

# Westminster's Youth Justice

## Strategic Partnership Plan

2022-2025

A Pathway to sustaining positive choices



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## Section 1

### Forward

I am pleased to introduce the Westminster Youth Justice Strategic Plan for 2022-2025 -A Pathway to Sustaining Positive Choices.

As we have now come out of the Covid-19 pandemic, Westminster Youth Offending Team (YOT) has continued to demonstrate resilience and determination to support children, young people, and their families.

In Westminster, we have committed to adopting a whole system approach to ensuring our communities stay safe and healthy. We continue to focus on developing and learning from our systemic practice model, which prioritises the whole family and relationships within the system. Parents and children and young people's voices are more visible in our systemic assessment and co-production of the subsequent plans.

We look forward to incorporating the Ministry of Justice's proposed YOT Partnership Key Performance Indicators together with the increased funding in recognition of the complex work carried out by the YOT.

Our Youth Crime Prevention and Partnership Board (YCPP) exemplify good governance, offering challenge and support ensuring our action plan is robust in meeting the needs of the children and young people we are working with. Some key themes and issues around racial disparity -disproportionality, engagement with education, together with strategies on prevention of Serious Youth Violence, and the development of our drugs strategy which spans across many council departments, are key focal points going forward.

I am proud of the continued partnership work within the Westminster YOT which is reflected in the offer made to children and young people through this plan.



**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 and young people will be supported to make and sustain change. We recognise that many of the children and young people known to the Youth Offending Team have unmet and undiagnosed needs, which have impacted on their life choices. The number of children and young people receiving a service from the Youth Offending Team 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 and young people 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 and young person'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:

- **Child / Young Person 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 young people and in helping them to achieve their potential.
- **Independence and resilience:** supporting children / young people 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 the young person 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:

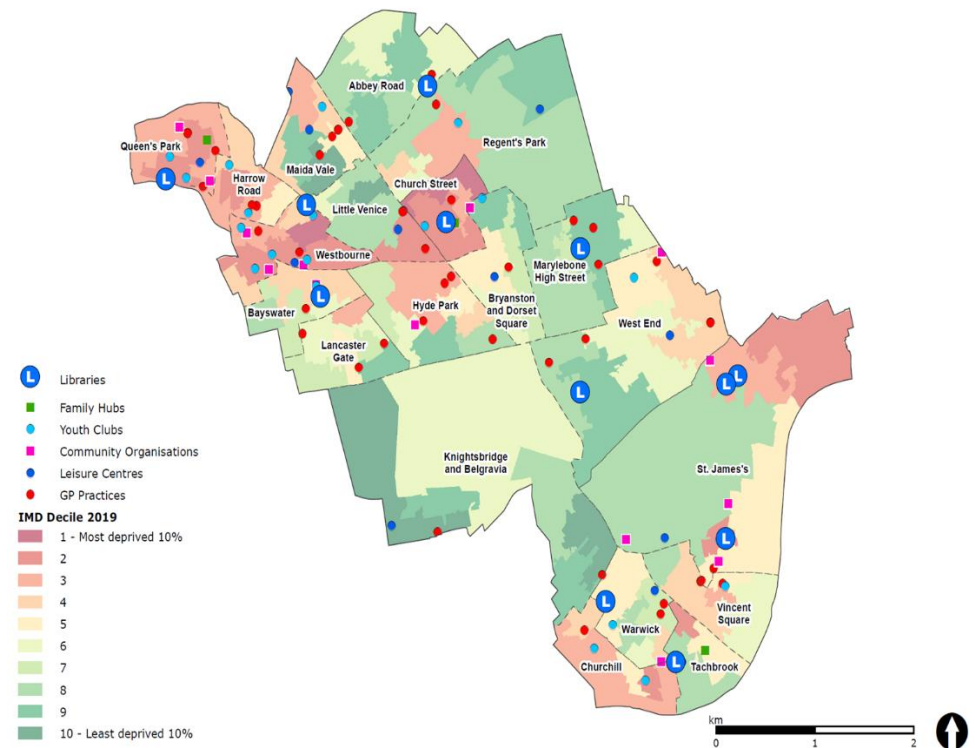
1. **Professional and compassionate curiosity:** with each other as providers and children, young people and their families to understand the reason behind behaviours.
2. **Being able to connect quickly with individuals:** give families the space and time to process what has happened to them without 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 young people:** 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.

## Local Context

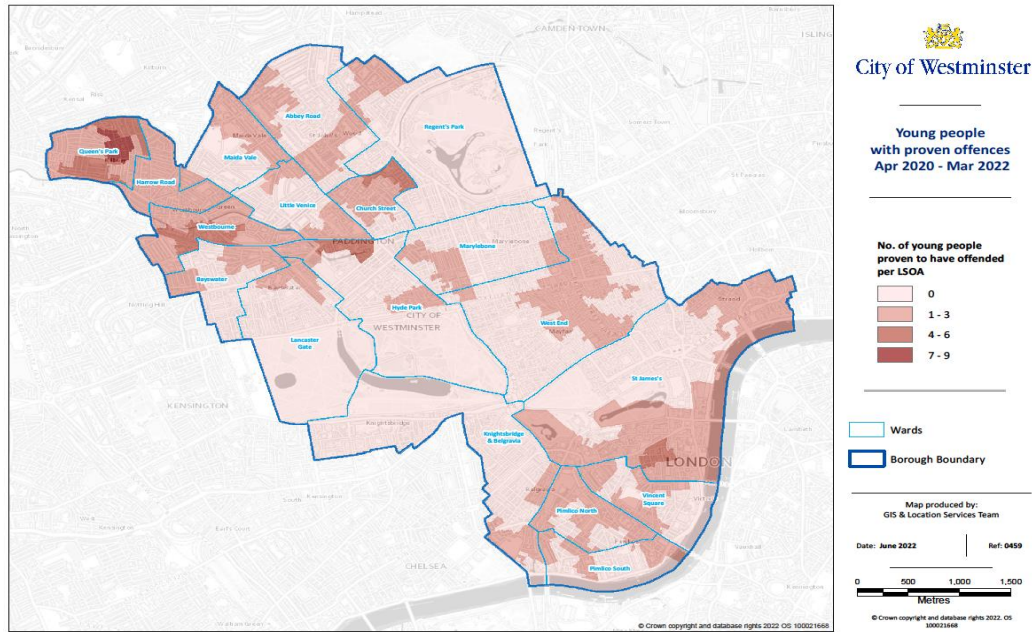
### The landscape in which the Youth Offending team operates

#### Borough Picture

- 42,783 children and young people aged 0 to 19 years old live in the borough (using GLA figures produced for Westminster City Council (WCC) corporate).
- 51% of young people at secondary school and 61% of children at primary school speak a first language other than English.
- 3529 pupils in Westminster schools have a special educational need (16% of state school population).
- 36% of children at primary schools receive Free School Meals.
- We are currently supporting 172 Looked After Children.
- 67% of our Looked After Children are aged between 14 and 17 years.
- 26% of our Looked After Children are unaccompanied asylum-seeking children.
- 91% of schools are good or outstanding in our borough.
- 98% of early years registered providers are rated either good or outstanding.
- 70.6% of children achieve a good level of development at foundation stage.
- Westminster ranks 134 on the Multiple Deprivation index (out of 317 Local Authorities.)
- 899 EHCP and 2631 SEN support (all WCC schools from April 2022 census).
- 22,211 pupils in all WCC schools of which 13,473 are WCC residents.
- Latest published attendance data – Autumn 2021/2022 93.7% attendance in all WCC schools (compared to 93.1% 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 YOT case look like?

- Over representation of Black, Asian and minority ethnic category of children and young people open to the YOT is 80% (of which 36% 'Other' category being predominantly ethnically Middle Eastern/North African).
- Typical caseload age between 15-17 years (81%).
- Received a Court disposal (55%).
- For violence (26%) or drug-related (23%) offences.
- Living in a family home with a parent or carer (83%).
- In ETE (57.4%).
- 37% of young people in the YOT were registered with an alternative provision at the point when assessed.

## Child First Approach

Westminster Youth Offending Team are committed and have adopted a child first approach in the work with children and young people. Evidence of this can be found in operational practice and strategic oversight. Some of the examples of this are:

- Assessment, planning, and interventions are based on meaningful trusted relationships. Where the child or young person's, parents/carers voice is evident throughout this.
- We have adopted a single plan for a child or young people regardless on 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 or young person's life (**appendix 1**). We review the plan and agree a date with the child or young person 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 or young person is chaired by a member of the management team. This has enabled getting to know those children coming to the YOT and their parent/carers better; and developing relationships that ensure a greater oversight of the work being delivered and measuring what impact or difference the interventions are making to support a child or young person towards developing a pro-social identity.
- Every child or young person on arrival to the YOT receive 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 or young person's needs ensuring that this is met during their assessment and intervention.
- Referral Order and Pre-Sentence Report templates have been amended to adhere to child first offender second principles.
- All volunteers receive as part of induction training on trauma informed approaches and systemic practice and receive on going peer supervision led by the Family Therapist and Health Team within the YOT.

## Voice of the Child

The voice of the child and young person is integral to the delivery of the Youth Offending Team. 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 or young person within all assessments; assetplus and systemic assessment.
- Voice of the child or young person and their views captured within all initial, review and final planning meetings.
- Children and young people 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 YOT.
- Surveys conducted after Referral Order panels and as exit surveys from the YOT.



- Feedback sought on the difference the systemic assessment is making for both children and young people and parent/carers.
- Focus groups held with young people 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 and young people's views sought on experiences of Covid-19 pandemic and stop and search which increased during lockdown which was fed into the YCPP and led to challenging the Police on data around stop and search of Black, Asian and Other Minority Ethnic group of young people in the local borough.

Feedback is sought throughout a child or young person journey with the YOT. To ensure services that are in place are making a positive difference and impact on a child or young person's life **(examples of which can be found in appendix 2)**.

## Section 2

### Governance, 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 and young people. 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 3** and terms of reference of the YCPP in **appendix 4**. The Executive Director for Bi-Borough Family Services sits on the Local Safeguarding Children's Partnership and represents the Youth Offending issues in this arena.

## Youth Offending Team

The Youth Offending Team (YOT) is a multi-agency team which includes a dedicated Educational Psychologist, Speech and Language Specialist and a Family Therapist whose roles have been embedded in the team from 2019. The YOT sits within Family Services and works 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.

Since 2021, the YOT, 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 greater 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 also a commitment to understand children and young people's health, speech and language and mental health needs and has a robust health therapy hub.

The Youth Offending Team operates 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 Offending Team to secure good outcomes for young people.

The Youth Offending Team is represented on a wide range of partnership boards / panels and contributes 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 YOT representation at various other partnership meetings MAPPA (Multi-Agency Public Protection Arrangement), VCC (Vulnerable Children Collaborative), Your Choice Project Board, YOT Project Systemic Assessment Board and Bi-Borough School Inclusion Strategy.

There are effective links, operationally and strategically, between the Youth Offending Team 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 and there is robust commitment to the prevention agenda, including engagement with communities, street outreach and information in schools, alternative education provisions and colleges. Ensuring there is focus at the highest level on preventing youth violence across all agencies working with children and young people.

## Section 3

### Resources and Services

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

Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	423,200		108,700	531,900
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health		60,000		60,000
Police and Crime Commissioning				0
YJB Grant*	350,241			350,241
Other – TB/SMU/ETE	59,544	36,000		95,544
<b>TOTAL</b>	<b>857,985</b>	<b>196,000</b>	<b>113,700</b>	<b>1,167,685</b>

\* Based on 2021/22 grant

## Section 4

### Progress and achievements against 2019-2022 Youth Justice Plan

#### What we have been successful in?

##### **Reducing First Time Entrants**

First time entrants (FTEs) have reduced in Westminster year on year. Since the strategic plan was submitted in 2019, there has been a reduction of children and young people aged 10-17 entering the Youth Justice System. There has been a comparative decrease of FTEs which lies below the London and National average.

Intervening early in a preventative way, to meet the needs of children, young people and victims continues to be a key priority across our work. In Westminster, community resolutions and triage disposals are undertaken by the Early Help Service. This helps to divert those at the lowest level of criminal activity ensuring both whole family work and integration into local community diversionary activities is a priority. In 2022 the Early Help Service introduced the systemic assessment tool that has been piloted by the YOT. We will hold workshops and training sessions delivered to Early Help Practitioners on principles of understanding desistance, risk of serious

harm, likelihood or offending and understanding safety and well-being within assessments.

In addition, the Inclusion Pilot is embedded well within Early Help and helps early identification of young people at risk of exclusion and youth crime.

The Youth Offending Team has an established Out Of Court Disposal (OOC) panel that has now been part of two scrutiny panels. Partnership working remains strong across all agencies.

The Youth Diversion and Liaison (YJLD) role is working well within Westminster and provides an opportunity to liaise, divert and signpost young people from the earliest opportunity. Screening for speech and language is fully embedded at the first appointment for every child and young person entering the Youth Justice System. It supports early identification and provides more rigorous support for the child or young person that is needed.

## **Reducing Custody Outcomes**

Custody figures in Westminster have been reducing significantly over the last 3 years. Since 2020, Westminster Youth Offending Service has seen the lowest rate of custodial sentences. The comparative annual rate is below the London average of 0.21 and slightly over the National average of 0.14.

The success of such low custodial outcomes for children and young people can be contributed to the strong relationship with the Courts which has ensured a high level of magistrates confidence in the Pre-Sentence Report options provided by practitioners. In addition, the systemic and trauma informed approach within practice as well as the established roles of both an Educational Psychologist and Speech and Language Therapist has meant that the needs of a child or young person as well as structural barriers are identified at the earliest opportunity within assessment, thus the focus of

## **Education, training and employment opportunities for young people.**

The commitment to address 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 is to ensure that all children and young people open to the YOT are in appropriate provisions. We hope to recruit a full-time Education Lead with a Resettlement Focus within the next three months. All children and young people not in ETE or at risk of exclusion will be referred and every effort made to identify and sustain opportunities to get into or remain in ETE will

intervention and work identified takes a pro-social and strength based approach.

The Intensive Supervision and Surveillance Programme (ISSP) is now established, we have created a localised service to children and young people that draws upon a strong multi-agency approach with key partners within the Local Authority. Children, young people, parent/carers are central to the planning with the partnership in what support is needed from local providers in improving outcomes, opportunities and reducing the likelihood of re-offending. This has been a strength within the team as it places the child or young person central to the interventions that are going to be offered to them. In addition, the scrutiny of any child or young person receiving a custodial outcome is overseen by the Specialist Education Needs and Disabilities (SEND Board Representative at YCPP, which adds an additional lens and scrutiny of practice for this group of children and young people.

be a priority are, including early identification of those pre 16 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 and young people 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.

We have a dedicated 0.4FTE Employment Coach embedded in the Service through Westminster Employment Service (WES) to support children and young people to access opportunities within the Council and through providers across Westminster.

## **NRM pilot extension**

The Home Office awarded Westminster City Council (WCC) and Royal Borough of Kensington and Chelsea (RBKC) £50,000 to fund the piloting of devolved decision making for child victims of modern slavery. The pilot empowers the Local Authority to make the decision about whether a child is a victim of modern slavery, in partnership with local safeguarding partners.

We are now three quarters of our way through the pilot and the Home Office have granted an extension to this pilot until March 2023. Since May 2021 there have been 17 referrals received. On average each case has been discussed at an NRM Decision Making Panel within 19 days of the referral being received.

### **What is going well?**

Members of the NRM Decision Making Panel have been praised by the Home Officer for their ability to have balanced discussions and to challenge one another's views.

The NRM Panel continues to value the specialist contributions from the Independent Child Trafficking Guardians (ICTG) and the Unaccompanied Asylum Seeking Children's Team who have an in-depth awareness of the International picture for trafficked children across the world.

## **Improving understanding of SLCN and Mental Health**

In the last three years we have worked hard to create a health consortium team within the YOT which includes Youth Justice Diversion and Liaison

Reports and referrals received have been of a good standard.

### **What are the challenges and next steps?**

How to best balance decisions if the views of the panel members are split.

First responders have sometimes been unclear about the indicators of modern-day slavery.

Thresholds around criminal exploitation cases has been challenging as members of the panel have different views around the extent to which some children and young people are choosing to engage in criminal activity versus extent they are being groomed or coerced into engaging in criminal activity.

### **Next Steps**

- Training offer to Local Authority staff and partners.
- Workshops to reflect on practice challenges in delivery of NRM Pilot.
- Measuring outcomes against the aims and objectives of the pilot and to improve practice through partnership working to impact on the outcomes for vulnerable children and young people.

worker (YJLD), seconded Child Adolescent Mental Health Specialist (CAMHS), Speech and Language Specialist, Educational Psychologist and Family Therapist. Since the introduction of these services and the formation of a health consortium, there has been an increase in identifying

children and young people that have undiagnosed need and getting them access to the appropriate services for support. The largest impact noted is in ensuring support for children and young people that have undiagnosed speech, language communication, those that have missed opportunities to be assessed for SEND and have through this forum been able to be assessed for (Education, Health and Care Plans) . Getting children and

## **Reducing Serious Youth Violence**

There is a wide spectrum of multi-agency work ranging from universal to targeted specialist offer taking place across the Council together with partner agencies, to tackle serious youth violence. The Integrated Gangs and Exploitation Unit (IGXU) is central to the Council's work in reducing serious youth violence. The team is a non-statutory unit which identifies and works with young people aged 10-25, who are vulnerable or at-risk of exploitation or are involved in group violence/ gang-related activity. The team consists of staff from across Children's Services, Community Safety, Family Services, Metropolitan Police and joint work with Housing, Education, Health and Voluntary & Community Sector. Police Officers are fully integrated in the IGXU using a variety of enforcement and engagement opportunities and allowing for a streamlined approach to information sharing and providing a swift response to evolving tensions. Within the IGXU there is a Serious Youth Violence Community Engagement Officer who builds and maintains effective relationships with local communities to give local people and community members the

young people the appropriate services from CAMHS in relation to young people's mental health or emotional wellbeing. In addition to this the YJLD work across custody suite in Westminster is now operating on a shift basis over 7 days to ensure that a wider access to children and young people that are in Police custody and are referred to preventative services.

opportunity to raise concerns around serious youth violence, gangs, knife crime, and provide information about services and support available within the Council. There is also a dedicated Schools and Youth Engagement Officer who leads on identifying and developing work with schools, colleges, and other education institutions, as well as wider youth provision. Overseeing all this work is the Serious Youth Violence Reduction Board that ensures we are working together across Council departments, the MPS and partner agencies to adapt to the changing nature of violence in Westminster. The board looks at how we can better understand the drivers behind serious youth violence in the borough, in order to provide appropriate and co-ordinated strategic and tactical responses, as well as empowering our communities to help reduce serious youth violence.



## **Extension to the pilot of Systemic Assessment alternative tool to Assetplus assessment**

In September 2018, RBKC alongside WCC and Hammersmith and Fulham (LBHF) were selected by the Department for Education (DfE) to participate as a pilot alongside North Yorkshire and Lincolnshire. The pilot provided us with the opportunity to develop and trial our own assessment framework as an alternative to the Youth Justice Board; Asset Plus Assessment that is adopted nationally for all children and young people engaged with the Youth Justice System (YJS).

Building on, and in line, with the wider systemic practice model in Kensington and Chelsea, Hammersmith and Westminster, we designed and implemented the alternative assessment for identified groups of children and young people involved in the youth justice system. The model launched, in November 2019, is informed by a systemic and strengths based approach and is being used for some out of court disposals (Youth Caution and Youth Conditional Cautions) and Referral Orders. We are now in our second year of the pilot and have received a clear indication from the YJB that they recognise the value of Local Authorities adopting an alternative assessment for all disposals with the exception of custodial and out of borough transfers which will continue to require Asset Plus. The YJB have indicated an independent evaluation of the three alternative assessment pilots will be conducted in Autumn 2022 to inform practice going forward.

The purpose of the pilot is to improve the experiences and outcomes for children and young people and families involved with the Youth Offending Team by engaging them in identifying and effecting change. The YOT systemic assessment adopts a systemic and trauma informed approach which assesses the child or young person in context, promoting collaboration to facilitate more joined-up and accessible services for

children and young people and their families. The assessment is being measured for its impact on numerous deliverables.

**Risks:** The Systemic Assessment is not recognised by Her Majesty's Inspectorate of Probation (HMIP) as a credible assessment tool. The YJB are engaging with HMIP on this alternative assessment tool. One recommendation is for Asset Plus to only be used for custodial and out of borough transfers. However, this will not be implemented until the external evaluation is completed in the autumn and after consultation at the Systemic Project Board for all three boroughs. In the meantime the local systemic assessment has been updated to include a risk scaling matrix and contingency planning,

**Opportunities:** Potential to inform a single assessment, the YOT assessment has provided the rationale and template for a newly implemented systemic tool in Early Help in WCC and RBKC and currently being explored in LBHF. Interest is also being shown by other Local Authorities.

### **Feedback from internal evaluation:**

- It was generally felt by practice managers and supervisors that the Alternative Assessment was an "incredibly powerful tool" that supported the practitioner to see the wider systems and their cultures, beliefs and values that may impact on the child and their offending and that this informed more meaningful and effective interventions.
- Overall children and young people felt that the assessment process was helpful in setting and attaining goals.
- On the whole children and young people felt their YOT worker was helpful and supportive.

- Families felt the assessment and ongoing intervention had brought about positive changes.

- Practitioners benefitted from ongoing support to apply systemic practice.

## Your Choice

Your Choice is a three year funded (October 2021- April 2024) London regional programme to deliver an intensive CBT informed programme of intervention to children young people who are deemed medium to high risk of involvement in serious youth violence.

The programme is being evaluated by the Anna Freud Centre and the Fiscal Institute of Studies as part of a longitudinal study to measure the impact of this intensive goal orientated programme. All 32 London LA's have committed to participate in the programme which is moving at considerable pace.

Your Choice involves the training and supervision of a group of practitioners to deliver an intensive goal orientated programme with children and young people aged 11-17 (up to 18th birthday) who fall within the medium to high risk of serious youth violence either as victims and or as a perpetrator

The programme involves three contacts a week over 12-18 weeks and must include two face to face contacts with the child or young person, one

virtual contact; it can also include family work. One of the face-to-face contacts should be an activity that the child or young person has identified that will support the changes they want to make.

Funding is available to support the activities and training that the child or young person identifies; we are particularly keen to continue beyond their engagement with the programme , funding could include gym and sporting club memberships, studio time, or courses.

We are adopting a team around the child or young person approach recognising that a child or young person may have several different practitioners working with them who could deliver the different sessions. This approach also builds upon our relational approach to working with children and young people; anticipating the challenges in engaging a child or young person in the programme and the importance different relationships have in encouraging participation.

We are keen to ensure this approach aligns with our systemic practice model by ensuring training and supervision is delivered by our clinicians who have already trained several practitioners from a range of teams and settings.

## 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).

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, young people, and their families in Westminster. In 2019 we set ourselves an ambitious strategy, and over the past 3 years we have achieved some of these listed below:

- **Family Hubs:** Westminster has achieved its ambition of developing three Family Hubs.
- **Integrated Early Years Pathway (0-5 transformation):** Westminster have commissioned an integrated pre-birth to five model. The newly formed pre-birth to five pathways will include integrated universal delivery to improve the health and wellbeing of all children, young people, and parents.
- **Youth Hubs:** In 2019, with the re-introduction of funding from Westminster City Council into youth services, Young Westminster Foundation led the formation of 5 Youth Hubs. These have become an integral part of their 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 is 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.
- **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 pilot is now an integral part of the wider Early Help Service and has been expanded to Bi-Borough.
- **Trauma Informed Practice:** Trauma informed training has been delivered to over 350 participants from a variety of partner organisations by a trauma specialist from the Early Help Service, along with an external trainer.

We believe that Early Help means acting '**early to improve the lives of children, young people and families now and in the future.**'<sup>1</sup> 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

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

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'<sup>2</sup> 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.*** It is a community of services that constitutes a way of working, and we will invest in and develop this system to achieve the best for our children and families in Westminster. This integrated approach is transforming a family's experience of accessing early support and contributes to the lowering of first-time entrants.

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.

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 or young people's behaviours 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 through a collaborative (inclusive) trauma-informed systemic approach, and as a result our exclusion rates are starting to fall. 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 young person on the programme has been permanently excluded. An award scheme is being finalised for schools who develop the whole school approach and share the

learning with other schools and some schools have received this award. A Bi-Borough Inclusion Strategy has recently been developed engaging key stakeholders and our schools across all phases along with Early Help Service and services represented in the membership of our Vulnerable Children Collaborative, voluntary sector partners and importantly children, young people and families to understand the challenges being faced.

### **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, young people and their families, providing advice and support and signposting on health and wellbeing: this includes supporting children and young people at alternative provisions as outlined below:

The local school health service adapted the HHEADSSS assessment tool. The assessment delivered by a specialist community public health nurse (school nurse) helps gain a holistic view of the child or young person's health and wellbeing needs and provides a framework for building a trusted relationship with them. The assessment gives many opportunities for health promotion, signposting and referrals.

## Outcomes:

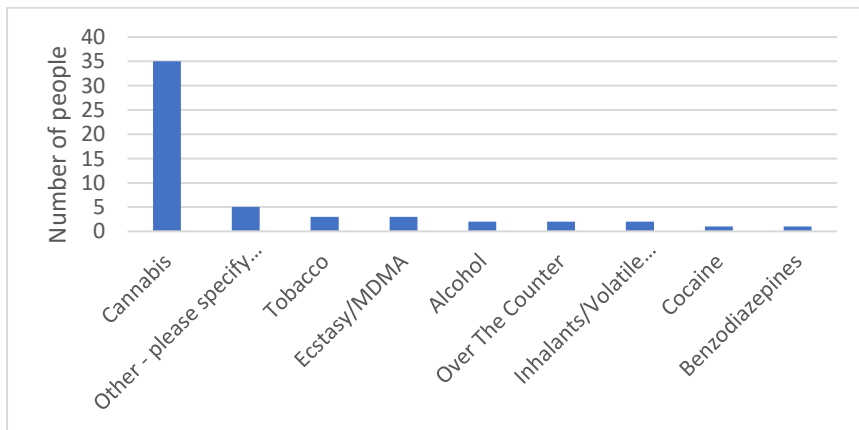
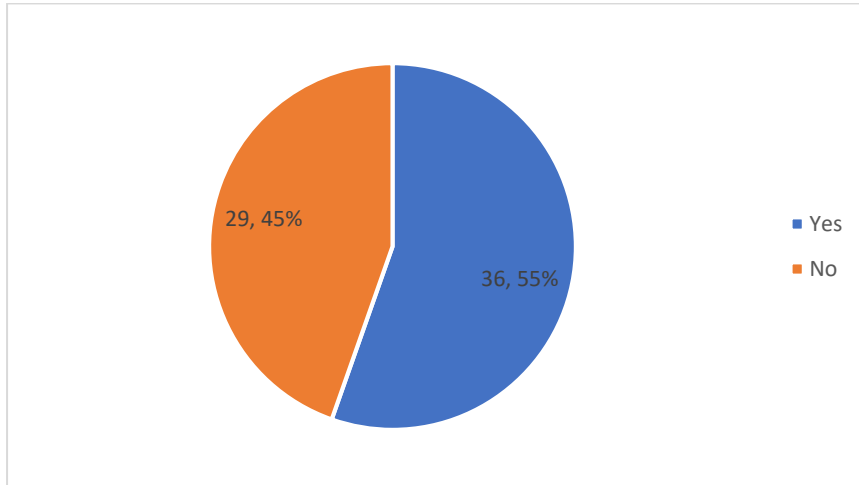
- A comprehensive health review.
- Identify unmet health, wellbeing and support needs
- Identify any safeguarding concerns.
- An opportunity to access a confidential service in which vulnerable children and young people can be open and honest.
- Talking about physical health can be a good place to start building a relationship with children and young people. Often children and young people will come to the school nurse room to get their height and weight measured several times before they feel ready to have any wider discussions.
- **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 and young people 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 money that flows through the CCGs. 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 and young people to 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 young people 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 Lead meeting to discuss emerging issues and risk. Safer Schools Partnership (SSP) encompasses 14 schools who need regular SSP support. This includes KOOTH, a free online counselling service to all local children and young people.
- **'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.

## What have we been partially successful in and what is going to be done to mitigate or overcome any barriers to achievement?

### Addressing Substance Misuse amongst children and young people open to the YOT



Children and young people assessed with AssetPlus or the Systemic Assessment during the last two years show that 55% have been assessed as having some evidence of substance misuse (chart 1). Chart 2 shows the substances recorded. Cannabis is the highest recorded as at least one substance, while Tobacco, Alcohol, Ecstasy/MDMA, Inhalants, Cocaine, over the counter and Benzodiazepines were also listed. Two of the other categories of drugs used involved Lean, a recreational drug made from combining opiate-based cough medicine with a soft drink, two other cases specified Xanax and Codeine, and the last involved Green 'UPS', a synthetic drug containing N-ethylpentylone which is significantly stronger than MDMA but produces more unwanted effects.

We work with Public Health and partners such as Insight (local young people's health and well-being service) that specialises in substance misuse to prevent and reduce harm caused by substance misuse amongst children and young people and to develop the Bi-Borough Drugs Strategy. In addition, we will work with the seconded substance misuse worker in YOT to ensure treatment offers are more accessible for young people and work is delivered to reduce and abstain from drug use.

We will work with partners on preventing criminal child exploitation or child sexual exploitation through county lines which will include disruption, closures to properties used, work with other Local Authorities in the Country, issue child abduction notices and support children and young people to move away from this lifestyle and improve outcomes for them.

### **Reducing Re-offending**

There is a complex cohort of children and young people who are re-offending on multiple occasions. Over the next year we will utilise the YJB Live Tracker Toolkit and ensure that interventions to support desistance for this cohort are in place, and work continues, adopting a relational approach with the child or young person and parent or carer. This will be one of the focal points to look at within the management team and the YCPP. We will continue to collaborate with all relevant Council

### **Lack of seconded Probation officer within the team**

Due to the restructuring of National Probation Service nationwide there is currently a shortage of staffing within the teams nationally. At present Westminster YOT is without a seconded probation officer.

To mitigate risk and to ensure a structured, smooth and supported transition process that is tailored to meet the individual needs of the young person, both services are meeting on a quarterly basis to discuss all young people eligible for transfer. There is now a clear protocol in place (refer to appendix 5). YOT will be delivering the “transitions to adulthood” work with young people eligible for transfer and every young person will receive a transition period that is based on need which will include joint

departments to look at opportunities for a particular child and young person exploring work and placement opportunities in the Council.

The Youth Crime Prevention Partnership Board will be scrutinising this work holding the YOT to account. We will be introducing a re-offending panel with staff and partners to discuss those children or young people that continue to offend and measure what difference the interventions are making and how they are supporting a pro-social identity.

appointments with their probation officer. Risk assessments will be completed by the allocated Probation Officer at the point of transition, taking account of the Assetplus assessment. We will also offer increased flexibility in our delivery model for transition cases, to ensure their vulnerabilities and risks are suitably managed ensuring the right young people are transitioned to adult services, at the right time and in the right way. A three month post transition review will take place with all young people, and will include YOT and Probation to review how they are settling in to Probation Services and to ensure they are receiving the right level of support.



## Addressing disproportionality



In Westminster children and young people from Black, Other and minority ethnic backgrounds are overrepresented whilst “White” and “Asian” groups are under-represented. In the last year, the over representation for

the “Other” group has increased, while the “Black” group has reduced and the “Mixed-race” group has become slightly under represented. The Other group has been the most highly overrepresented group by 17.3% and 26.6% in the last two years, respectively. The Black group reduced from 13.3% to 10.0% and the Mixed race reduced from 4.4% to -1.5%. White young people on the other hand were underrepresented by -28.8% and -26.3% in the last two years, respectively. Asian young people were also underrepresented but to a lesser extent than the White group by -8.0% and -13.1% respectively. National and London benchmarks are provided for comparative purposes. 2021-2022 April – December data until the full years data is published in May 2022. This data does not include triage and diversion cases as the Youth Justice Board only counts substantive disposals. These cases are however included on the ethnicity chart for the YOT data report that is shared at YCPP and captures all offending throughput for the borough rather than only substantive disposals.

We continue to address this as a partnership and more work is now being done with the Metropolitan Police to understand Police stop and search data for the borough and arrests versus positive outcomes especially for children and young people from Black, Asian or minority ethnic groups.

## **Victim and Restorative Justice work**

This area of work remains a key focus for both the Victim and Restorative Justice Lead (RJ) as well as the Reparation Lead, this small team had been successful in making direct contacts with victims with a specialist approach in which victims responded well. The recent change for London YOTs (August 2021) that only Police Officers can make initial contact has resulted in lower engagement rates. This is an area that the partnership is aware of and plans to imminently discuss this at the YCPP board as well seek advice from the YJB should be a positive step forward. Prior to the changes in how victims were contacted the following was achieved:

- All victims were contacted for both court orders and those subject to OOC and their views sought as well as Restorative Justice options discussed, victims were given choices about their involvement.
- Victim Feedback has been positive in they have conveyed their appreciation for the time the YOT has taken to contact them and be part of the Restorative Justice process.
- During COVID-19 pandemic whilst victims were reluctant in agreeing their views to be shared, beyond the first call they have welcomed the opportunity to discuss the impact of the crime on them with the RJ Lead.

- The RJ team has found there to be an increase in the request for restorative approach support from Foster Carers with relationship breakdowns with their young person.

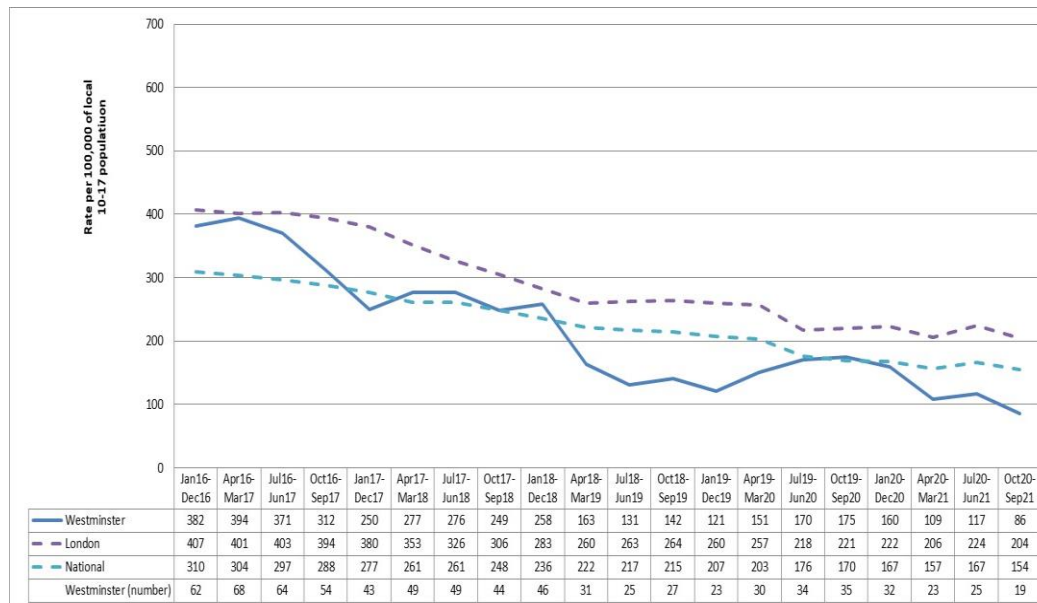
Our work in increasing Victim and Restorative Justice support will continue to be a focus as well as ensuring victims are protected. Our police officers will express the views of victims at internal risk and safety and well-being panels. Reparation projects will continue to thrive and expand and we will aim to hold more face to face restorative justice meetings as whilst these are resource intensive, (and more resource is required such as our plan to recruit RJ volunteers), they do yield closure for the victim and an understanding from the child or young person of the trauma and stress the victim (s) has experienced. We will also embed RJ practices in our day-to-day work and open up avenues to collaborate more closely with schools and safer schools police team, in particular in the areas of reducing exclusions.

## Section 5

### Performance and Priorities

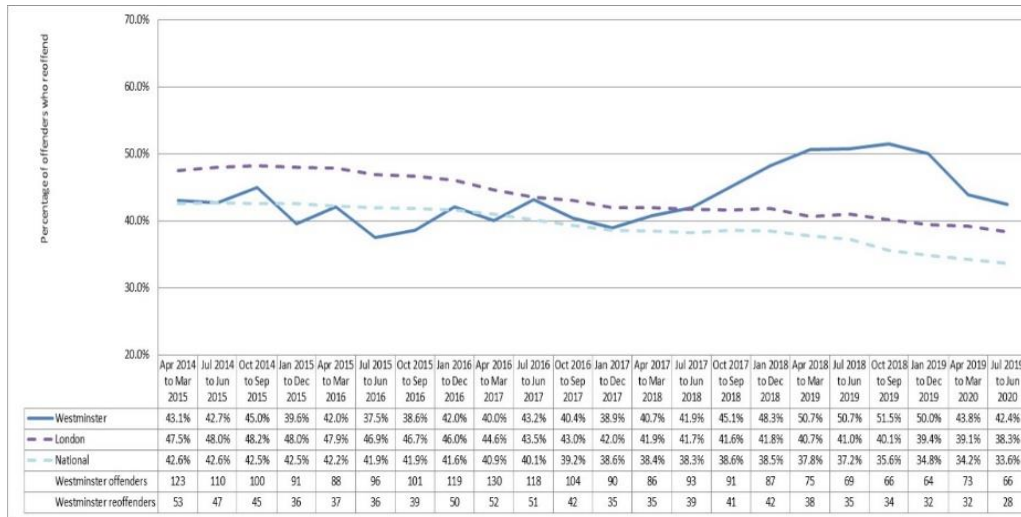
#### Performance against National Performance Indicators

##### First Time Entrants

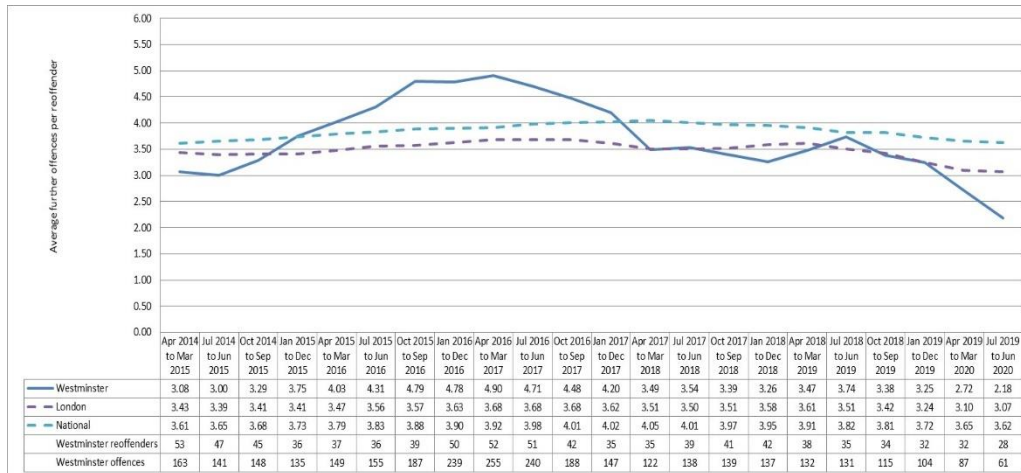


Westminster continues to see a reduction in first time entrants (FTEs), the comparative rate of FTEs per 100,000 reduced from 151 in April 2019 to 69 in December 2021. This rate is lies below both the London and National average.

## Reducing Re-offending



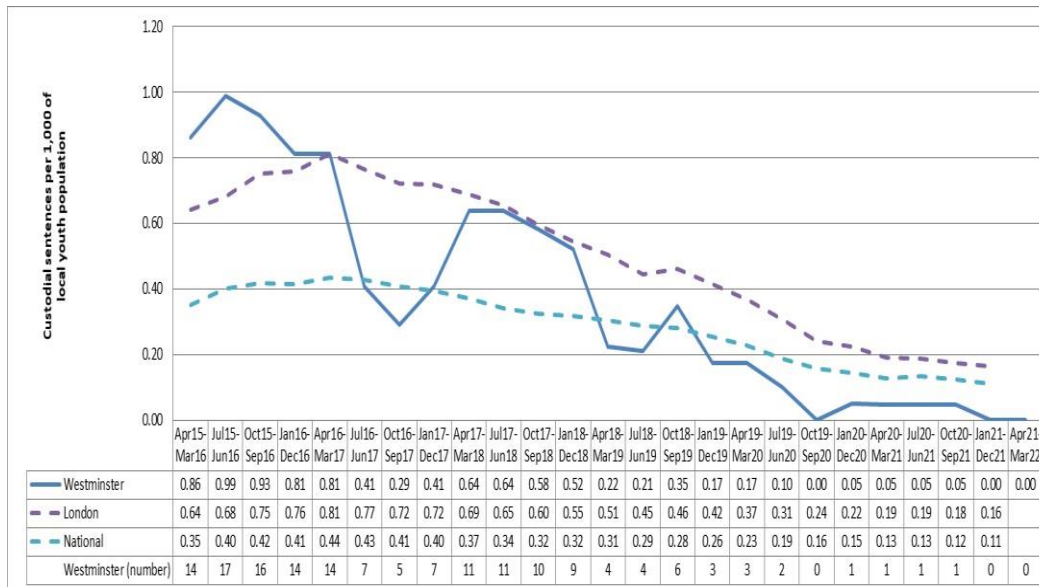
Westminster data for July 2019 to June 2020 cohort shows the percentage of re-offenders reducing on the previous cohort from 43.8% to 42.4%. Whilst the rate has decreased it remains above both the London average of 38.3% and the National average of 33.6% both of which have continued to reduce. This is a priority area for the Youth Offending Team and partnership to address.



Westminster data for the cohort of July 2019 to June 2020 shows the frequency rate per offender at 2.18 offences. This has reduced from 2.72 offences per offender for the preceding period. The rate now lies below the National average of 3.62 and the London average of 3.07.

This is noteworthy as they show a reversal of the binary rate positions. London having lower frequency reoffending per reoffender than the National average.

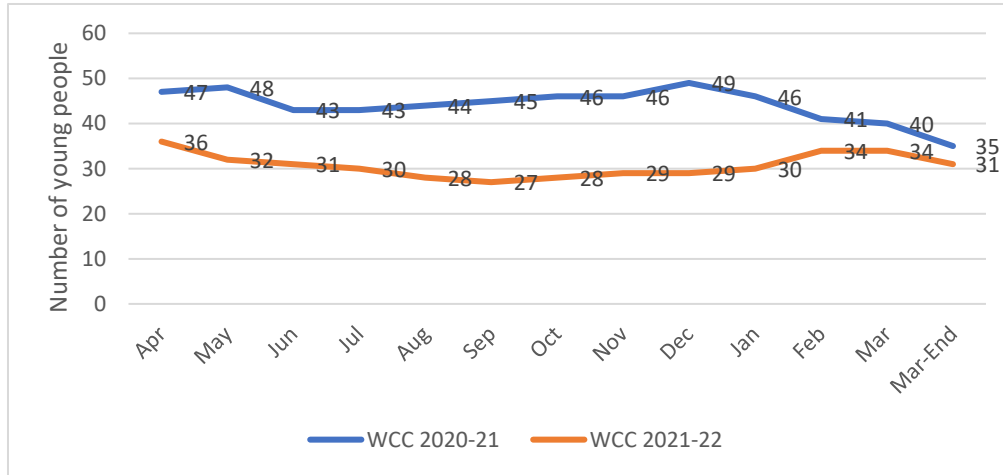
## Reducing Custodial Outcomes



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 0.16 and the National average of 0.11. Both benchmarks have continued to reduce gradually. The Lord Chief Justice ruling on being in possession of a knife or threatening to use one that the courts must impose custody have resulted in some children and young people being sentenced to custody, but this has not occurred during the last year for Westminster.

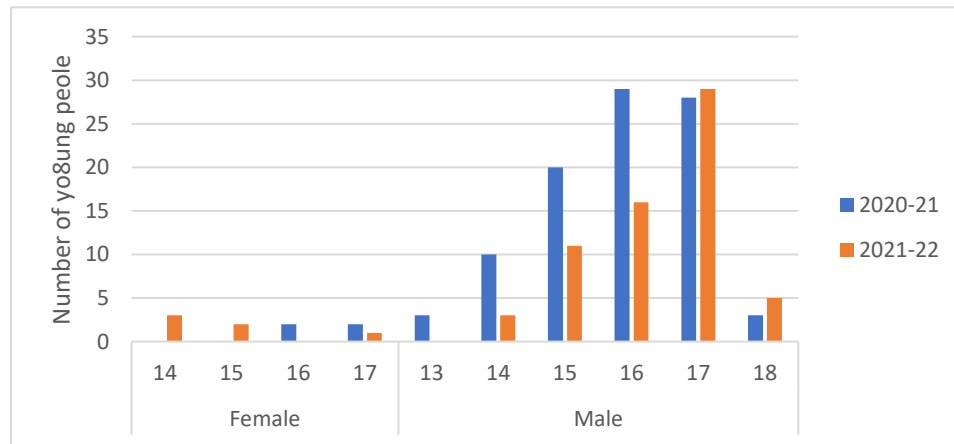
## Overview of caseload

### Caseload



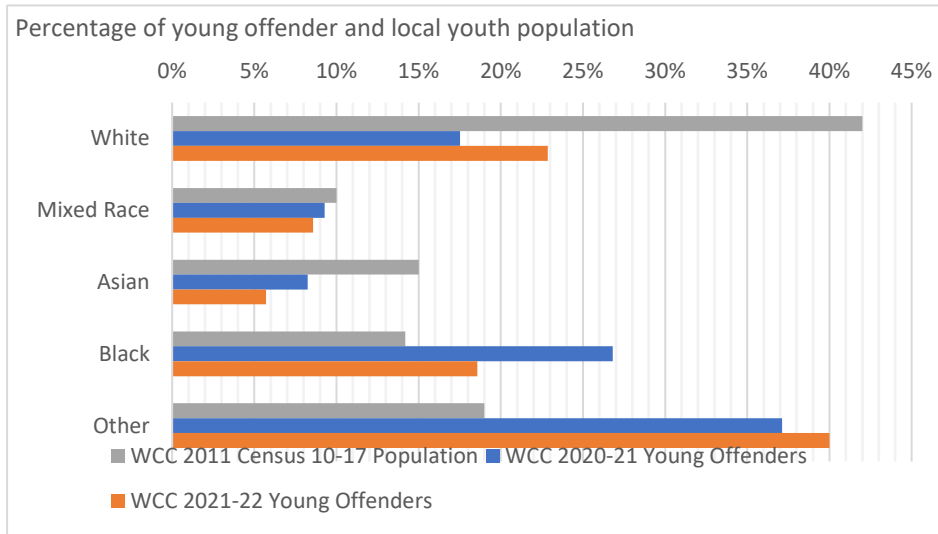
Total monthly caseload figures include all children and young people subject to YOT intervention programme or assessment for Pre-Sentence Report requested by the Courts. Caseload figures do not include young people attending Court where no intervention is required. Out-of-Court Disposals with a YOT intervention programme are included, but those with no YOT intervention are discounted. In Westminster, community resolution and triage cases are managed within Early Help so are not shown above, however these are included in the items below to show all youth offending within the borough. Caseloads have continued to reduce year on.

### Age and Gender



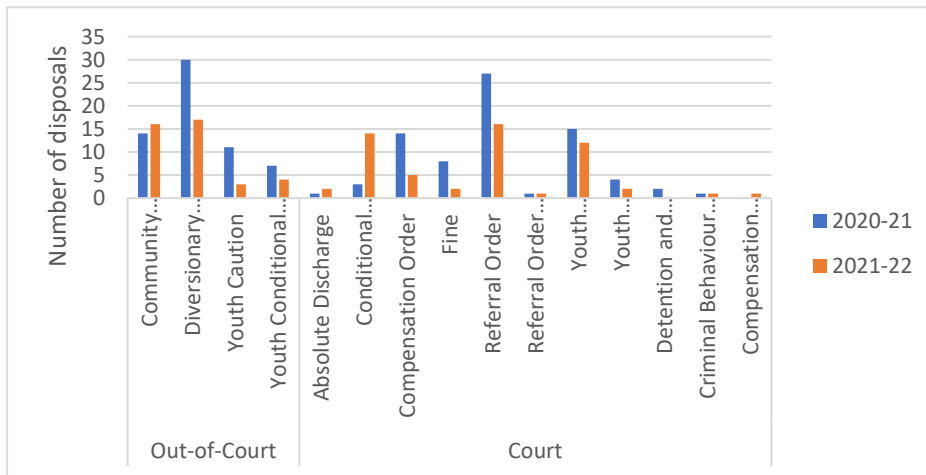
Age and gender breakdown for throughput during the last two years. Throughput includes all young people in receipt of a substantive disposal or where offences are admitted, including triage and community resolutions. The number of males increases with age up to 17 years old. The number of females is lower and spread more evenly by age. The number of females increased last year from 4 to 6, while the number of males dropped from 93 to 64.

## Ethnicity



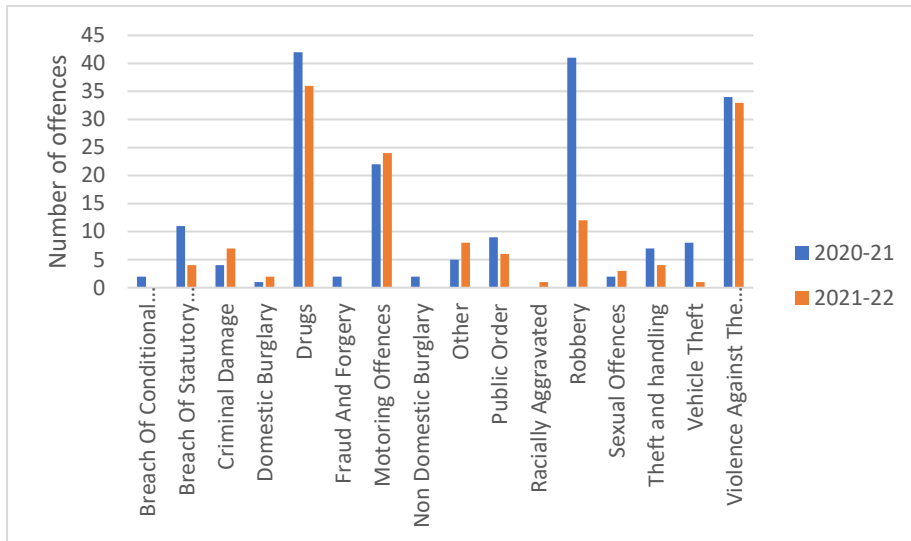
Proportion of major ethnic classification groups for offending throughout during the last two financial years. The borough's 10-17 years' population splits are sourced from the 2011 Census to show comparison with the local youth population. The chart shows over-representation for the Other and Black groups. White and Asian groups on the other hand are under-represented, while the Mixed-Race group is in line with the borough. In Westminster, Other group accounts predominantly for people of Middle Eastern or North African descent. Note these throughput figures also include Triage and Community Resolutions and will differ from the headline YOT performance indicator charts which only count substantive disposals for Youth Justice Board statistics.

## 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 and young people outside the Youth Justice System. Additionally, Criminal Behaviour Orders obtained through the Courts, and Statutory Parenting Orders or Compensation Orders given to parents or guardians are included.

### Offence Categories

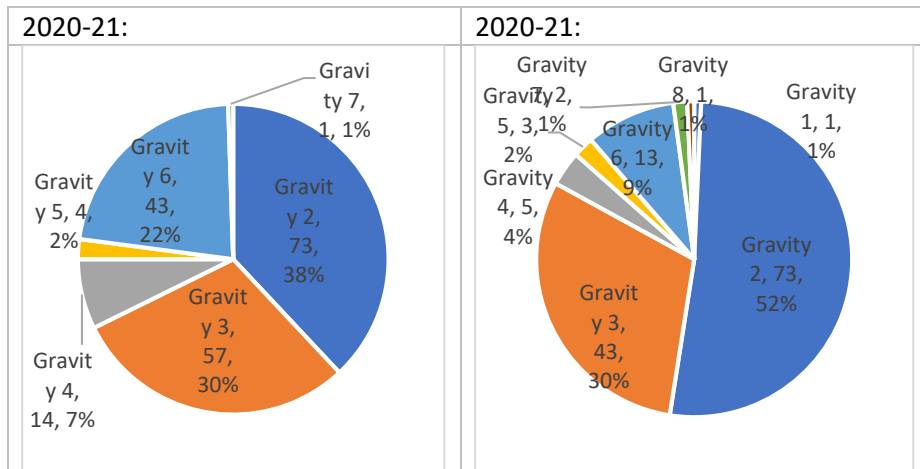


Throughput for the last two financial years by category of offence. All offences included as for the disposals chart as well as other non-substantive outcomes. Any re-sentenced offences in the period are not counted as these are counted at point of first disposal.

**2021-22** - In total there were **141** offences: drugs the most prevalent at 36 offences (26%), 4 for supply or possession with intent to supply, and 1 involving Class A drugs. Violence Against The Person also features highly at 33 offences (23%), of which 12 offences for possession of a knife, blade or offensive weapon.

**2020-21** - In total there were **192** offences: drugs the most prevalent at 42 offences (22%), none of which were supply or class A, followed by Robbery at 41 offences (21%), and then Violence Against The Person at 34 offences (18%), of which 21 offences for possession of a knife, blade or offensive weapon.

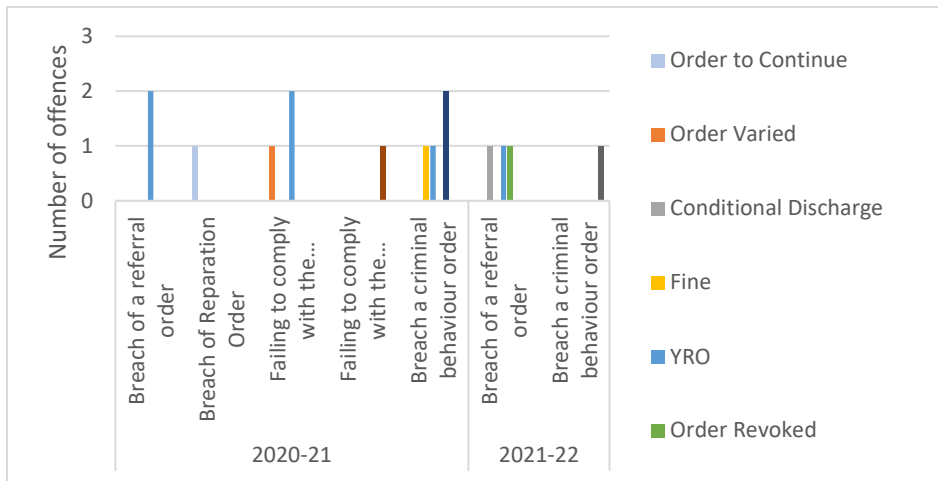
### Offence Gravity Factor



The charts show break down for the total offences each year by the gravity factor, by number and percentage. 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 scores range from 1 being the least serious to 8 the most serious. 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.



## Breach of Statutory Order



Breach of Statutory Order offences dealt with by the Courts during the last two financial years. Data is broken down by the type or order breached, along with resultant Court outcome.

**2020-21** - In total 11 results for breach of order, including 3 breaches of criminal behaviour order.

**2021-22** - In total 4 results for breach of order, including 1 breach of criminal behaviour order.

## Pre-Sentence Reports

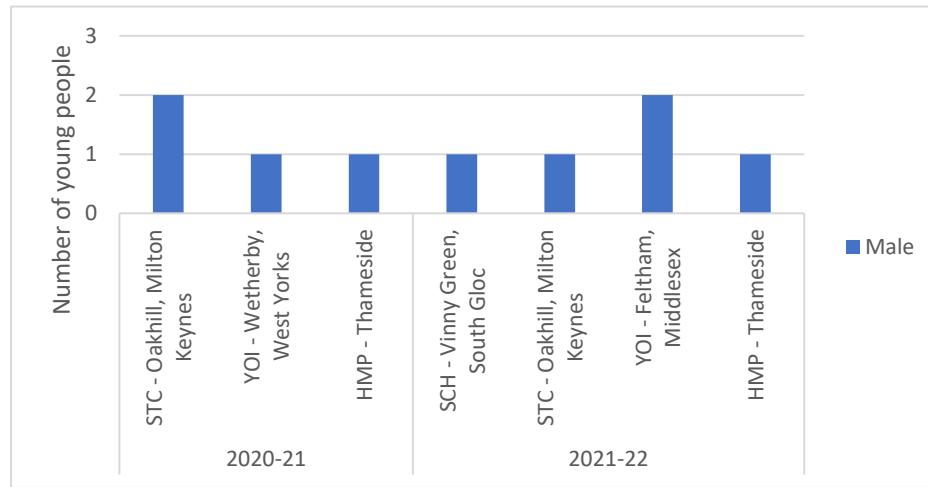
Proposal	Total Reports	Sentence											
		Out of Court Disposal	Fine	Conditional Discharge	Referral Order	Referral Order Extension	Reparation Order	Youth Rehabilitation Order	Youth Rehabilitation Order - ISS	Detention and Training Order	Section 90-92 Detention	Section 226 Detention	Other Sentence
Out of Court Disposal	0	0	0	0	0	0	0	0	0	0	0	0	0
Fine	0	0	0	0	0	0	0	0	0	0	0	0	0
Conditional Discharge	3	0	0	3	0	0	0	0	0	0	0	0	0
Referral Order	11	0	0	0	11	0	0	0	0	0	0	0	0
Referral Order Extension	0	0	0	0	0	0	0	0	0	0	0	0	0
Reparation Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Youth Rehabilitation Order	19	0	0	0	0	0	19	0	0	0	0	0	0
Youth Rehabilitation Order - ISS	5	0	0	0	0	0	0	5	0	0	0	0	0
Detention and Training Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Section 90-92 Detention	0	0	0	0	0	0	0	0	0	0	0	0	0
Section 226 Detention	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Sentence	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Congruence of Pre-Sentence Report proposals and sentencing for the last two years is at 100%.

**2021-22** - In total 20 reports due for the Courts that received sentence, 14 of which were 'all options' where report authors are instructed to also consider a custodial sentencing option. For all reports the Courts followed the proposal of the report author (100% congruence).

**2020-21** - In total 18 reports due for the Courts that received sentence, 14 of which were 'all options' where report authors are instructed to also consider a custodial sentencing option. For all reports the Courts followed the proposal of the report author (100% congruence).

### Custody and Remand Location

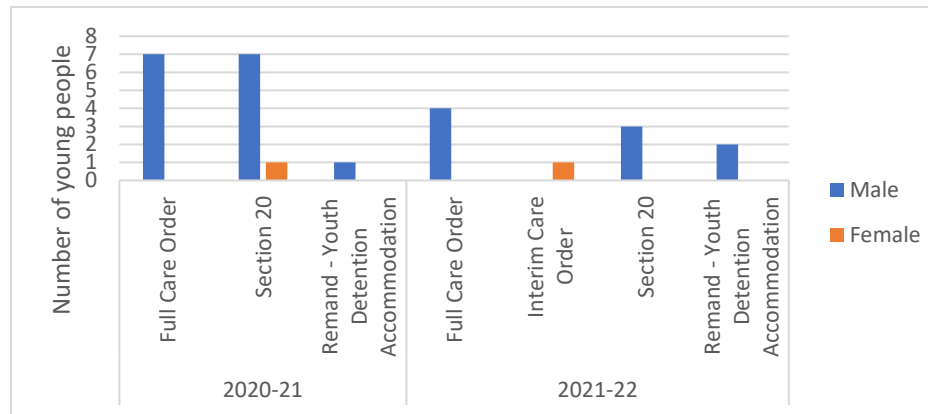


The chart counts young people accommodated in each location, broken down by year and gender. Custodial accommodation counts one or more bed nights in custody in the period.

**2021-22** - In total 5 young males were placed in custody, 2 in Feltham Young Offenders Institute, 1 in Oakhill Secure Training Centre, 1 in Vinny Green Secure Children's Home, and one adult male on YRO transition to Probation continued to be held on remand at HMP Thameside into the early part of the year from the previous year.

**2020-21** - In total 4 young males have spent nights in custody this year, 2 placed in Oakhill STC, 1 placed in Wetherby YOI, and one adult male on YRO due to be transitioned to Probation was remanded to Thameside.

### Looked After Children

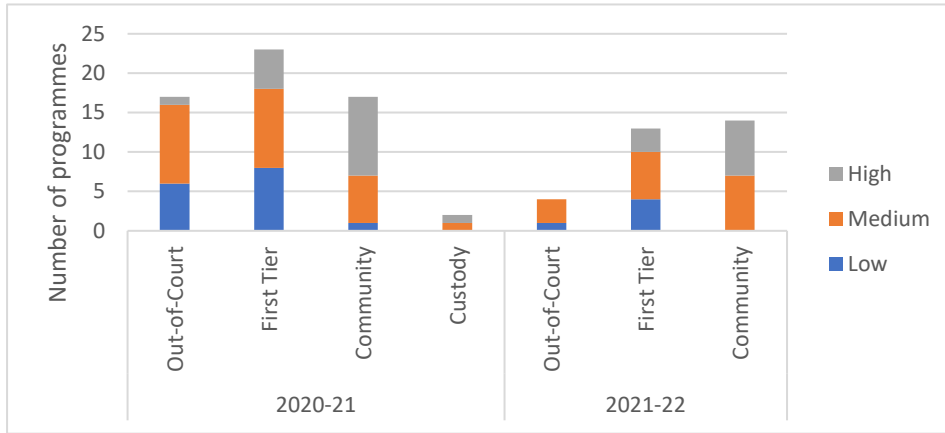


Looked After Children with a programme at the Youth Offending Team during the last two financial years. The data is broken down by legal status, measured at the end of each quarter during the year. In cases where the young person's legal status has changed the young person is counted under the most recent legal status.

**2021-22** - In total, there were 10 Looked After Children involved with the YOT, 9 males and 1 female; 3 young people were accommodated voluntarily under Section 20, 4 were on Full Care Orders, 1 young person on an interim Care Order and 2 remanded to Youth Detention Accommodation.

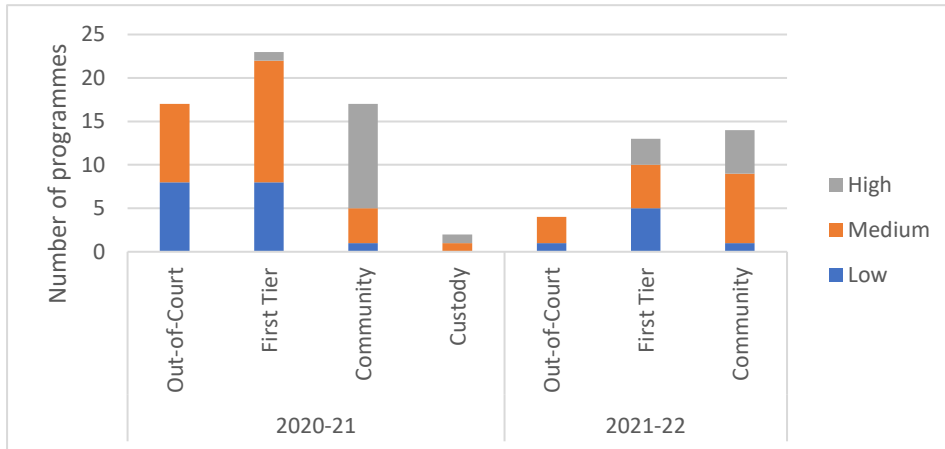
**2020-21** - In total, there were 16 Looked After Children involved with the YOT, 15 males and 1 female. 8 young people were accommodated voluntarily under Section 20, 7 were on Full Care Orders and 1 young person was remanded to Youth Detention Accommodation.

### Likelihood of Reoffending



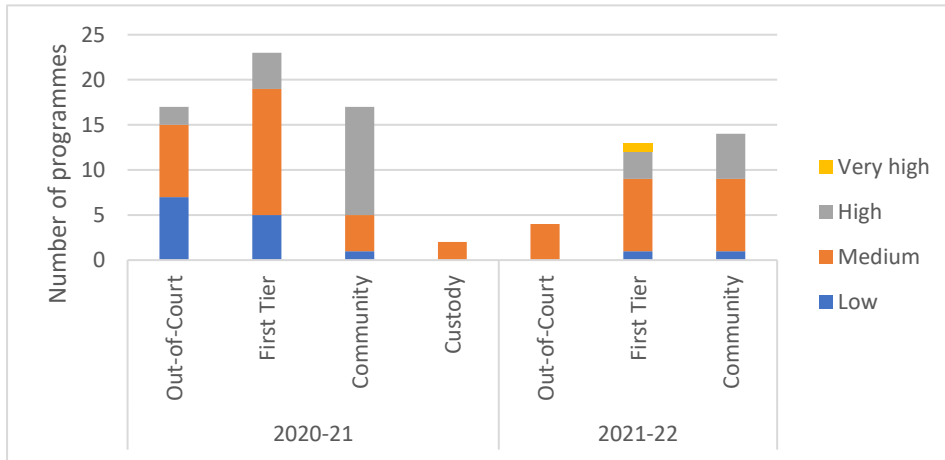
Likelihood of Reoffending (LoR) is a professional judgement based on the Youth Offender Group Reconviction Scale (YOGRS) statistical indicator, as well as other factors of the assessment. For the Systemic Assessment this is purely a judgement without the YOGRS score. The initial assessment for each programme is used for analysis. From the total 90 programmes assessed across both years, 20 programmes (22.5%) were rated low, 43 (47.8%) were rated medium and 27 (30.0%) were rated as high. There were no custodial sentence programmes in the last year 2021-22.

### Risk of Serious Harm



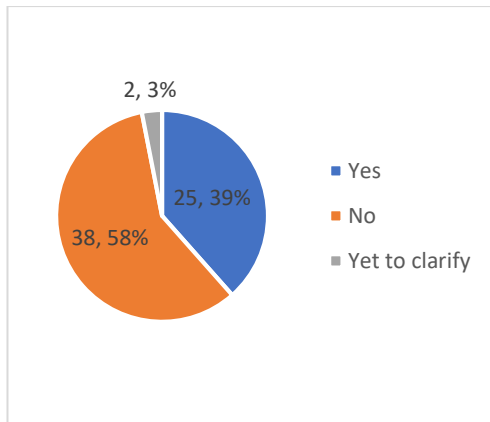
Risk of Serious Harm (RoSH) is a professional judgement based on the AssetPlus or Systemic assessment of the young person including an offence analysis of the current offence and any previous offending. The initial assessment for each programme is used for analysis. From the total 90 programmes assessed across both years, 24 programmes (26.7%) were rated low, 44 (48.9%) were rated medium, 22 (24.4%) were rated high and none (0%) were rate very high. There were no custodial sentence programmes in the last year 2021-22.

## Safety and Wellbeing

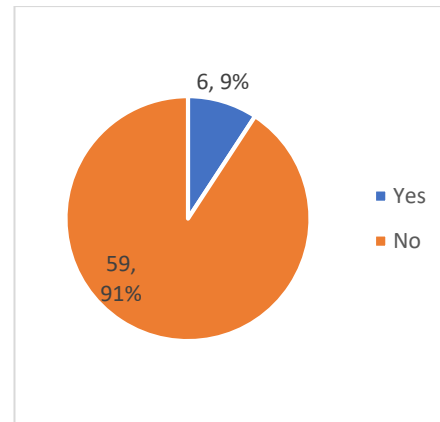


Safety and Wellbeing is a professional judgement based on the complete AssetPlus or Systemic assessment of the child or young person. The initial assessment for each programme is used for analysis. From the total 90 programmes assessed across both years, 15 programmes (16.7%) were rated low, 48 (53.3%) were rated medium, and 26 (28.8%) were rated high and 1 (1.1%) was rated very high.

## Emotional Development and Mental Health



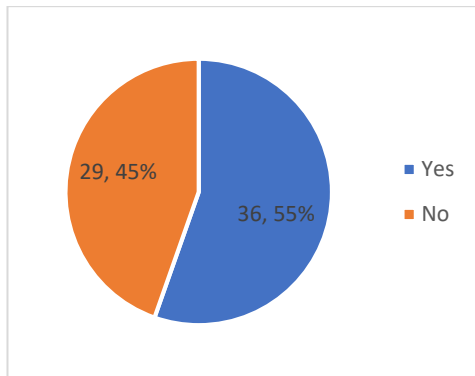
1. Contact with Mental Health Services



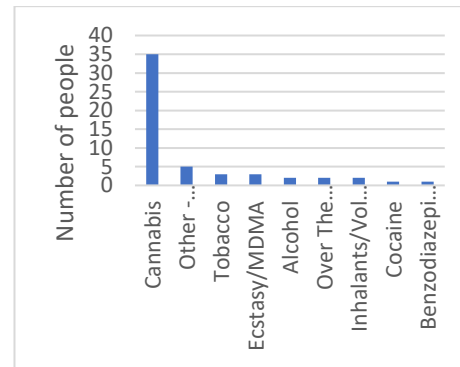
2. Mental Health formal diagnosis

Children or young people assessed with AssetPlus or the Systemic Assessment during 2020/21 and 2020/22. Chart 1 shows number/percentage for young people having contact with Child and Adolescent Mental Health Services (CAMHS); of 65 individual young people assessed, 25 (39%) had some form of contact with CAMHS. Chart 2 shows the number/percentage of children and young people with response to question 'Any formal diagnosed Mental Health condition'. From the total 65 young people, 6 (9%) had a formal diagnosed Mental Health condition.

## Substance Misuse



1. Evidence of substance misuse

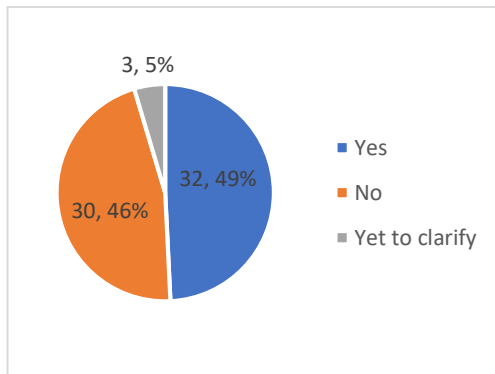


2. Substances recorded

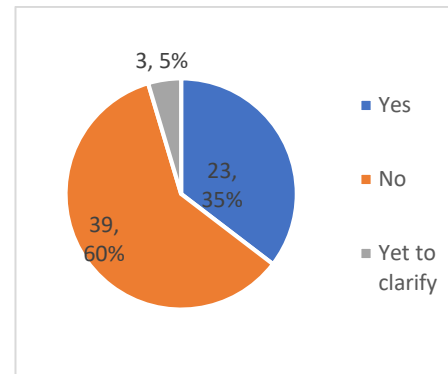
Children and young people assessed with AssetPlus or the Systemic Assessment during the last two years. Chart 1 shows answers to the leading question – Is there any evidence of substance misuse? Of the total 65 young people assessed, 36 (55%) revealed some evidence of substance misuse. Chart 2 shows the substances recorded.

All but one case had Cannabis recorded as at least one substance, while Tobacco, Alcohol, Ecstasy/MDMA, Inhalants, Cocaine, Over The Counter and Benzodiazepines were also listed. Two of the Other category (please specify) drugs listed involved Lean, a recreational drug made from combining opiate based cough medicine with a soft drink, two other cases specified Xanax and Codeine, and the last involved Green ‘UPS,’ a synthetic drug.

## Speech, Language, Communication and Neuro-disability and Special Educational Needs.



1. SLCN Indicator



2. SEND

Children and young people assessed with AssetPlus 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 AssetPlus and a leading question in the Systemic Assessment. Of 65 children and young people assessed, 32 (49%) were recorded with some concerns over their Speech, Language, Communication or Neuro-disability. It should be noted with AssetPlus some of the questions alone do not necessarily point to a SLCN condition and such behaviour can be typical of young adolescents. Chart 2 shows responses to the question ‘Have any Special Educational Needs or Disabilities been identified?’. Of the 65 young people assessed, 23 (35%) had an identified SEND.

## Responding to over-representation

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

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 and young people. This is being addressed at the Partnership Board to ascertain why certain groups of children and young people from particular ethnic groups are being stopped and searched more frequently by the police compared to young white people. 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 and young people that receive out of court disposals and those that continue to offend are from Black, Asian and other minority ethnic backgrounds.

Our approach over the next three years is to address and reduce this disparity by doing the following:

- Scrutiny of experiences of children and young people subject to multiple police stop and searches and no further action.
- Addressing provision of Out of Court Disposal outcomes and challenging partners around reduced opportunities for those children and young people that give, 'no comment' interviews and are expedited through the Youth Justice System.
- Yearly OOCSD Scrutiny panel with partners to address decision rationales and ensure that the panel are being consistent and appropriate when considering interventions for children and young people.
- Remand scrutiny panel to be held yearly with partners.
- Reduce risk of school exclusions which disproportionately impact children and young people from Black, Asian and other ethnic categories.
- Restorative justice approaches locally to have considerations to disproportionality.
- Increase opportunities within the YOT for volunteers from Black, Asian, and other ethnic groups and voluntary organisations to be sought that are working effectively within the borough with such groups.
- Developing and scrutinising local practice in relation to disproportionality with partners and commitment to drive forward the action plan.

## Our Priorities

We are committed as a Youth Offending Team and Partnership within Westminster, on improving the lives of children and young people at risk of or having entered the Youth Justice System. Our focus on the next three years will be:

### Priority 1 Reduce re-offending



### We will

- Create of a quarterly re-offending panel with partners to gain better understanding of factors against desistance and measuring impact of interventions being offered.
- Lead on deep dives with board members on spikes in data to better understand need and problem solve and support change.
- Focus on whole family approach with Family Therapist with a prevention lens on younger siblings and joint agency working on such cases.
- Gain better understanding and review of disproportionality for this cohort.
- Put a greater emphasis on creating sustained change through the delivery of work by the YOT.
- Explore peer support interventions and introduce these into the work delivered by the YOT to reduce re-offending.
- Work closely with and scrutinise overlap of cases open to YOT and IGXU, social care including Child Protection, Children in Need and Looked After and Leaving Care children and young people to ensure more is being done to offer alternative choices to children and young people.

## Priority 2 Improving ETE outcomes for young people

We will

- Have a dedicated full-time post within the YOT of an Education, Training and Employment (ETE) Lead to overcome barriers and improve opportunities for children and young people to gain and sustain ETE and address those children and young people at risk of becoming NEET.
- Every young person 16 + will meet with ETE worker and have a CV completed as part of intervention.
- Children and young people out of education will have to access to functional Maths and English as part of YOT intervention.
- Offer workshops to children and young people to start their own business and money management workshops.
- Every child or young person will receive a bespoke education and learning plan.
- Speech and Language screening will be done on point of arrival to the YOT to ensure that all interventions offered take into

consideration the child or young person's speech, language and communication needs and that strategies offered are being implemented.

- Work closely with Westminster Employment Service and hold quarterly meetings to review all children and young people's pathway choices.
- Ensure the profile of children and young people with special educational needs is recognised by all professionals.
- Develop links with local businesses and corporate companies to ensure creative opportunities are offered to children and young people open to the YOT.
- Ensure where a child or young person has undiagnosed need they receive the support from the Educational Psychologist to be assessed for EHCP and SEN.
- Offer bespoke support for children and young people in alternative provisions including mentoring and transition to contribute to supporting children back into mainstream education or onto further education, training or employment.



### Priority 3 Reducing substance misuse amongst young people



We will

- Work closely with partners to develop the bi-borough drugs strategy and support driving the recommendations including healthy schools partnership and addressing it in RHSE curriculum in schools.
- A local Public Health approach to preventing and reducing the impact and harm of illegal drugs on children, young people and families is being developed. This will include how we best support; children and young people who are using illegal drugs, parental substance misuse and 'hidden harm' of children and young people that are involved with dealing drugs. The plan will outline the complexities and the challenges, what the evidence base and local intelligence tells us, the current local picture and key provision We will address as a partnership on how best to tackle these complex issues.
- Deep dive audit on those children and young people assessed with having substance misuse and ensuring interventions being delivered are making a difference.
- Work closely with Substance Misuse worker seconded to YOT to understand current drug misuse of young people and gain a better understanding on the increase of drug related arrests and convictions.
- Work closely with parent/carers to support change.

#### **Priority 4 Improving outcomes for young people with Speech Language Communication Needs**



#### **Priority 5 Improving outcomes for young people with mental health needs**

We will

- Develop data reporting on children and young people assessed and those receiving intervention to ensure that appropriate support is being offered to children and young people.
- Continue to consult on complex cases with Forensic CAMHS and ensure recommendations are followed.
- Increase team, partners, parent and carers and communities understanding of diagnoses and interventions offered and offer parent inclusive interventions.

We will

- Ensure that every child or young person is screened for SLCN as part of their first appointment so that this informs the assessment, engagement and interventions offered.
  - SLCN strategies are embedded by professionals working with a child or young person and supervision is offered by the Speech and Language Therapist to case managers on a bi-monthly basis to review how strategies offered are being embedded and measuring if this is making a difference.
  - Training to be provided to the YOT, Police and partners on understanding SLCN and how best to engage with children and young people.
  - Review data relating to SLCN and measure impact on a quarterly basis.
- 
- Scrutinise data of police arrests and ensure that children and young people have access within custody to the Youth Justice Liaison and Diversion worker at point of arrest or after, that needs are assessed and children and young people are diverted to appropriate support services.
  - Create a bespoke health room within the YOT for children and young people.
  - Offer consultations for children at risk of school exclusion to schools and support their understanding of the child or young person's needs.

## Priority 6 Reducing Serious Youth Violence



## We will

- As a partnership develop a greater analytical understanding of serious youth violence, the fear of violence and the problems the Local Authority and partners are seeking to address, 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.
- Have specialist gang detectives to deal with gang related serious crime offences and intelligence lead weapon sweeps.
- Have a focus on safeguarding children and young people with a preventative lens working closely with education providers. This will include monitoring exclusions and have an exclusion steering group focus on those schools with the highest exclusion rate which is being addressed as part of the Inclusion Strategy action plan.
- Deliver early help work with younger siblings of gang members and work with parent and carers.
- Deliver on the Church Street violence reduction transitions pilot aimed at year 5&6 pupils, their parent or carers and teachers in the Church Street Priority 7 Prevention and diversion.

## Priority 7 Work with communities and neighbourhoods.



We will

- Offer group work or one to one support to parents open to the YOT or Early Help Service through DWP parental conflict work. Ensuring that parenting programmes include serious youth violence as part of the intervention.
- Deliver the Community Capacity Building project in North Westminster estates (Mozart, Warwick, Brindley and Amberley), including development of North Westminster Community Network and youth-led steering groups on the estates.
- Facilitate community involvement in stop and search including monitoring of S60 by community representatives.
- Involve young people with local violence prevention work through youth council, youth independent advisory groups and media platforms.
- Do a community road show including local secondary schools with focus on prevention and information sharing.

## Priority 8 Prevention and Diversion

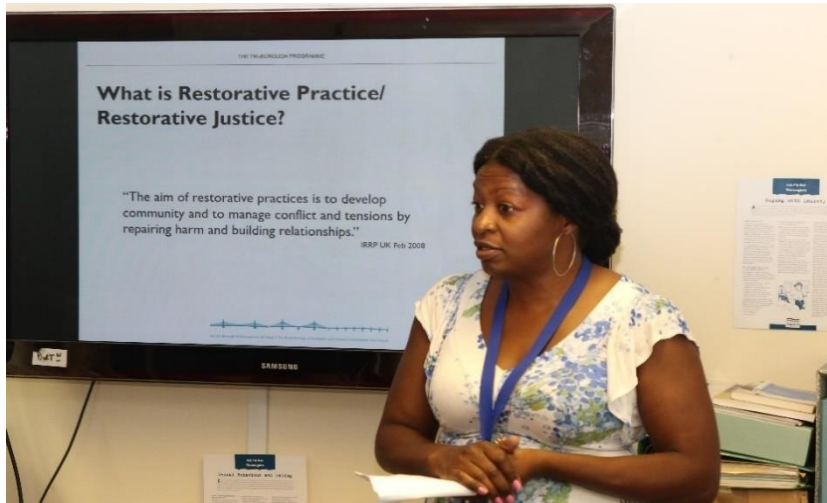
We will

- Engage with children and young people on the cusp of or engaging in anti-social behaviour and or substance misuse. We aim to prevent escalation into serious youth violence or offending through supporting pathways to more positive outcomes including your choice initiative.
- Continue to focus on school attendance and building on the success of the school inclusion pilot. We will explore opportunities

for partnership working including developing team around the school model.

- Ensure we are aligned to Prevent agenda.
- Focus on whole family model in relation to mental health and well-being supporting parents with their emotional resilience, improving family relationships and developing targeted response to domestic abuse.

## Priority 9 Victim and Restorative Justice

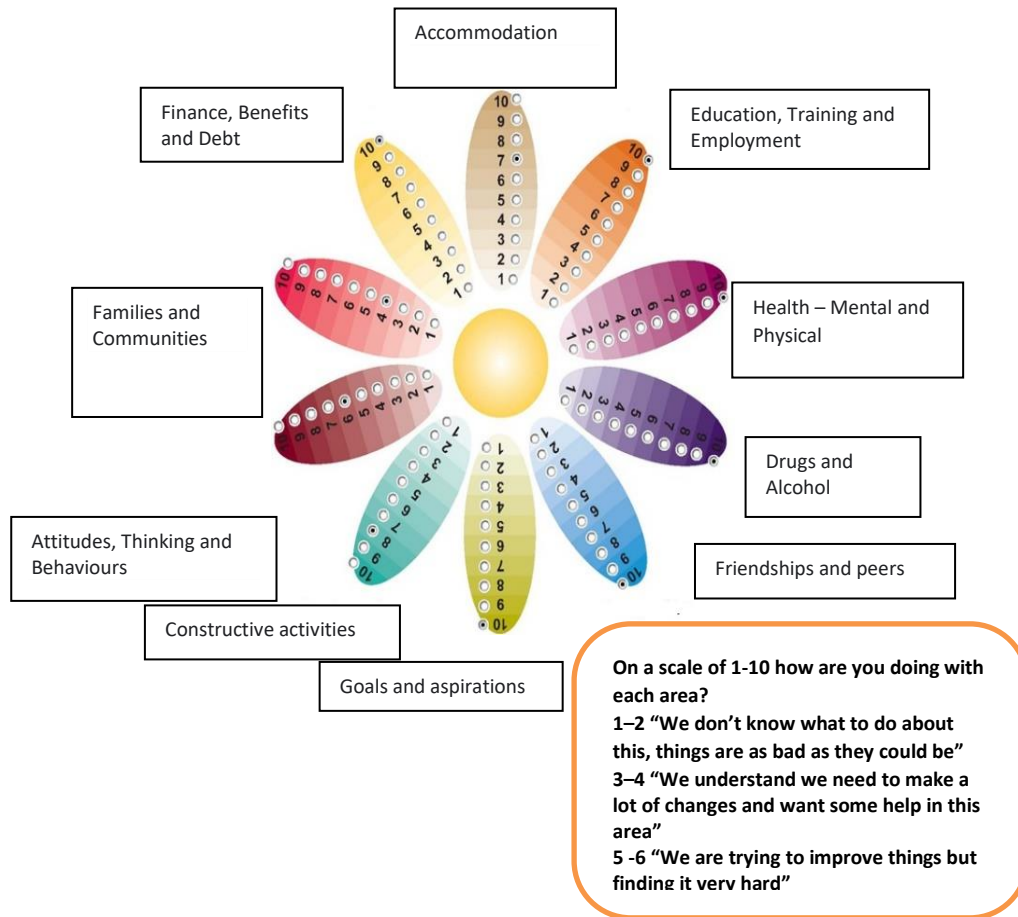


## We will

- Develop a Restorative Justice Policy.
- 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.
- 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.
- Ensure that victim's voice is represented at our Risk, Safety and Well-Being Panel by the YOT Police Officers in the team.



## Priority 10 Constructive resettlement



### We will

- Embed beyond youth custody framework within our constructive resettlement framework.
- Ensure that resettlement work starts from the point a child or young person 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 or young person once released to the community.
- Ensure that children and young people has appropriate access to education, training or employment 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 or young person has SLCN or special educational needs this information is passed to the custodial setting and the child or young person is able to access the appropriate support.

## Section 6

### National Standards

The Youth Offending Team took part in the national self-assessment of National Standards in 2020. In 2021, Westminster YOT was chosen for a validation visit by the Youth Justice Board. The Youth Justice Board visited Westminster YOT in February 2021 to validate National Standard 4. And National Standard 5. A presentation was delivered by the Head of Service (HOS) and Service Manager and cases randomly in this selection inspected. 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 YOT and YOI.
- Recording on Careworks (case management system) was good. Standardised template that has been implemented by the YOT 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

# Process to undertake National Standards Self Assessment

## Operational self assessment

- Self-assessment was undertaken by the management team at the YOT during September 2019 and January 2020. Each manager took lead on 1 or 2 areas of the National Standards. Once the self-assessments were completed, they were validated by another manager in the team.

## Strategic self - assessment

- November 2019 - National standards presentation and overview to the Youth Crime Prevention Partnership Board It was agreed that the strategic self-assessment audits would take place third week of March 2019, however due to Covid -19 this was postponed to 2nd week in April 2020.
- Board members volunteered to take part in the strategic assessment and there were approx. three to four board members per standard. Within each National Standard a lead board member was selected that had knowledge of Careworks database system and was able to do a deep dive on cases.
- Week of strategic assessments a briefing presentation was delivered by the Service Manager to each National Standards group. Aim was to talk through the process and to share relevant policies to review as part of this. The lead board member within the group decided on which cases they wanted to do a deep dive on and validate the self -assessments having read the case file on careworks. The board members met over that week to discuss the cases and the Service Manager was available throughout the week to answer questions or provide supplementary materials. A debrief with the board members within each group took place with the Service Manager at the end of the week The lead board member with the group completed the strategic self assessment and shared findings and results with the Service Manager.
- All strategic assessment results and an action plan to address practice improvement was shared with the Youth Crime Partnership Board in April 2020.





## Learning from the audit process

- Helpful process to engage Board members in the detail of YOT work;
- Built on the monthly QA audit process in family Services and highlighted some practice issues, which have been progressed. Some areas were better than we expected and we were being more challenging of ourselves.
- Case selections and criteria for small YOTs.
- Length and time to complete operational audits and allowing time within management team to do this effectively



# Learning & Recommendations

Practice Improvement	Owner	Completion Date
Timeliness of OOC cases being managed under NS	Kiran Hayer	June 2020. Report to be produced to look at data from Jan 2020 - June 2020
Quality assurance forms for all OOC	Kiran Hayer	June 2020. To be captured in data report as above
Timeliness of Assetplus completion prior to Court hearing and 3 days management sign off	Philippa Bengé	June 2020. Report to be produced to look at data from Jan 2020 - June 2020
Timeliness of Assetplus Reviews and closures	Philippa Bengé	June 2020. To be captured in data report as above
Quality assurance of all PSR's and Assetplus	Philippa Bengé	June 2020. To be captured in data report as above
Referral Order Panel compliance with National Standards	Marcia Walker	June 2020. Report to be produced to capture timeliness of initial, review and final panels
Management oversight and quality of case notes	Gemma Eade	Support with Data Analyst to measure % of cases with management oversight and good quality case notes
Review of Transition Policy	Kiran Hayer/Gemma Eade	Policy to be revised to include transition plan for all NPS and CRC cases. To include timeliness of case transfer and expectations across all agencies
Transition Policy	Philippa Bengé	July 2020. Creation of transition policy that captures transition episodes in a young persons life, e.g. transitioning into care, school placements, becoming NEET etc.
Victim Code of Practice	Marcia Walker	July 2020. Review of current victim code of practice policy and to update with any new legislation.
Protocol and Policy on working with UCAS	Marcia Walker	July 2020. Policy to be developed jointly with UCAS on working with young people that are unaccompanied minors and or in need of an age assessment.
Improving caretake and transfer request policy	Kiran Hayer	July 2020. Clearer timeframes and areas of accountability
Review of Addressing disproportionately policy and action plan	Philippa Bengé	July 2020. RAG rating against action plan



The YOT will focus on the following in the upcoming year which will be part of the Service improvement plan:

- Timeliness of quality assurance of systemic and assetplus assessments.
- Contingency planning embedded within systemic and assetplus assessments.
- Likelihood of offending, risk and safety and well-being judgements to be robust within systemic assessments.

## PRACTICE WEEK

In addition to this the YOT 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

## AUDITS

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

- 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.

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 YOT Service Manager to ensure areas of good practice are highlighted and recommendations followed up through supervision.

## Section 7

### Key risks and challenges for service

RISK	MITIGATION
Getting children and young people into sustainable ETE provisions and improving outcomes and life experiences for young people.	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 and young people at risk of school exclusion. Work to address poor school attendance and engagement for our vulnerable cohort of children and young people and provide creative opportunities to get into and sustain education and training opportunities will be embedded through this role and wider partnerships and workstreams.
Embedding systemic principles and trauma informed practice within the team and maintaining staff morale to drive this forward.	The Family Therapist role has been embedded in the Youth Offending Service since July 2020 and is supporting the team with understanding systemic principles and applying trauma informed lens within the pilot systemic assessment and assetplus. New staff within the team will be attending the next systemic training. Ongoing effective practice forums take place on a bi-monthly basis to support front line work.
Increase in re-offending rates	There is a small cohort currently open to the YOT that continue to re-offend and this is likely to impact on re-offending rates. To mitigate this, board members are actively involved to address this and will undertake deep dive audits on themes emerging to identify any learning and ensuring all is being done to address this. The YOT management team regularly review the YJB

	<p>re-offending live toolkit to establish which interventions are being delivered to children and young people open to the service. We will be introducing a re-offending quarterly panel with partners to measure how effective interventions offered are in making a difference and improving desistance.</p>
<p>Consultation on new Key Performance Indicators (KPIs) to be introduced in October 2022</p>	<p>The YJB and MoJ have recently announced new KPIs that will be introduced in late Autumn 2022. This is a positive move and will provide YOTs and Partnership Boards with more oversight on key indicators. As with any new change, there are areas to address such as; who will be accountable in certain indicators and what measures or data will be used to validate this. The YOT and Partnership Board will continue to remain vigilant to any developments and opportunities to feed into the National picture.</p>

## Section 8

### Service Improvement Plan

Over the next year the Youth Offending Team and Partner agencies are committed to drive service improvement. This work will be overseen by the YCPP who will measure progress against key themes 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 YOT	Improve outcomes for children and young people		
Mapping work to be conducted where children and young people are open jointly across services to avoid duplication and to track outcomes.	Kembra Healy and IGXU	Improvement in services offered to young people with desired outcome.		

Whole family work to be prioritised with those children and young people within this cohort to understand and support wider family work.	Tony Charles Family Therapist YOT and EH	Prevention of escalation of offending and to offer support to young siblings that may be at risk		
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## 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 young people with the Police and to address multiple stop and search and no further action data**
- **To reduce school exclusions which disproportionately impact children and young people from Black, Asian or other categories**
- **To ensure that children and young people receive appropriate outcomes, support and interventions**

Action	Lead	Outcomes	Progress	RAG
To develop, scrutinise local practice, provision with partners, and drive forward action plan.	YOT and Partners	Measurable data to inform impact and reduction		
To work with MET police on stop and search, no further action and released under investigation data to this cohort of children and young people.	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		
Develop greater understanding of needs of girls within the Youth Justice Service and those children and young people that are at risk of or are open to Looked After Children or Leaving Care Service (LAC/LCS) .	YOT/ LAC/LA	To ensure services and support is appropriately identified and intervention to prevent escalation		

Scrutinise data in relation to OOC outcomes, sentencing outcomes and remand or custodial outcomes.	YOT/Court/CPS/Police	Children and young people have received appropriate outcomes and decisions are consistent and appropriate		
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### Theme 3: Improve ETE outcomes for children and young people

- Overall outcomes:**
- To increase opportunities for children and young people around education, training or employment
  - To support children and young people 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
<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.</p> <p>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	
<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> <p>Deep dive to be conducted into those on fixed term exclusion and where we could intervene as a system.</p>	Education Hilary Shaw	Reduce the risk factors that lead to exclusion	



Early identification of children and young people that have unidentified need in particular to SEND and SLCN and ensure services and provisions are appropriately sought for this cohort	YOT – Educational Psychologist/ Speech and Language Therapist and SEN department – Kay Stammers	Appropriate support is sought	
Additional emphasis given to those young people attending Alternative 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	Education Lead YOT/ Hilary Shaw	Increase attainment and opportunities for young people.	

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

##### Overall outcomes:

- To reduce and prevent substance misuse in children and young people
- To provide early intervention and education to children and parent/carers
- To gain a better understanding of context for local children and young people
- 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 and young people.	Public Health	Reduction in drug use measure through data		
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 and young people engaging in drug use. To provide education and understanding to parent/carers and wider community and schools health service.		
Analysis of young people open to the YOT that are assessed as having substance misuse issues, to identify, intervene and	YOT/Insight/YCPP	To reduce substance misuse amongst children and young people open to the YOT		

measure impact through reduction or abstinence.				
<b>Theme 5: Improve outcomes for children and young people with SEND/SLCN or Mental Health Needs</b>				
<b>Overall outcomes:</b>				
<ul style="list-style-type: none"> <li>• To improve children and young people’s health and wellbeing.</li> <li>• To identify and intervene appropriately to get support, advice and access to services for vulnerable children and young people</li> <li>• To improve outcomes for children and young people with identified need</li> <li>• To increase awareness for parent/carers and local community</li> </ul>				
Action	Lead	Outcomes	Progress	RAG
Implement screening for speech and language and mental health as part of first appointment to the YOT and to ensure these inform the assessment, engagement and intervention offered.	Health team and YOT	Ensure access to appropriate provision and services		
One page profile created on every young person assessed as having SLCN or SEN needs to share with partners to best support child or young person.	Health Team	Partners including Police have a better understanding and how best to engage with child or young person		
Work with Local Authority, Schools and SEN department to ensure access to services and support is given to this cohort	YOT, EH, SEN, CAMHS, Police, Education	Better outcomes for young people with SEND/SLCN or Mental Health need		
Increase partners, parent/carers and communities understanding of diagnosis and how best to support children and young people	YOT, EH and IGXU	Greater understanding and reduction of stigmas attached		

## Theme 6: Reduce serious youth violence and exploitation

### Overall outcomes:

- To reduce young people's involvement in gangs and serious youth violence
- To reduce young people's exploitation
- To improve young people'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		
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		
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		
Work closely with NRM pilot and to identify, intervene and provide support to those children and young people that are vulnerable.	Safeguarding/YOT and partners	To reduce children and young people at risk of exploitation		

## Theme 7: Prevention and engaging communities

### Overall outcomes:

- To reduce children and young people 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
To ensure all young people 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.	MASH/ EH/ YJLD	Reduce first time entrants Improve outcomes for children and young people		

Offer parent support, parental conflict work including developing toolkit on gangs and serious youth violence.	YOT/ EH and IGXU	Demonstrable multi-agency response to tackling serious youth violence and increase parental support		
Focus on school attendance and school inclusion pilot.	EH/Schools	Understand the impact of the interventions on sustaining school placements		
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 YOT	Better relationships with local communities and better information sharing and advice as well as signposting for support.		

### **Theme 8: Increase victim uptake in Restorative Justice process and increase child or young person's understanding of harm caused**

#### **Overall outcomes:**

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

<b>Action</b>	<b>Lead</b>	<b>Outcomes</b>	<b>Progress</b>	<b>RAG</b>
To develop a restorative justice strategy.	YOT	Measurable data to understand increase in RJ within practice of YOT		
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		
Increase engagement through Restorative Justice specialists.	YOT	Data to monitor increase in uptake of RJ measures		
To work on a solution with the partnership board to ensure that initial victim contact is swift and is carried out by RJ specialists.	YOT/YCPP	Increased victim take-up		

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		
<b>Theme 9: Improving practice within YOT and learning from inspections and thematic inspections</b>				
<b>Overall outcomes:</b>				
<ul style="list-style-type: none"> <li>To ensure that the YOT 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.</li> </ul>				
<b>Action</b>	<b>Lead</b>	<b>Outcomes</b>	<b>Progress</b>	<b>RAG</b>
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.	YOT Operational management	Learning is shared as well as good practice, and practice is improved as a result.		
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: <a href="#">The impact of the Covid-19 pandemic on the criminal justice system – a progress report (PDF, 304 kB)</a>	YOT	Learning from Thematic's are embedded across the team		
To ensure that the HMIP Annual reports have been distributed electronically to all staff.	YOT	Good practice nationally and any areas for development are scrutinised – areas such as risk and contingency planning continue to be a focus.		

## Section 9

### Evidence based practice and innovation

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

#### Systemic Assessment

YJB Systemic assessment one in 3 Local Authorities Nationally with DfE and YJB approval to pilot alternative assessment to assetplus. Our vision and ambition, to be recognised through external evaluation this is a credible tool to assess children and young people and adopts the principles of child first offender second through the careful design, trial and pilot of the assessment.

#### NRM Pilot

NRM pilot one in 10 Local Authorities across the country to be given approval. Ambition, to identify, intervene and support children and young people 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 YOT 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 YOT 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 YOT 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 YOT 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 and young people who arrive at the YOT. To 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

During Covid-19, whilst the Country was experiencing various stages of lockdown, this did not deter the YOT to create meaningful reparation projects in light of usual providers and provisions being closed. Numerous projects were created that children and young people were able to engage in and share their experiences of the following:

1. Experience of lock down and impact on them, their families and communities.
2. Views on increase of police stop and searches on children and young people in the borough.
3. 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.

Children and young people 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.

4. 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.

**Next Steps:** More bespoke reparation projects are being developed based on individual needs of children and young people including a gardening project and community event project. Work continues to be delivered on maintaining and building relationships with our volunteer sector in the Local Authority and community providers.



## Section 10

### Looking forward

We are aiming within the next 12 months to improve lives of children and young people open to the Youth Offending Team by:

1. Reducing re-offending and supporting children and young people build a pro-social identity and access appropriate support and services.
2. Improving outcomes for children and young people that are overrepresented within the criminal justice system.
3. Ensuring that every child and young person has an offer of and or is engaging and sustaining meaningful ETE provisions.
4. Address emerging theme of offences relating to drugs possession or usage being reduced.
5. Improve outcomes for children and young people with SLCN, SEND or mental health needs.
6. Work with partners and Local Authority to reduce incidences of serious youth violence and have a proactive approach to prevent, intervene, and de-escalate.
7. Have local community support to address and support change for children and young people living in our borough.
8. Have community assurance on how victims of crime are being supported.
9. Drive changes and practice within the Youth Offending Team, through the Systemic Assessment external evaluation and introduction of new key performance indicators in Autumn 2022. To continue with embedding learning from audits and practice week within casework and to ensure feedback from children, young people, parent and carers continues to shape and improve the service.

## Section 11

### Sign off and submission

In September 2019, Westminster had a full inspection of children’s social services, which graded services ‘outstanding’ in all three categories. We are very proud that hard work and continued drive to be ambitious for our children was recognised by Ofsted as *“Outstanding”* and that inspectors noted that the *“quality of work is exceptionally high, strongly focused on improving children’s circumstances and highly empowering and enabling for parents and carers”*. (Ofsted 2019).

In March 2020 we had our Joint Local Area SEND Inspection, which recognised the improvement journey across our local partnership and acknowledged our shared ambition for our children and young people with SEND. Inspectors noted the strength in our local offer, suggesting that we ought to be bolder in our communications about just how good it is.

There were a small number of recommendations made in the SEND inspection which correlated with our self-assessment and plans are underway to drive further improvement. We are at the early stages of updating our SEND Strategy to take us to 2024. Over the course of the next few months we will be engaging with a wide group of stakeholders to shape ambitious priorities for the 2021-2024 strategy.

Our inspections so far ILACS, SEND and the most recent focussed visit (June 2022) around extra familial harm for which we are awaiting the final report have all noted our joined up systems that we have in place to identify need early thereby working much earlier with families to prevent cases escalating into the YOT arena.

We have a relational approach in our work and have very good partnerships with key agencies to ensure risk and contextual safeguarding are paid attention to across children’s services.

**Sarah Newman**

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

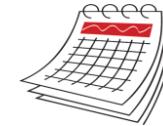
## Appendices

### Appendix 1 My Plan



Westminster Youth Offending Team

# 's Initial Plan



This plan includes important information that has been talked about and agreed at my meeting.

Name of Young Person:				Date of Birth:		Age:	
My order starts on:		My order ends on:		My order last for:			
Risk of harm:		Risk of re-offending:		Safety & Well-Being concerns:			
Scaled approach(circle):	<b>Low</b>	<b>Medium</b>	<b>High</b>	YOT Case Manager			
Offence(s) and date(s):							
Type of Order:						Will I turn 18 during the order?	
Person(s) ordered/invited to attend Planning meeting:							
<p><b>VICTIM and Other Issues</b> (how does this Agreement consider the views/needs of the victim and work towards repairing the harm) Also indicate if a Victim was present or a Victim Statement was presented at this meeting: -</p>							
<p><b>Victim Safety considerations:</b> -</p>							

Things that are **working well** at the moment...

Things that **I am good at**...

# My Plan

Things that we are **worried** about...

Things that I think **led to me getting into trouble**...

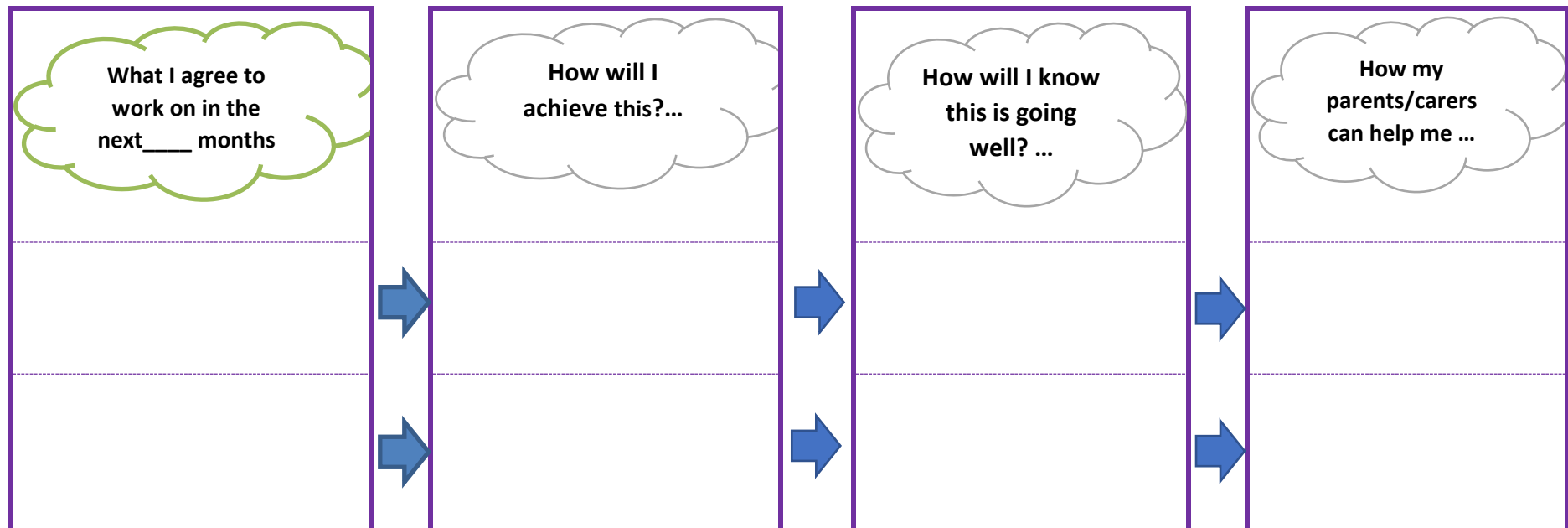
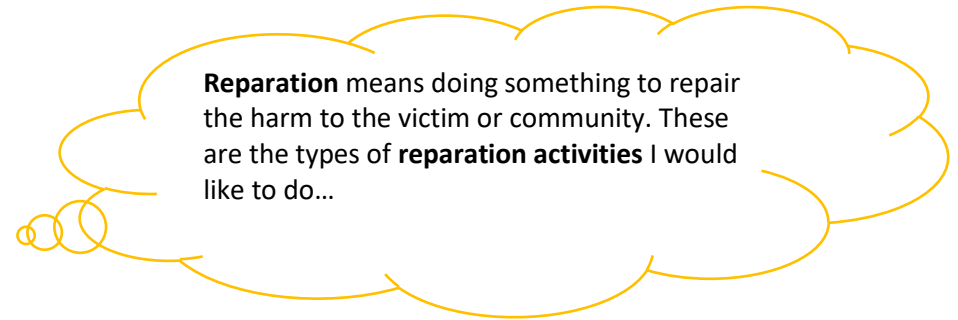
I think these people **have been affected** by what happened...

I think these things **need to happen next**...



These are all of the things that I agree to do while I am working with the YOT:

- I will **not** reoffend
- I will go to **all of my YOT appointments** and I will **be on time** (I am only allowed to be 15 minutes late).
- I will go to the YOT **\_\_ times a week** for **\_ weeks**
- I will tell the YOT if I change my **phone number, address**, or if I **want to go on holiday**
- I agree to do **\_\_ hours** of reparation



**I understand that if I do not do all of the things I have agreed to, I might have to go back to court.**

**We are signing our names below to show that we agree with this plan:**

My Name: .....

YOT worker: .....

Parent/Carer: .....

YOT Manager .....

Panel Member 1(If applicable): .....

Anyone else .....

Panel Member 2(If applicable): .....

Date of plan: .....

Date to review of my progress:.....

## APPENDIX 2 -FEEDBACK FROM CHILDREN/YOUNG PEOPLE

*The work with Angela on my friendships and who I surround myself with helped me understand how this can impact my choices*

Chris, my employment worker at the YOT helped me get employment with a Westminster council service workstream, after this ended I was supported with getting my CSCS card and now I am waiting to start an electrician apprenticeship. I never thought any of this was possible

Things have been really hard for me at home. Jack supported me, my mum and my brothers. He applied for a charity grant for me and my brother to get a place of together, the grant application was successful and we are currently searching for somewhere to live. The tensions at home have got easier and we are all getting on better because of his support

**What do you find most helpful about your YOT Worker?**

### Parent Feedback

Only good things to say about Nadine, she has been very helpful. She gives good advice to both my son and to my family. Nadine is very informative and caring and compassionate. She shows a lot of sympathy.

She has been focussing specifically about what my son wants for the future and this has helped him make changes

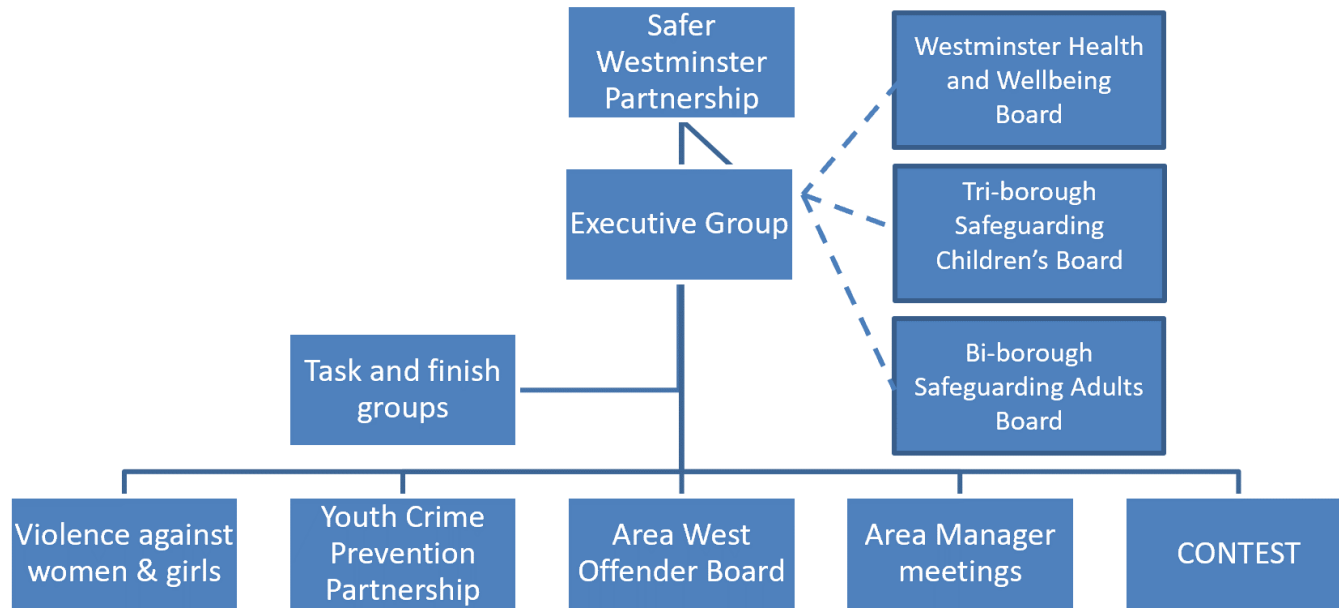
*Feedback from parent.. "I am so grateful and thank everyone, particularly YOT and Children Services for all the support you have given my son"*

I did my reparation hours at North Paddington Youth club because I like helping others. I got on with the manager really well and he was so impressed with my work that he is now helping me get my driving licence. The YOT really supported me to find a placement that I would enjoy

My YOT worker helped me navigate the EU settlement scheme which stopped me from being able to work. I have with his support been given the right to work and leave to remain, without his support I wouldn't have got this done and now I can get a job

Feedback from Parent:  
*"From the beginning of coming to YOT to now, his confidence has boosted a lot"*

### APPENDIX 3 GOVERNANCE ARRANGEMENT





# Westminster Youth Crime Prevention Partnership (YCPP) April 2022.

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## TERMS OF REFERENCE

### Introduction

Section 39 (1) of the Crime and Disorder Act 1998 requires the co-operation of the named statutory partners to form a Youth Offending Team (YOT). Section 38 (1, 2) identifies the statutory partners and places upon them a duty to co-operate in order to secure youth justice services appropriate to their area. These statutory partners are:

- The local authority
- Police
- The probation service
- Health

To support this co-operation additional partners have been recruited to the Westminster YCPP as outlined below.

### Purpose

The Youth Crime Prevention Partnership will fulfil the statutory functions of a Youth Offending Team Management Board as laid out by the Youth Justice Board and will:

- Provide strategic direction to prevent offending by children and young people and provide on-going challenge to the delivery of local youth justice services;
- Focus on maximising outcomes for children and young people who are:
  - At risk of offending;
  - Victims of offending;
  - Entering the youth justice system.

The roles and responsibilities will be to;

- Determine how the YOT/youth justice services are provided and funded;
- Oversee the development and implementation of Westminster's youth justice plan;
- Discuss emerging trends, themes and risks relating to youth crime, anti-social behaviour and violence and consider and oversee a partnership response.

- Monitor the performance of the Youth Offending Team including against key performance indicators (KPIs)

### Governance & Accountability

The Youth Crime Prevention Partnership will be accountable to the Executive Board and ultimately the Safer Westminster Partnership, see attached at appendix 1.

The group will report into the Local Safeguarding Children’s Board via the Chair, the Director of Children’s Services.

### Working Arrangements

Meetings will take place every 8 weeks.

The meeting will be divided into 2 parts - standard agenda items focusing on statutory performance data for the YOT and the second part a thematic focus with additional invitees as necessary.

Meetings of the YCPP will not be open to the public. Meeting papers are not confidential unless otherwise stated. Meeting papers not deemed confidential may be made available beyond the Group’s membership.

### Membership

#### Core Members

Organisation	Name	Title	Specific role on Board	Deputy
Westminster City Council	Sarah Newman (Chair)	Bi-Borough Executive Director of Children’s Services	Chair of Board to oversee all functions and to hold partners and agencies to account	Nicky Crouch
Westminster City Council	Nicky Crouch	Director of Family Services	Deputise chair of board and oversee all functions	Julie Rooke
Westminster City Council	Alice Kavanagh	Community Safety Commissioning Manager	To act as local champion within community safety and to ensure that the different governance streams related to crime and disorder are joined up	Adam Taylor
Westminster City Council	Julie Rooke	Head of Access and Assessment, MASH and IGXU	To ensure that young people are identified early and that process across cases are joined up, to ensure	Matthew Watson

			safeguarding young people across both teams is a priority.	
Westminster City Council	Madhu Chauhan	Head of Early Help and YOT	To provide oversight of early identification and prevention of children and young people entering the youth justice system	Bridie Collin
Westminster City Council	Kiran Hayer	YOS Service Manager	YOT is accountable to the Board for KPIs as set by the YJB and in providing an overview of YOT performance and delivery. Reporting on progress against the Youth Justice Plan and keeping the Board up to date with key challenges and developments and changes within the CJS	Philippa Benge
Westminster City Council	Matthew Watson	Service Manager, Integrated Gangs Exploitation Unit	To ensure that key messages in relation to serious youth violence are integrated into the management of the YOT and information is shared effectively. To ensure that cases across both service compliment and not duplication provisions for children and young people.	Marie-Teresa Brown
Westminster City Council	Marie-Teresa Brown	Deputy Service Manager, Integrated Gangs and Exploitation Unit	To deputise and provide oversight on key responsibilities of IGXU	**
Westminster City Council	Hilary Shaw	Bi-Borough Senior Advisor School Inclusion	To act as the school lead across mainstream and alternative provisions and support and challenge NEET and school exclusion	**
Westminster City Council Member representatives	Cllr Tim Roca Cllr Aicha Less	Cabinet Member for Children and Young people. Cabinet member for Community Protection	To represent Cabinet members at YCPP. Have strategic oversight of the standards for children in the Youth Justice system and be satisfied that appropriate systems and policies are in place to achieve positive outcomes for children.	**

Westminster Employment Service	Eileen Gallagher	Head of Westminster Employment Service	To provide employment coach within YOT and to ensure that provisions and services around education, training and employment are identified and offered to children and young people	Sola Okusaga
Education SEN	Kay Stammers	Principal Manager	To act as the local champion for youth justice within Education and to have a lead responsibility for SEN on the Board	Steve Comber
Metropolitan Police	James Johnson Rory Wilkinson	Chief Inspector DCI	To work with the LA in relation to securing youth justice services appropriate to policing, aimed at preventing offending by children and young people. To provide advice, challenge and support towards the strategic developments of YOT and to address disproportionality	Chris Sadler
London Probation	Rekha Brigue	Head of Service	To act as the Probation lead, overseeing statutory responsibilities including secondeed probation officer within YOT. To feed in new developments and opportunities. To lead and be accountable for the effective transition of young people to adult services	Sarah Colt/Martin Hessian
Westminster City Council, Public Health	Debbie Arrigon	Deputy Director, Public Health Senior Public Health Strategist	To act as Public Health Champions for Youth Justice and	Liz Brutas
CCG	Henry Leek	Head of Commissioning NHS-NWL CCG	To act as the representative for the community health services provided by NHS and CCG and advise in relation to the provision of these services to children and young people in the youth justice system	Angela Caulder

CAMHS	Ogechi Anochie	CAMHS Team Manager, CNWL	To oversee secondee within YOT and to oversee all CAMHS related services within YOT ensuring they are evidence based and meet the local need profile	Chris Ugochukwu
Housing	Janet Durrant	Community Safety Manager	To act as the champion for Council's housing management service in relation to anti-social behaviour and housing issues for YOT.	**
CPS	Toks Adesuyan	CPS London South Area Youth Lead	To provide critical lens and support to the Board on sentencing outcomes for children and young people and challenges presented at the Board	**
Youth Justice Board	Dominic Daley **	Joint Head of London Region	The YJB is responsible for monitoring the effectiveness of the youth justice system at a national and local level, and provides information on individual YOTs to HM Inspectorate of Probation, which in term informs inspection priorities. As a Local Partnership Advisor, to provide a 'critical friend' relationship to the YOT and the Board	**
Court Rep	Caroline Johnston JP	Chair, North and Central London Youth Panel	To provide oversight of all youth court matters within the Board.	Thalia Lambri
Westminster City Council	Phil Barron	CEO Young Westminster Foundation	To ensure voice of children and young people is present and captured with the Board and to keep board abreast with developments across service	**

\*\* New replacement to be confirmed and included

APPENDIX 5 – PROTOCOL FOR TRANSITION TO NATIONAL PROBATION SERVICE

WESTMINSTER, HAMMERSMITH AND FULHAM, ROYAL BOROUGH OF KENSINGTON AND CHELSEA YOUTH TO ADULT TRANSITION FRAMEWORK 2022

*Providing a structured, smooth and supported transition process, tailored to meet the individual needs of the young person. Ensuring the right young people are transitioned to adult services, at the right time and in the right way.*

