5 in Management in Leadership through Early Help;
- New practitioners have enrolled on to the systemic training for all family services staff, this includes managers and front-line staff;
- Taking part in consultation and workstreams for the development of the Adolescent Service;
- Workshops and training run through family services which has included adultification and county lines exploitation, trauma informed and systemic practice.
- All teams have taken part in the Family Service Conference.

Training and Development in 23 -24

The focus for 23 -24 is in ensuring practice and quality is in line with the YOT priority areas and Key Performance Indicators as well as paying attention to on-going sector improvement through HMIP. This year's emphasis will be on

- Continuing to promote inhouse development workshops across the staff group – through 6 weekly YOT and Prevention Workshops;
- Ensuring all staff have had basic enhanced safeguarding training (for non-social work staff) through the LSCP ;
- Ensuring Managers are supported to attend conferences and national/London wide workshops;
- Ensuring access to INSET training via the Youth Justice Board – all staff are accessing some training through this training calendar;
- Continuing to embed systemic practice in the service with the arrival of the clinical practitioners and the creation of inhouse reflective groups;
- Focussing on culturally competency training;
- Focussing on quality of assessment, planning and interventions to continue to build on good practice evident in the last HMIP Inspection and develop this learning plan from the outcome of the external case audit;
- Developing the quality assurance and case audit systems within the YOT;
- Developing and supporting managers with management oversight of case work;
- Focussing on constructive resettlement practice;
- Ensuring staff continue to be trained in the Your Choice Programme (see below)

9.12 Evidence based practice, innovation and evaluation.

Your Choice

RBKC are participating in a three-year funded programme to implement a CBT (Cognitive Behaviour Therapy) informed programme; as a regional response to support young people at risk of extra familial harm. The programme is being evaluated by the Fiscal Institute and the Anna Freud Centre which requires both randomised treatment and control groups to provide a comparative study of impact over time. Your Choice involves the training and supervision of practitioners to deliver an intensive goal orientated programme with young people aged 11-18. The intensive programme involves three contacts a week over 12-18 weeks and includes funding for an activity that the young person has identified that will support the goals/changes they want to make. To date this has included short courses, fitness memberships, music lessons and production and coaching. The aim is to support achievable goals that can be sustained. To date we have trained 6 practitioners to deliver the programme and engaged 8 young people in the treatment programme and 5 young people in the control

group. Findings from the evaluation will be shared with all participating Local Authorities in Summer 2024. The programme has reached the final efficacy stage due to end in December 2024. The Youth Justice Service Manager is part of the project team to provide oversight and a coordinated approach in identifying practitioners for training and delivery and eligible young people for both the treatment and control groups.

YOT Systemic Assessment

In 2019, the three Youth Justice Services in H&F, RBKC and WCC engaged in a pilot with the DfE to design and implement a child first systemic assessment as an alternative to Youth Justice Board Asset Plus (a national framework for assessing offending behaviour). The pilot included a systemic assessment designed to be completed with the young person and their family, a five-day systemic training programme for practitioners and increased access to clinical practice. The assessment is considerably shorter in length to the Asset Plus and is designed as an intervention that addresses the needs of the young person, associated risks and determines outcomes. The pilot was evaluated in 2021 and reported a reduction in recidivism for the cohort of young people completing the systemic assessment compared to pre-pilot. Practitioners fed back that they preferred the systemic assessment, valued the training and described improved relationships with young people and their families through the completion of the assessment together. Managers fed back that they had a better understanding of the young person as the assessment was relational and reflected the voice of the young person. Young People and their families fed back that they felt involved in identifying need and determining achievable outcomes. At the end of the pilot's second year, it was felt that the YJB and DfE had lost their appetite to share our learning in implementing change. Our response was to mobilise and influence the agenda by driving forward regular meetings with the YJB, DfE and HMIP, entering meaningful dialogue and providing evidence of the impact of the assessment to inform the YJB review of Asset Plus. In October 2022, YJB announced that although Asset Plus will remain for referral orders, court disposals, custodial and out of borough transfers, there will be a new assessment for all out of court disposals. Since that date we have continued to work closely with the YJB to influence the design of the new assessment, whilst they have been unable to adopt the systemic assessment in its entirety there is clear evidence where it has been incorporated. We have recently been invited to help write their practice guidance for practitioners. **“We were very impressed with your approach and have introduced elements of it into the new tool, we want to enable practitioners to think about the structures and systems in place around children”, “we recognise your expertise in this area and would appreciate your involvement in writing the practice guidance for practitioners” YJB**

The YJB have announced that they plan to implement the new assessment/module in April 2024, in the meantime we have been invited to join a task and finish group with the YJB to design a training and implementation guide for practitioners.

10. YOT SERVICE PLAN 23 -24

Theme	Priority Area	Objectives and Tasks	What success will look like	Time and Progression
Leadership and Governance	YCBP is linked to Safer K&C Board and LSCP	The annual YJ plan will be presented to Safer K&C Board	Safer K&C Board have an understanding of the priority areas for the Youth Justice Service	To be completed in September 2023
		YOT Service Manager to attend the Safer K&C Board to feedback on DAP.	Safer K&C Board have an understanding of the work of the YOT involved in stop and search	To be completed by the end of June 2023
		YOT to be linked in and share priority areas with the LSCP	YOT Manager to attend the LSCP to present and raise understanding and awareness of the vulnerability of children who offend	To be completed by October 2023
Leadership and Governance Court outcomes Prevention and Diversion	Disproportionality with a focus on fairer representation of black and mixed heritage children in the Youth Justice System. Ensuring the DAP (Disproportionality Action Plan is adhered to with	Please see objectives within the DAP	Data should start showing some signs of fewer children from black backgrounds entering the YJ system as well as entry at lower tiers. Survey and children voices/parent voices demonstrating fairer treatment across the youth justice system. Seeing a difference in the number of children from black and mixed heritage backgrounds who are excluded from school.	The DAP is attached as an Appendix to this YJ Plan.
Leadership Court outcomes	Voice of the Child	Develop credible adults facilitating conversations between the Board and	Children's views from YOT DOT TPT and those involved in youth violence programmes are given an opportunity	October 2023 – feedback to be shared with YCPB and then priority areas reviewed.

Theme	Priority Area	Objectives and Tasks	What success will look like	Time and Progression
Prevention / Diversion		YOT/DOT/TPT young people.	to have their voices heard – through consultation, video and audio recording and these views form part of the review process of the service development – Feedback at the October 2023 Board	
		Board members understand the Child First Principle	Board members demonstrate this understanding within feedback/ questions in their role within the meetings and liaison with the YOT when required.	
		Case Studies to be presented at each Board	Case studies are part of the quarterly meetings and Board members can reflect and focus on learning. The focus will be on cross cutting themes such as inequality, education and prevention	On-going every quarter
		YOT DOT TPT survey of young people	Survey to be undertaken between Oct 23 and Jan 24 to focus on the experiences of children/parents in the service and ensure there is feedback to the YCPB	To be carried out October 23 – January 2024
		Development of peer/youth advocates	2 children per year to be recruited to support the team to develop new ideas and different ways of working.	To be completed by March 2024
		Children in care and custody have distinct needs and therefore to ensure they are involved in specific feedback on their experiences	Young people have been linked to the Engagement Manager within Social Care who has a lead for Looked After children. She will work with YOT colleagues to ensure feedback system is devised to capture this group and their views.	To be completed by October 2023
		Explore the issue of youth club exclusions with Young K&C to see if this is an issue impacting on children in the borough	Engagement with VCS and honest discussions about this issue as well as advice support and training in partnership with Young K&C	To be completed January 2024

Theme	Priority Area	Objectives and Tasks	What success will look like	Time and Progression
	Education	To monitor progress and data via the KPI	Children of post 16 age are engaged in ETE Close liaison with YOT Education worker and TPT through joint initiatives	On going
		Children of school age are supported to maintain their school place	Liaison with the Inclusion Service for children in years 7-11 TPT will continue to work with those in year 11 who are at risk of NEET YOT Officers to engage with NKIP and St Clement James when supporting children who are in school and are showing signs of concern with attendance or behaviour. YOT Officers will support families to seek support when children of school age and are showing signs of concern as above. YOT Officers to ensure they share information with schools and involve them in risk management.	On going
Leadership and Governance Court outcomes Prevention and Diversion	Substance misuse	To monitor the KPI for substance misuse and use the data / performance information to inform practice.	To regularly review the substance misuse and case level data.	Ongoing
		To ensure the YOT children are screened for substance misuse and receive an	To ensure all YOT children have been screened and a level of intervention is identified and evidenced	Ongoing

Theme	Priority Area	Objectives and Tasks	What success will look like	Time and Progression
		appropriately assessed level of intervention		
		Feedback to the Board on the assessment and interventions on substance misuse in line with the current strategy	To present this data at the Board with case studies	To be presented in January 2024
Leadership and Governance	Emotional and Mental Health	SALT – to ensure there is a communication passport developed for every child showing any needs around SALT – this will require a screening and advice to practitioners on communication techniques	Training on SALT for the YOT and Prevention Team – understanding and knowing the signs Management reviews to show the number of children who have been screened	Training to be completed by December 2023 On-going
Court outcomes		Educational Psychology – YOT to continue to fund the EP service to provide support to staff with complex cases as well as screen and support children and families directly	Annual report on EP to be provided to YOT and findings to be shared with YCPB	Completed by September 2023
Prevention and Diversion		CAMHS – the YOT CAMHS worker to screen/have case discussion with those children showing signs and concerns on EMH.	Training workshop on EMH issues to be provided by CAMHS	Completed by December 2023
		YJLD worker to support the work across TPT/ DOT and the Violence Reduction Team	YJLD worker to be based with both teams 1 – 2 days per week, provide screening and sign-posting and linking in the CAMHS	Ongoing from May 2023
Leadership and Management		Systemic and Family Working	To ensure that systemic and family working is embedded into the YOT	Recruitment of Senior and Practitioner from the clinical service
Court Outcomes				
Prevention and Diversion		To ensure the systemic workers set up systems to	Plan and offer of support to work with practitioners, offer reflective groups	Starting from July 2023

Theme	Priority Area	Objectives and Tasks	What success will look like	Time and Progression
		allow for reflective space and case discussions as well as referrals for direct work with a focus on including the parents in all case work	and case discussions as well as direct work To ensure there is an offer of support made to all parents and carers who attend the YOT and Prevention Services	
Leadership and Management Court Outcomes Prevention and Diversion	Children at risk violence and exploitation	The YOT works with Community Safety to ensure there is a link and sharing of information/data for adherence to the Serious Violence Duty	Service Manager and Senior Community Safety Officer to share data as well as develop shared joint plans	Ongoing
		The YOT is represented at the appropriate partnership forums – SYVE, social care led meetings such as strategy meetings, CIN and CP and LAC. And meetings such as peer mapping and weekly call out.	Attendance at Weekly Call Out Attendance at Serious Youth Violence and Exploitation Panel DOT to liaise and respond to ASB and issues of community tension in the community	On-going
		Contextual Safeguarding approach is understood, and the London Adolescent Safeguarding Handbook is adhered to	The development of the adolescent service takes into account the learning from the handbook in its practice and principles. Workshops to develop the understanding of Adolescent Safeguarding best practice	On-going October 23 – December 23
		YOT continues to participate in the NRM pilot panels and steering groups	NRM panels are attended and contributed to and ensure all staff are trained	Ongoing
		YOT to monitor the number of children receiving positive NRM's	YOT will track data on children they have referred for an NRM to monitor numbers and outcomes	June 2023

Theme	Priority Area	Objectives and Tasks	What success will look like	Time and Progression
		Interventions focusing on knife crime, drug dealing, safety mapping are undertaken with children when there is a presenting need.	Managers and case workers to develop a series of interventions to ensure consistent interventions are completed with children when presented with these issues	From July 2023
Leadership and Management Court Outcomes	Custody and Resettlement	Monitor the number of children who are on bail support and remand to ensure the remands are kept low and there is good quality bail support offered	Currently this is done via quarterly reporting and YOT Manager has this under regular review	Ongoing
		To create a bail support template to be used across Highbury Mags and ensure there is a written bail package presented in all cases	Court Senior to work alongside colleagues to ensure there is a bail support template for the Court which covers, risk, trauma, welfare needs, and the journey of the child.	August 2023
		If a child is at risk of being remanded the service manager to be informed bail package/remand issue to be authorised	This is the current practice however this needs to be documented in a Court processes document which the Court Senior will need to complete	October 2023
		Resettlement policy to inform the work of the YOT	Resettlement policy needs to be developed for the YOT	December 2023
		Embed Constructive Resettlement into YOT Practice to ensure positive outcomes and reduced reoffending for children leaving custody	This will be included in the above policy	December 2023
Leadership and Management Prevention and Diversion	Out of Court Disposals	Ensure the Turnaround offer is delivered to all children meeting the criteria	Currently referrals coming in must be responded within 2 working days to ensure there is a timely response	July 2023
		Review the current OOCDC process and ensure learning from the scrutiny panel is interwoven to ensure specific	Deputy Team Manager to review the OOCDC processes document.	August 2023

Theme	Priority Area	Objectives and Tasks	What success will look like	Time and Progression
		<p>adherence to children who are vulnerable and may meet exceptional circumstances.</p> <p>O OCD process to ensure there is specific adherence to a discussion on any experience of trauma, their family background using a systemic lens as well as social graces.</p>		
Leadership Management Court outcomes Prevention and Diversion	Restorative approaches and Victims	Ensure all victims are supported through RJ and this is monitored via the KPI	RJ Senior Practitioner will ensure all victims are contacted the information is updated on the CMS	Ongoing
		Ensure the offer of reparation is made to all relevant O OCD's and Court Orders and ensuring a variety of placements	To maintain the quality of current placements and ensure there are two new placements developed over the year	March 2024
		Develop the offer of RJ in the wider systems including social care and links with FGC	RJ Senior will develop this alongside the systemic training.	March 2024
Leadership Management Court outcomes Prevention and Diversion	Workforce Development	Ensure completion of core training for staff across YOT and Prevention and develop this into a revised staff induction pack	Management team member create a new staff induction booklet	
		INSET Training	Ensure YOT staff have access to INSET Training to support training on specific youth justice related topics.	
		YOT staff are up to date on training on trauma, mental health, RJ and safeguarding	To ensure a training folder is created for the team and there are updated lists of team members completing core training on topics such as:	

Theme	Priority Area	Objectives and Tasks	What success will look like	Time and Progression
			Safeguarding Prevent Trauma Mental health Child exploitation Systemic core and refresher training	
		YOT and Prevention Workshops continue to focus on in-house training and areas of need within the service	List of 23-24 workshops to be completed by team managers	September 2023
		Cultural competency training for staff across YOT and Prevention	Service Manager To explore this with Early Help colleagues and rest of family services	August 2023
		Ensure all YOT and Prevention staff are updated on systemic training and practice	As above with the training document for the YOT	October 2023
Leadership Management Court outcomes Prevention and Diversion	Quality Assurance	QA systems are revised, and any changes are embedded in YOT This includes – PSR, Assessment, Planning, Case Audits, Supervision Management Oversight	Following feedback from Cordis Bright to develop a robust QA system covering: Court and panel reports Assessments – asset plus / systemic Case file audits Supervision templates	
		Learning from external case audit is shared and staff are supported to take action on open cases	Plan of action for quality improvement on case work	September 2023
		Reviewing operational processes on Supervision Case recording Risk/Safety	To be shared across the Management Team	January 2024

DISPROPORTIONALITY ACTION PLAN						
	Theme / Aims	Objective(s) / Outcomes	Action	Lead	Timescale	Progress
Page 207	YCPB members continue to develop awareness and understanding to actively address issues of racial disparity across the system.	1. Promote a clear YCPB stance and pledge on disproportionality.	1, Contracts and commissioning of youth justice related services vision is clear within documentations (e.g., funding opportunities, expressions of interest, tenders and contracts)	JM /SS	July 2023	Suggested wording like that used for Prevent and Modern Slavery has been looked at JM and SS to make contact with commissioning colleagues to develop the statement. Meeting with Equalities lead June 23
		2. The YCPB strategy and vision is known across the YOT staff and partner agencies and referenced in other cross cutting priorities and strategies.	2, All new Board members understand the youth justice priorities including disproportionality and are proactive in their contributions to this agenda in Board meetings and within their wider roles	All YCPB members	On-going	New members have been inducted. Existing members participate in discussions at the Board and this now a recurring agenda item
		3. Understanding and learning from Grenfell to enhance and promote issues of racial injustice in RBKC	3, Grenfell leaders to be invited to the YCPB to present learning on good practice and racial injustice	JM/NB	July / October Board	Invites to leads for October YCPB
		4. Board members to understand the lived experiences of children in the youth justice system.	1, Invitation to St Giles Trust to join the YCPB 2, Multi-agency deep dives to take place involving Board members 3, YCPB to consider training/workshop to develop anti racist/culturally competent outlook and consider this to be developed across the partnership	Agreement from Chair needed. JM and Audit Team Chair to take members views and JM to explore options	Invitation for July 2023 Board	

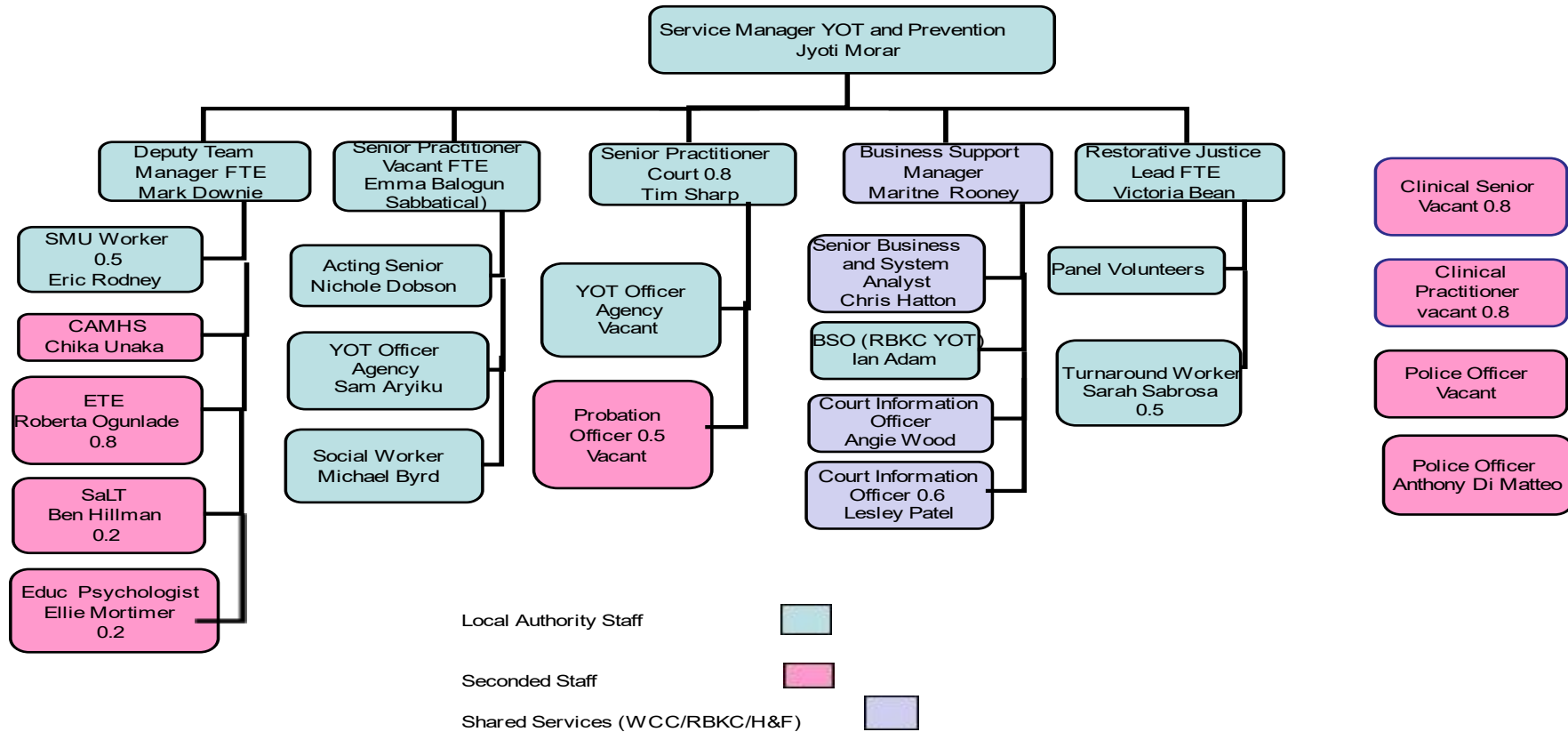
2	Voice of the Child	<ol style="list-style-type: none"> 1. To involve children and young people and their families in feedback on services and service design. For this plan this needs to incorporate the lived experience, how children have felt on receipt of YOT and prevention services and wider issues such as policing, courts, education, health and community services. 2. Develop our knowledge of and response to youth club exclusions of children and young people 	<p>1, Voice of the Child development plan was agreed in January 2023:</p> <ul style="list-style-type: none"> • Case Study to be presented at each YCPB • Developing youth advocates across YOT/DOT and TPT • Children in care or in custody are recognised as a distinct group and their feedback is taken for wider participation work across RBKC Family Services <p>2, Work with Young K&C to start a count of Youth Centre exclusions across the voluntary sector and provision and ask that any excluded young people are offered targeted support through early help or the detached and outreach team (DOT)</p>	NB / JM	April 2023	Young K&C carried out a survey in Nov – Dec 22 across the youth clubs. However only three centres responded. NB and JM to rethink with the sector and involve DOT/ TPT manager
3	Prevention of children entering the Youth Justice System	<ol style="list-style-type: none"> 1. Data to monitor the use of stop and search and strip search across the cohort of under 18's. Discussions to investigate the reasons for higher numbers of black boys under 18 being stopped and searched. 2. RBKC Stop and Search Workshops to develop the understanding of the local police alongside the local children to bridge the gap between police and children. And support good community relationships. 	<p>1, Investigate the under 18's listed as those who are the top 20 most stopped and searched. Look at the reasons why they are on this list and feedback to YCPB</p> <p>2, Develop a heat map to show where most stop and searches take place and understand the reasons behind this</p> <p>1, Agreement from senior police needed to authorise the development of the workshops currently led by Youth Engagement Team</p> <p>2, Role out the workshops across the schools and develop a partnership approach with YOT and prevention teams</p>	SS and JM	July 2023	
				JM /RW		
				JM /VB/JS/CH		

		3. To understand the number of global majority children involved in serious youth violence and exploitation.	1, To have a data set for the SYVE panel to be presented to understand the profile of this cohort and any issues of racial disparity	SSm and SSt		
4	Prevent children from school exclusions	1. YCPB to understand the new Inclusion strategy and how this supports black and mixed heritage children to receive support within school.	1, Presentation and discussion of the Inclusion Strategy at the Board 2, Data from the Inclusion/Education to be shared to show the number of exclusions taking place in RBKC 3, Impact of NKIP (North Kensington Inclusion Pilot) to be shared with YCPB 4, YOT and Prevention services to take a pro-active approach to sharing information with schools and colleges and supporting an intervention package to enable child to remain within school where possible YOT and Prevention services to tighten links with Clement James and Coram for supporting children and families going through school exclusion processes	Transformation lead AC HS NB JM JM		
	Emotional mental health and substance misuse services and the impact on black and mixed heritage boys	1. To better understand the profile of substance misuse services for children in RBKC	1, Insight KC to be invited to talk through current services and impact with particular focus on outreach in the community with global majority groups under the age of 18	JM and DA		
	Stop and search for cannabis is one of the most significant reasons for police stop and search for under 18's	2. To explore and understand the wide range of services for emotional and mental health for under 18's with a focus on outreach to black and mixed heritage boys	2, YCPB to have an overview from health partners on services working with black and mixed heritage boys and a more in-depth understanding of any challenges that exist	Lead from either IBC or NHS Safeguarding or CAMHS		
6	Prevention of re-offending of the YOT cohort	1. YOT internal processes to ensure there is challenge built to address issues of racial disparity at all stages from out of court disposals to custody	1, Bail and remand – to ensure there are no unnecessary remands made of any children. YOT service manager to be informed and have oversight of all bail and remand decisions. YOT to work	JM/ TS		

			<p>proactively with localities and placements teams to ensure offers for remand to LA care is used when suitable</p> <p>2, Out of Court Disposal Panel – build on the joint work of the decision making to ensure the lived experience/diversity and issues of discrimination are discussed and minute in the meeting to ensure the YOT and police are taking a full account of social graces at decision making point</p> <p>3, Court reports to ensure all Court reports and panel reports detail the lived experiences of children and their social graces so sentencers understand the issues of structural inequality that impact on the lives of children</p> <p>4, At risk of custody meetings – to be held each time custody is being considered by the Court. This meeting has to be multi-agency and ensure a robust intervention package is put forward to the Court</p>	<p>JM/ MD/VB</p> <p>JM/TS/ND</p> <p>JM/TS/ND</p>		
<p>6</p>	<p>Prevention of re-offending of the YOT cohort</p>	<p>2. YOT internal processes to ensure there is challenge built to address issues of racial disparity at all stages from out of court disposals to custody</p>	<p>1, Bail and remand – to ensure there are no unnecessary remand made of any children. YOT service manager to be informed and have oversight of all bail and remand decisions. YOT to work proactively with localities and placements teams to ensure offers for remand to LA care is used when suitable</p> <p>2, Out of Court Disposal Panel – build on the joint work of the decision making to ensure the lived experience/diversity and issues of discrimination are discussed and minute in the meeting to ensure the YOT and police are taking a</p>	<p>JM/ TS</p> <p>JM/ MD/VB</p>		

			<p>full account of social graces at decision making point</p> <p>3, Court reports to ensure all Court reports and panel reports detail the lived experiences of children and their social graces so sentencers understand the issues of structural inequality that impact on the lives of children</p> <p>4, At risk of custody meetings – to be held each time custody is being considered by the Court. This meeting has to be multi-agency and ensure a robust intervention package is put forward to the Court</p>	<p>JM/TS/ND</p> <p>JM/TS/ND</p>		
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Royal Borough of Kensington & Chelsea YOT



Appendix 2 Staff by Gender and Ethnicity and Annual Budget 2023 – 2024

RBKC YOT STAFFING BY GENDER ETHNICITY - NUMBER OF INDIVIDUAL PEOPLE

Ethnicity	Manager Strategic		Managers Operational		Practitioners		Administrative		Referral Order Panel Volunteers	
	M	F	M	F	M	F	M	F	M	F
Asian or Asian British		1								1
Black or Black British					2	3			1	4
Mixed										
White or white British			1		2	2	2	3	1	9
Chinese or other ethnic Group									1	2
Not known / undeclared					1	4				
TOTAL	0	1	1	0	5	9	2	3	3	16

RBKC YOT 2023/24 BUDGET AND CONTRIBUTIONS

Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	332,400	34,000	35,200	401,600
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health	18,000	60,000		78,000
Police and Crime Commissioning				0
YJB Grant	303,364			303,364
Other (Turnaround/TPT)	76,491	45,000		121,491
TOTAL	755,255	239,000	40,200	1,034,455

Appendix 3

Priorities exercise with the Youth Crime Partnership Board (April 2023) and Staff Group

What are the priorities for your agency going into next year?	What are the areas where you can see cross over for YOT and Prevention Services?	What should the YOT focus on to benefit the prevention of offending / reoffending/ keeping children and the community safe?
<p>Serious Violence Duty Implementation – Youth Violence Service is embedded fully into the partnership with awareness across statutory and voluntary sector of support available. Ensure that fits with adolescent service review Deliver increased projects within the “Community is supported and engaged” objective of the Youth Violence Strategy utilising VRU grants and parenting champions’ work</p>	<p>YOTs contribution to the SVD and Action Plan development is essential Youth Violence Community Safety Services: ensure that they are embedded in the adolescent service approach and access/ transition is consistent across different support offered and statutory/non statutory</p>	<p>Impact of substance misuse and drug supply markets on the safeguarding of young people and their offending. For violent offences with a young victim where the perpetrator is not identified or come to court, is there a role for YOT to work with other safeguarding practitioner of Community Safety worker to consider victim impact work and how to address the effects of the crime in the absence of criminal justice of known suspect. A restorative justice approach without a proven suspect? Developing a borough approach for mediation with young people and/ or families/ parents. Again, a joint community safety/safeguarding project to consider how this work can be implemented in the right circumstances</p>
<p>The North Kensington School Inclusion pilot aims to tackle these issues by working with children and families in a trauma-informed way to support child to promote inclusion and tackle school exclusions. It does this by:</p> <p>Embedding trauma-informed workers in primary and secondary schools in North Kensington to support pupils, families and the school community</p> <p>Providing specialist advice and advocacy on education-based matters for parents and carers through local and national partners.</p>	<p>Working closely with NKIP to build positive partnerships with local schools and community groups to ensure that the advocacy pilot can reach those in need and ensuring that the advocate role is focused on providing education advice and advocacy support, rather than straying into a general support worker role</p> <p>The children and young people supported come from demographic backgrounds that we know are disproportionately affected by school exclusions. In the context of Grenfell and the trauma that continues to impact the school population in the local area, it is vital that children, young people, and their families in North Kensington receive the right kind of support to prevent exclusions</p>	

<p>Strengthening our partnership with Health (to include CAMHS), Education and the Police. Strengthening relationship with SEND colleagues and focus on Looked After Children with EHCP plans who are out of borough. Reviewing our service response to intervention provided to adolescents – adolescent service work A focus on engaging with perpetrators of domestic abuse. Work with judiciary to reduce length of care proceedings. Work around CIN/CP – development of service Transitions and support for those children who will become care leavers</p>	<p>Youth Offending, where young people are using drugs and alcohol. Poor/non engagement with Education/exclusion Joint work with YOT colleagues Substance misuse Supporting a much less experienced work force Opportunities to share themes/trends and work to address them. Working together re development of adolescent service Preventive work with social worker where there are concerns about a child but are not known to YOT Ongoing opportunities for YOT to remain involved at the end of a statutory order</p>	<p>Targeted preventative engagement in local schools (to include Years 5&6 primary schools) The continued work around disproportionality Sharing any learning on what works</p>
<p>Recruit, retain and attract a high-calibre social workforce Implement the refreshed Looked After Children and Care Leavers Strategy Continually drive innovation and review learning from our innovation work and embed new and effective ways of working</p> <p>Continue to listen to the voice of the child, innovate and improve services so that children. Refresh our Early Help Strategy (2024-2027) Continue to support children and young people affected by the Grenfell tragedy. Support families to access services that tackle inequalities and strengthen the multi-agency support through Family Hubs sites Reduce the school attainment gap for our most vulnerable children and support young people into employment, education or training. Work with our partners and our communities to reduce incidents of youth violence and youth offending, offering specific change programmes with young people and offering family support.</p>	<p>Innovation Voice of the Child Early Help and Prevention Working with Education Services – schools and inclusion Youth Violence/exploitation and family support</p>	<p>The cost-of-living crisis and the impact that this may have on crime. Therefore, supporting families more widely to gain access to services and support that may help to prevent YP feeling that they need to revert to crime to aid the family's survival Co-design/co delivery of services The integration of the adolescent service and what this will afford in terms of earlier identification and support to C&F's. Input to wider strategies and strategy refreshes such as Early Help/ Inclusion Further development of the offers and pathways to employment (with the Council's Regeneration Team)</p>

<p>Work with RISE and 9 other London LAs to deliver an intersectional family and community approach to tackling domestic abuse</p> <p>Public Health Funding and better utilising local resources such as clinical services and interventions they provide</p>		
<p>Maintaining input from CAMHS and SLCN</p>	<p>Developing Family hubs, improving early intervention/help through the early help partnership, improving SLCN whole systems access. Development work around all age autism in the borough</p>	<p>Making sure the YOT is up to date MH developments across the borough (MHST's/ Kooth/Thrive)</p> <p>Making sure our health colleagues are aware of the wider health offer</p> <p>Ensuring all colleagues of the board are more sensitive to mental health/SLCN issues and their impact</p> <p>YOT Partnership are assured that the police are receiving the right training/support to address the recent concerns (stop and search report)</p>
<p>Forthcoming Grant funds in the pipeline are: Girls & Young Women, LGBTQIA++ Including Disabled Young People in Youth activities. Exploring Culture, Heritage and Identity</p> <p>Current grant programmes that are underway include: Holiday Activities and Food (with RBKC) Reducing Youth Violence (with RBKC) Young Adult Mental Health Pathway (with RBKC and ICB) Capacity building support and training for VCS groups in RBKC Supporting equities, diversity and inclusion (through all of our work)</p>	<p>Partnership working with the voluntary sector (for example the aim to develop SYV parent champions wider with the community) Possibility to work together on some training opportunities. Voice of child Disproportionality Action Plan</p>	<p>Focus should continue to be on trying to identify indicators related to risk of offending or reoffending as early as possible, with a view to intervening as early as possible.</p>

Feedback from the Staff Group

What are we proud of	Improvements and changes needed as a team	Other areas
<p>Team working and cohesion and shared idea Good relationships with CAMHS Reflective groups Speech and language screening Knowledge in the team Solution focused Restorative work/direct mediation Child First approach Good outcomes for young people and impact on reoffending Family support Holding risk as a team Good working relationships Good partnership work</p>	<p>Written communication within the team Secondary allocations Making sure feedback is taken from ALL young people and their families, Involving parents Diversity – making sure we are aware of and have staff represented from Islamic background as we have a high proportion of families from these groups Linking more with community groups and local voluntary groups – to understand cultural needs More time to have team development. Better at promoting the work of the team across the partnership. Having better kitchen facilities to do onsite cooking</p>	<p>Systemic assessments – needing more input on the systemic elements Having a greater understanding of the socio-economic issue in RBKC Being more creative with interventions and other areas of work Systemic work with parents Joint supervision with localities and other partners Feedback from young people who have had specialist input</p>

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