

Westminster's Youth Justice

Strategic Partnership Annual Refresh Plan

2023-2024

A pathway to sustaining positive choices.

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Service Manager

Westminster Youth Justice System



Contents

Section One	5
Forward	5
Introduction	5
Vision	6
Strategy	6
Our Guiding Principles	6
Shared Behaviours	6
Child First Approach	7
Seeing Children as Children	7
Pro-social identity and meaningful relationships	7
Voice of the Child	8
Local Context: the landscape of the Youth Justice Service	10
Section 2	12
Government, leadership, and partnership arrangements	12
YCCP Development	12
Youth Justice Service	13
Partnership arrangements	13
Section 3	14
Resources and finance	14
Section 4	15
Achievements against 2022-2025 Youth Justice Plan	15
Caseload	19
Disposals	20

Offence Gravity	20
Ethnicity and disposal.....	21
Mental Health concerns	21
Speech language communication needs and Substance Misuse	22
Risk of Serious Harm/Safety and well-being level, likelihood of re-offending and scaled approach levels.....	22
What we have achieved in 2022-2023	23
Section 6	25
Prevention and diversion.....	25
Prevention Work - Early Help.....	25
Section 7	29
Restorative Approaches and Victims	29
Section 8	31
Serious Youth Violence and exploitation	31
Section 9	32
Detention in police custody, remands and use of custody.....	32
Detention in police custody	32
Remands	32
Constructive Resettlement	34
Section 10	34
Section 11	35
Standards for Children.....	35
What we have achieved	35
Good Practice Examples highlighted	37
Our commitment to improve practice in 2023-2023 what we will do.	38
Section 12	39

Workforce Development	39
Section 13	40
Evidence based practice and innovation.....	40
Systemic Assessment	40
Trauma informed practice	40
Our approach to addressing unmet need.....	41
Meaningful reparation projects	41
<hr/>	
Evaluation.....	44
Section 14	44
Section 15	44
Service Improvement Plan.....	44
Section 16	58
Challenges, risk and issues.....	58
Section 17	59
Sign off and submission	59

Section One

Forward

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

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

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

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

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

Sarah Newman

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

Introduction

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

Vision

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

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

Strategy

Our Guiding Principles

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

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

Shared Behaviours

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

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

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

Child First Approach

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

Our Principles to Child First Approach include:

Seeing Children as Children

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

Pro-social identity and meaningful relationships

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

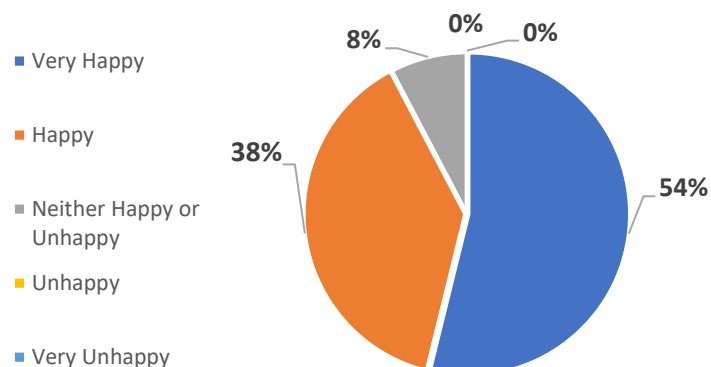
Voice of the Child

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

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

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

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



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

What support did children and families find most helpful?

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

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

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

“Being able to order abroad”.

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

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

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

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

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

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

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

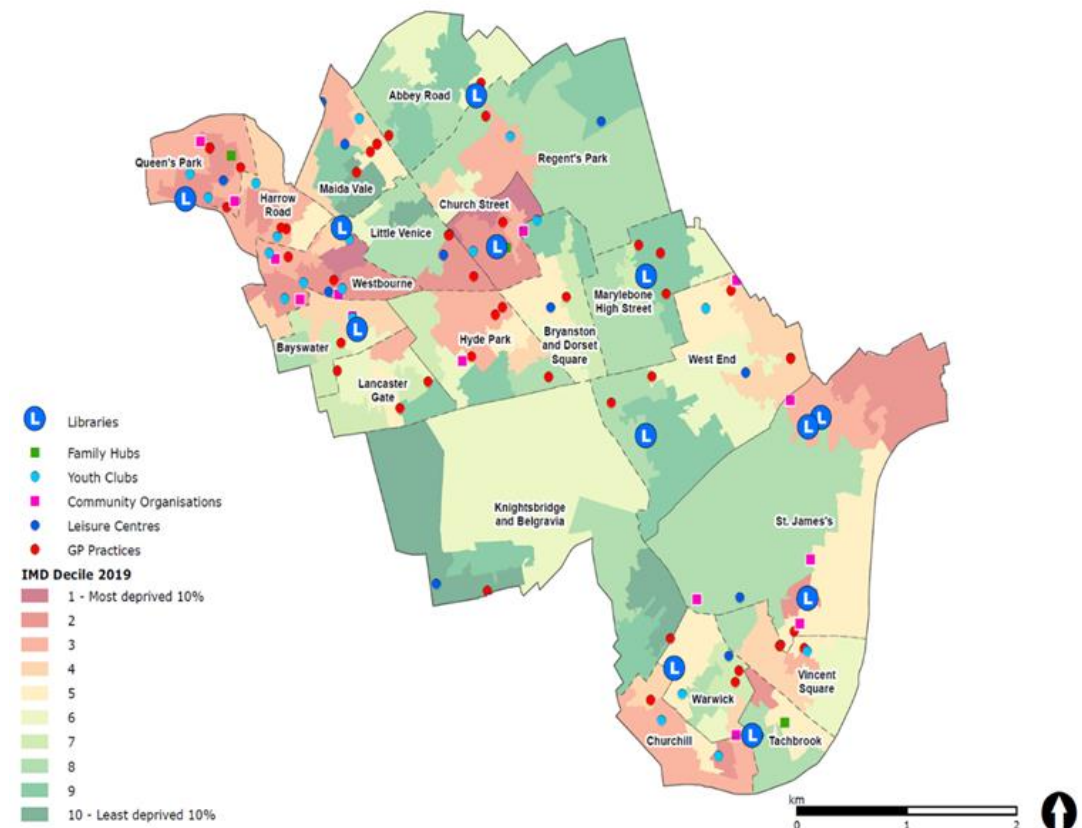
When asked if things have got better, worse, or stayed the same, one service user responded “better – he has been trying to stay out of trouble which is good for all of us”. Another responded “things are much better than when I started. I am doing my own thing and I am attending courses and I am waking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

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

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

Local Context: the landscape of the Youth Justice Service

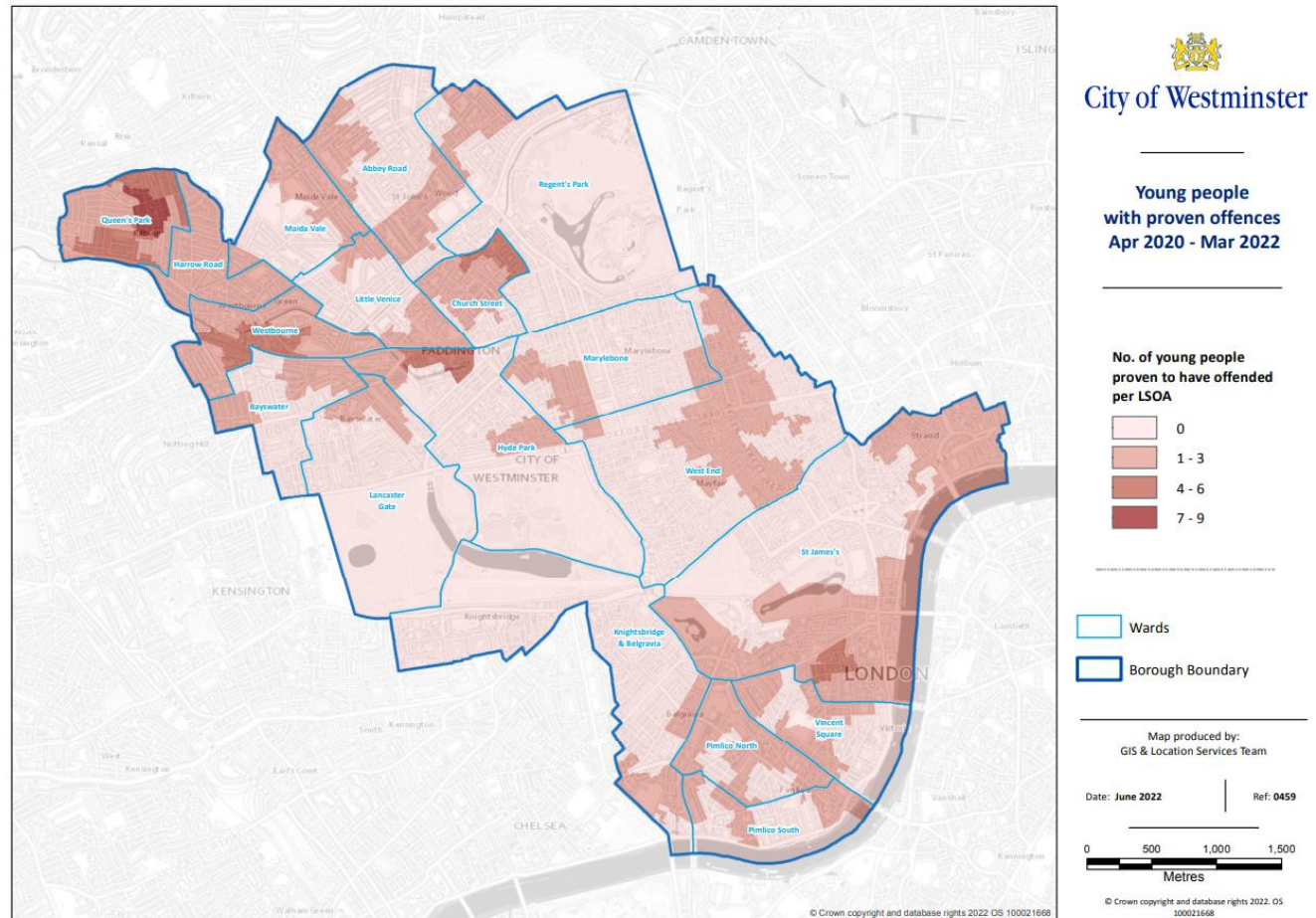
- The Child population for WCC according to the 2021 mid -year estimates (released 21 December 2022) for 0-19 inclusive is 35,495.
- 50% of children at secondary school and 59% of children at primary school speak a first language other than English.
- 3650 pupils in Westminster schools have a special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



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

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

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



Section 2

Government, leadership, and partnership arrangements

GOVERNANCE FRAMEWORK

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

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

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

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

YCCP Development

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

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

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

Youth Justice Service

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

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

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

Partnership arrangements

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

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

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

Section 3

Resources and finance

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

WCC YOT PARTNER CONTRIBUTIONS 2023/24

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

(Based on 2022-2023 grant)

Section 4

Achievements against 2022-2025 Youth Justice Plan

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

New additional Key Performance Indicators

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

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

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

Local Performance: Overview of Caseload

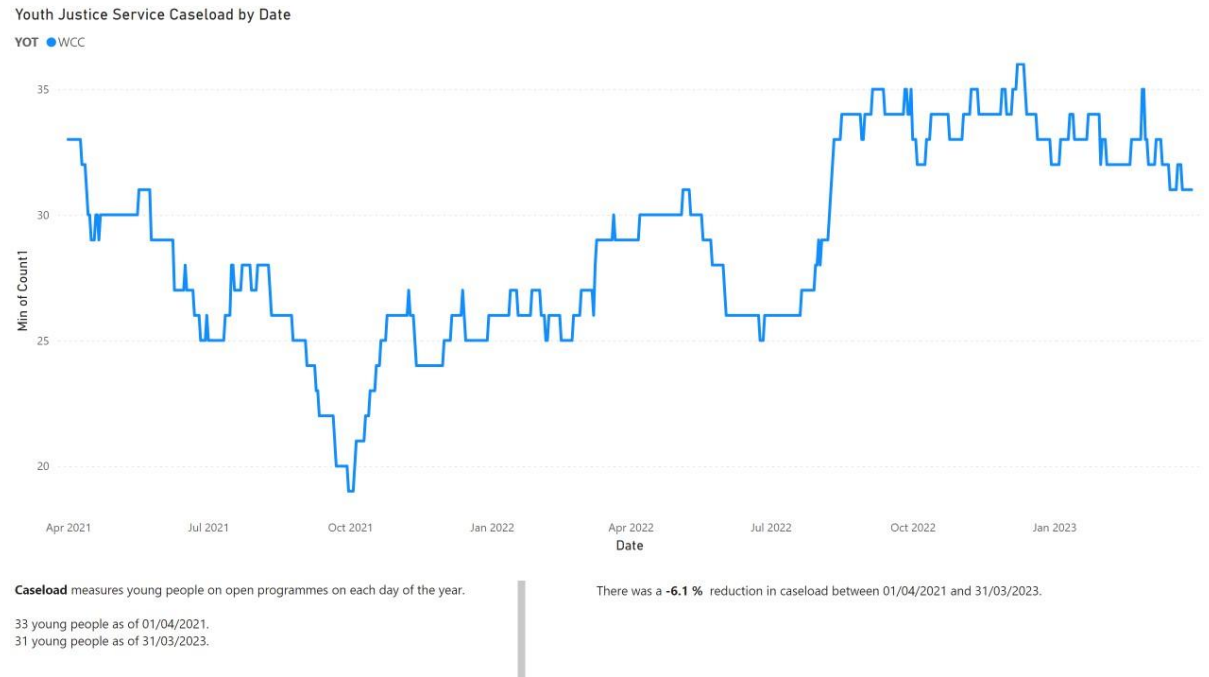
From April 2022 to March 2023, the YJS worked with 58 children, to note this figure does not include the diversionary interventions as they are managed under Early Help, Community Resolution and Triage.

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

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

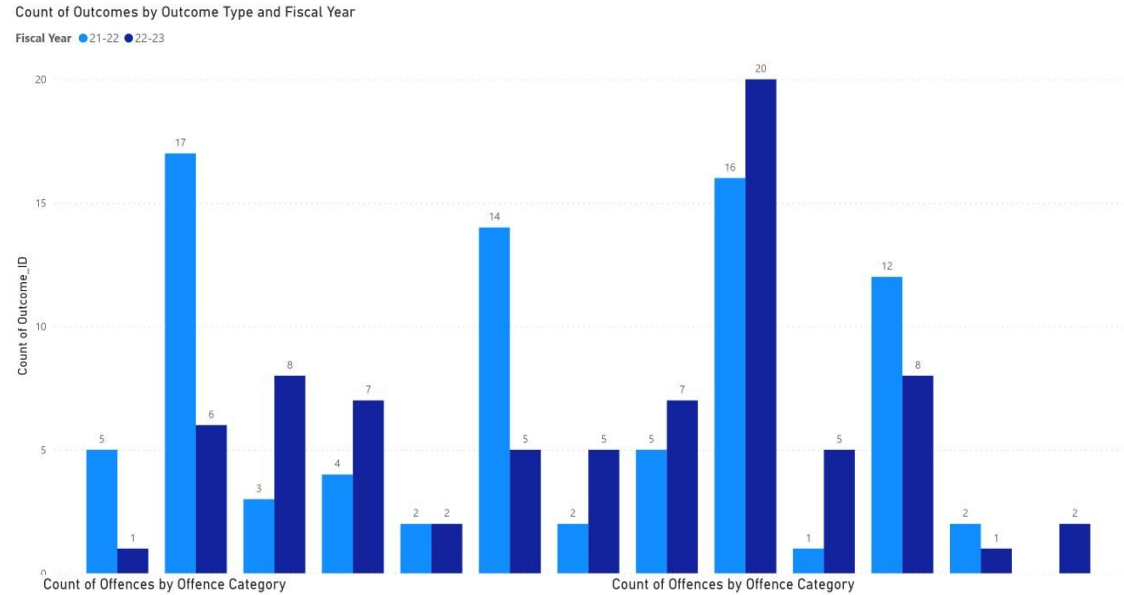
Caseload

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



Disposals

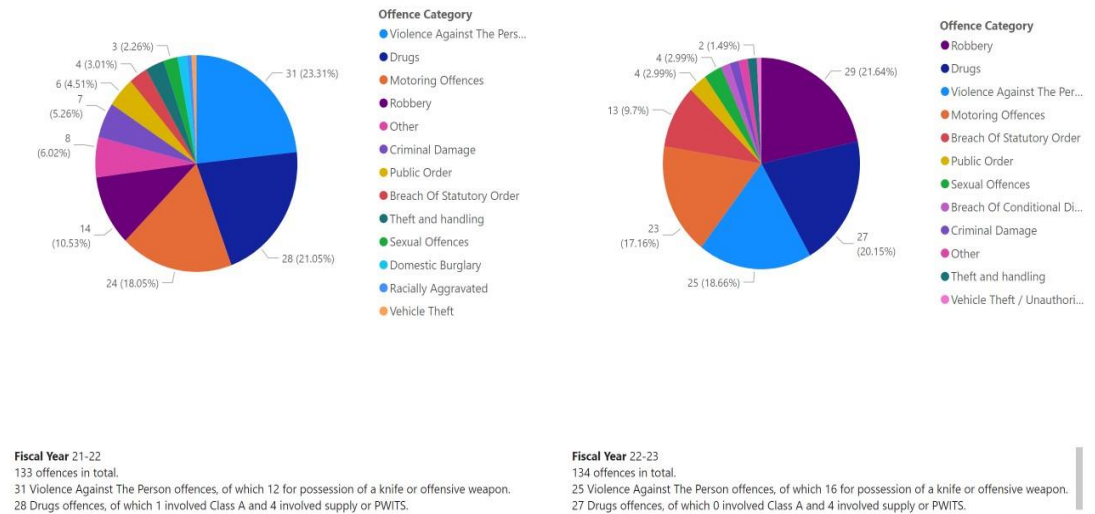
Throughput by type of disposal during the last two financial years. The data includes all substantive disposals as well as other outcomes where charges are proven including Referral Order extensions. Cases deemed suitable for triage or community resolution are also included to show the volume of work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



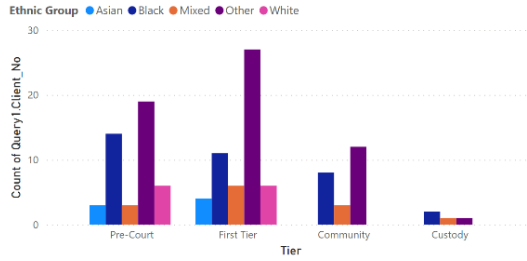
Offence Gravity

The charts show break down for the total offences each year by the gravity factor, by number and percentage for 2021-2022 and 2022-2023. The Youth Justice Board defines 'Serious Youth Violence' (SYV) as any drug, robbery or violence against the person offence that has a gravity score of five or more. Robbery offences all carry a gravity score of 6. Gravity 4 offences and above will usually be charged and processed through the Courts unless there are mitigating factors in which case the offence could be dealt with by an Out-of-Court Disposal.

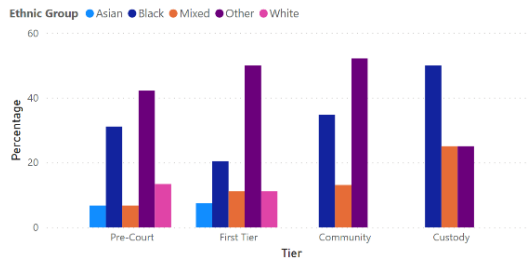
The number of offences increased by one compared to the previous year with robbery being the most prevalent offence in 2022-2023 followed by possession of drugs and violence against a person. This differs from the previous year and more analysis will be done in the coming year to understand this trend.



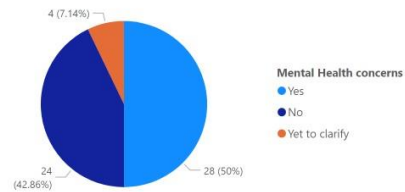
Count of Young People by Tier and Ethnic Group



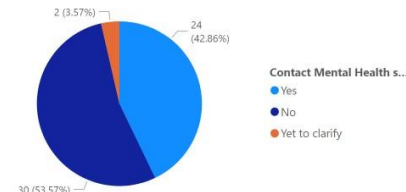
Percentage by Tier and Ethnic Group



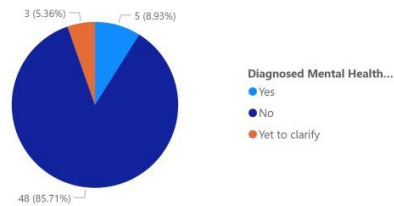
Young people by presenting Mental Health concerns



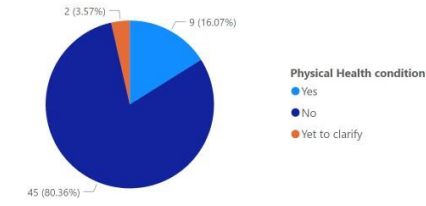
Young people by contact with Mental Health services



Young people by diagnosed Mental Health condition



Young people by Physical Health condition

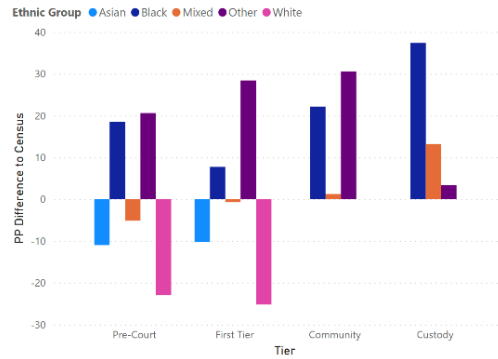


Young people commencing programme between April 2021 and March 2023 with assessment data.

Fiscal years 2021-22 and 2022-23

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

Percentage Point Difference to Census 2021 by Tier and Ethnic Group



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

Ethnicity and disposal

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

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

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

Mental Health concerns

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

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

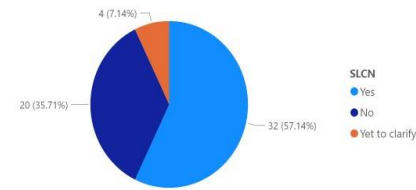
As previously mentioned, there is quarterly analysis on this to ensure that all children are getting the right access to support and intervention.

Speech language communication needs and Substance Misuse

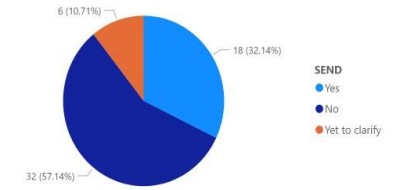
The graphs show children assessed with Asset Plus or the Systemic Assessment during the last two years. Chart 1 shows the 'Speech, Language, Communication and Neuro-disability' indicator, derived from a series of questions in Asset Plus and a leading question in the Systemic Assessment were recorded.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

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

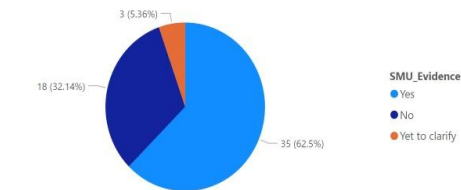
Count of Young People by Speech, Language, Communication or Neuro-disability



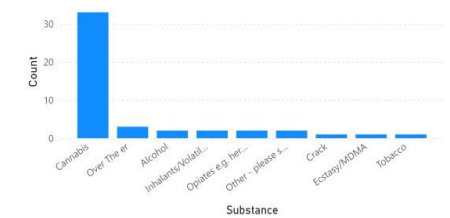
Count of Young People by Special Educational Needs or Disabilities



Count of Young People by Evidence of Substance Misuse



Count of Young People by Substance



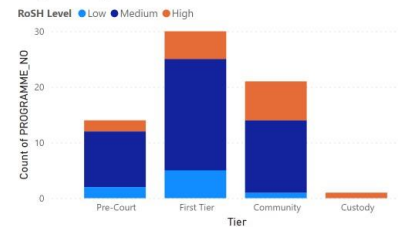
Risk of Serious Harm/Safety and well-being level, likelihood of re-offending and scaled approach levels

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

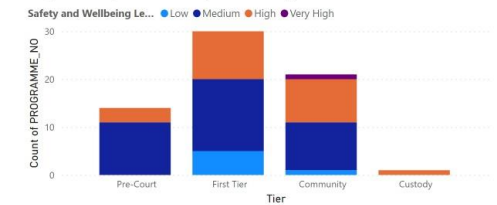
We have monthly risk, safety and well-being panels that are attended by professionals to discuss children and interventions to reduce their risk or safety concerns. Likelihood of re-offending for most children was rated medium to high. The level of intervention for these children has been enhanced to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

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

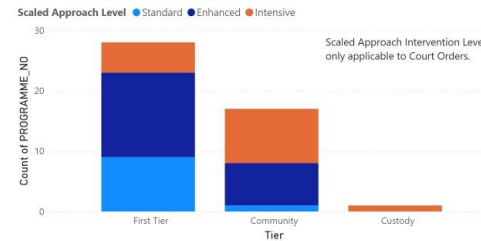
Programmes by Tier and Risk of Serious Harm Level



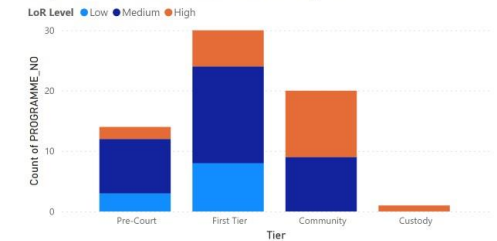
Programmes by Tier and Safety and Wellbeing Level



Programmes by Tier and Scaled Approach Level



Programmes by Tier and Likelihood of Reoffending Level



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

Responding to over-representation

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

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

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

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

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

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

What we have achieved in 2022-2023

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

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

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

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

Section 6

Prevention and diversion

Prevention Work - Early Help

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

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

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

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

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

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

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

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

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

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

Parenting Support

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

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

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

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

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

School Inclusion and Trauma-Informed Work

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

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

Other early intervention work with schools

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

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

Section 7

Restorative Approaches and Victims

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

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

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

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

Our priority for 2023-2024 is to:

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

Section 8

Serious Youth Violence and exploitation

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

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

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

Section 9

Detention in police custody, remands and use of custody

Detention in police custody

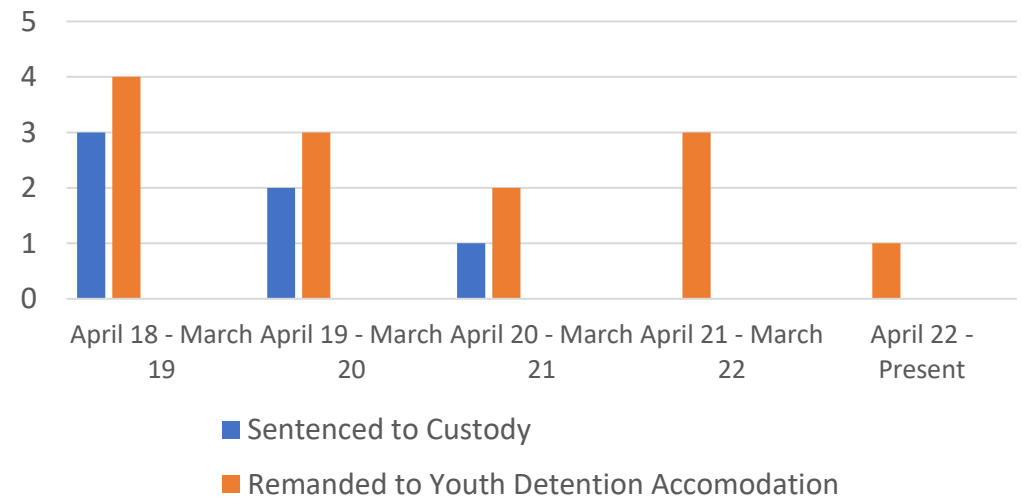
Our priority in this area as a partnership this year will be to gain the experiences of children who have been arrested and to seek to find out about their experiences in police custody. Within Westminster, children that are arrested in borough will be produced at Charing Cross custody suite. Whilst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

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

Remands

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

Remands vs Sentences

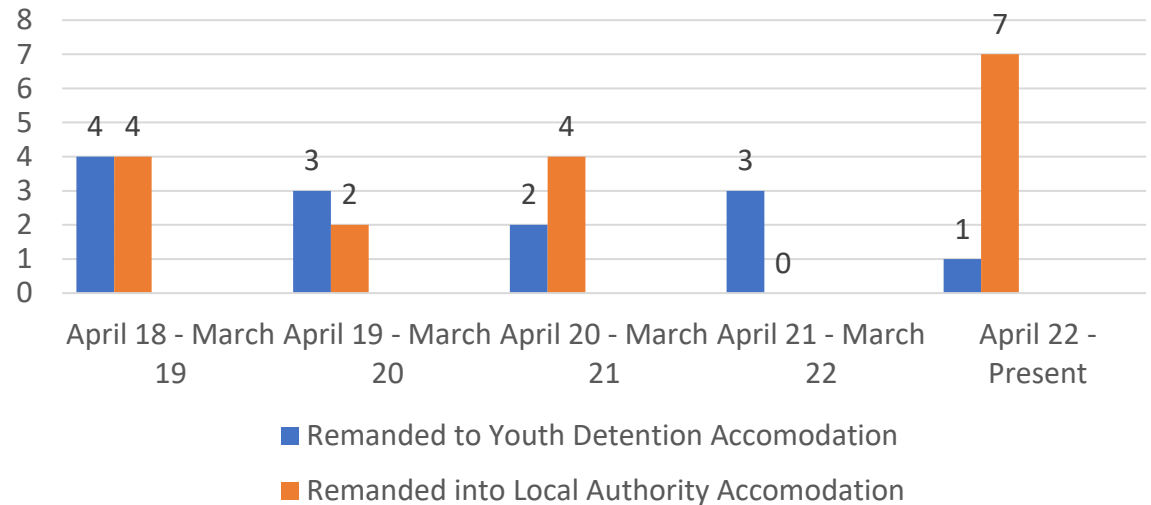


goal is to ensure that an effective resettlement arrangement can be achieved which takes into account public protection, victim safety, welfare of the child and the risk of re-offending.

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

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

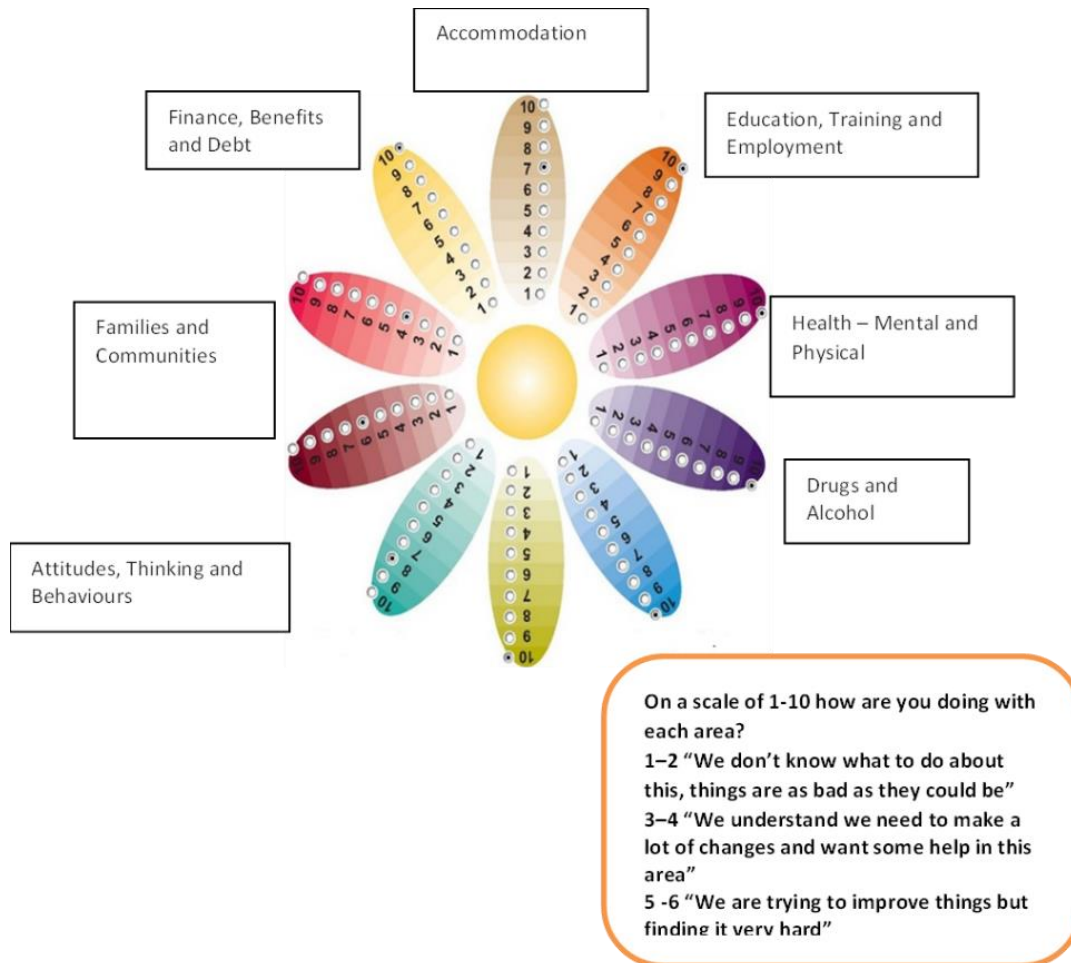
Remands vs RILLA



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

Section 10

Constructive Resettlement



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

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

Section 11

Standards for Children

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

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

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

What we have achieved

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

Practice Week and Audits

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

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

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

Findings Overall Scoring:

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

What we are doing well – as identified through audit

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

Good Practice Examples highlighted

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

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

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

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

Improve on collaboration

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

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

Impact & Outcomes

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

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

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

Management Oversight

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

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

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

Section 12

Workforce Development

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

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

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

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

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

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

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

Section 13

Evidence based practice and innovation

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

Systemic Assessment

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

NRM Pilot

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

Trauma informed practice

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

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

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

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

Our approach to addressing unmet need.

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


Meaningful reparation projects



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

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

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

What are we currently doing?

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

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

Section 14

Evaluation

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

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

Section 15

Service Improvement Plan

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

YOT IMPROVEMENT PLAN 2022-2023

Theme 1: Reduce Re-offending

Overall outcomes:

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

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

Theme 2: Addressing and tackling disproportionality

Overall outcomes:

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

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

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

Theme 3: Improve ETE outcomes for children and young people

Overall outcomes:

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

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

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

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

Overall outcomes:

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

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

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

Overall outcomes:

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

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

Theme 6: Reduce Serious Youth Violence and exploitation

Overall outcomes:

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

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

Theme 7: Prevention and engaging communities

Overall outcomes:

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

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

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

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

Overall outcomes:

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

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

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

Overall outcomes:

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

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

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

Challenges, risk and issues

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

Section 17

Sign off and submission

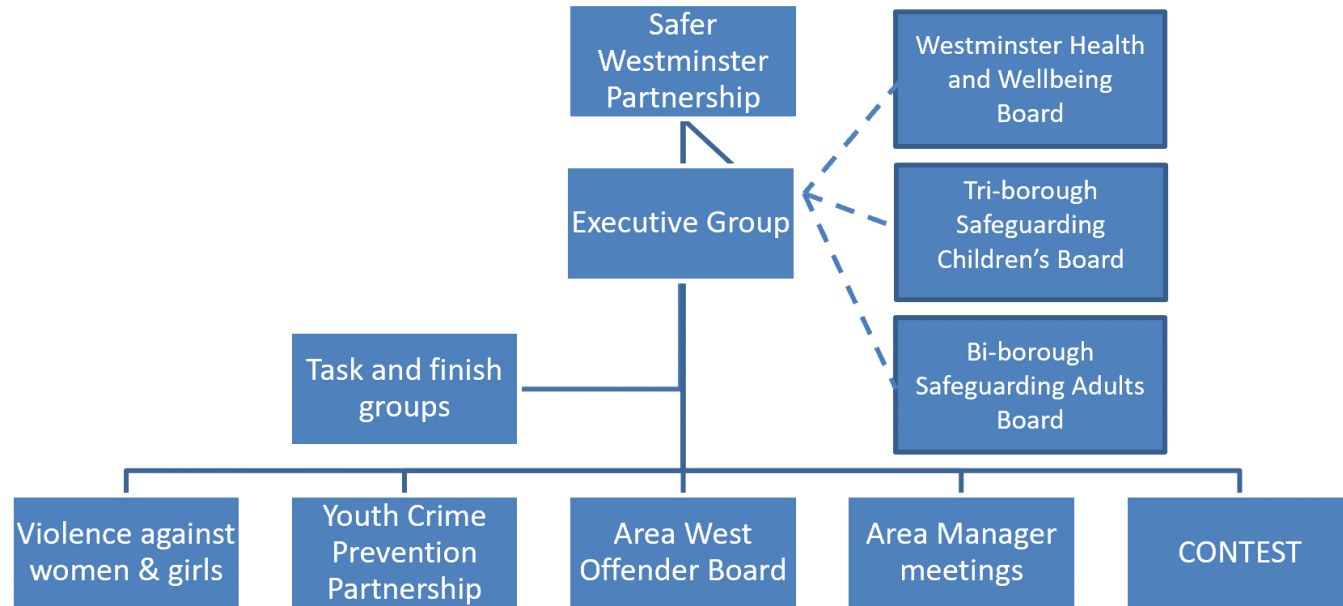
Signature:

A handwritten signature in black ink, appearing to read 'Sarah Newman', written over a thin horizontal line.

Sarah Newman

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

APPENDIX ONE

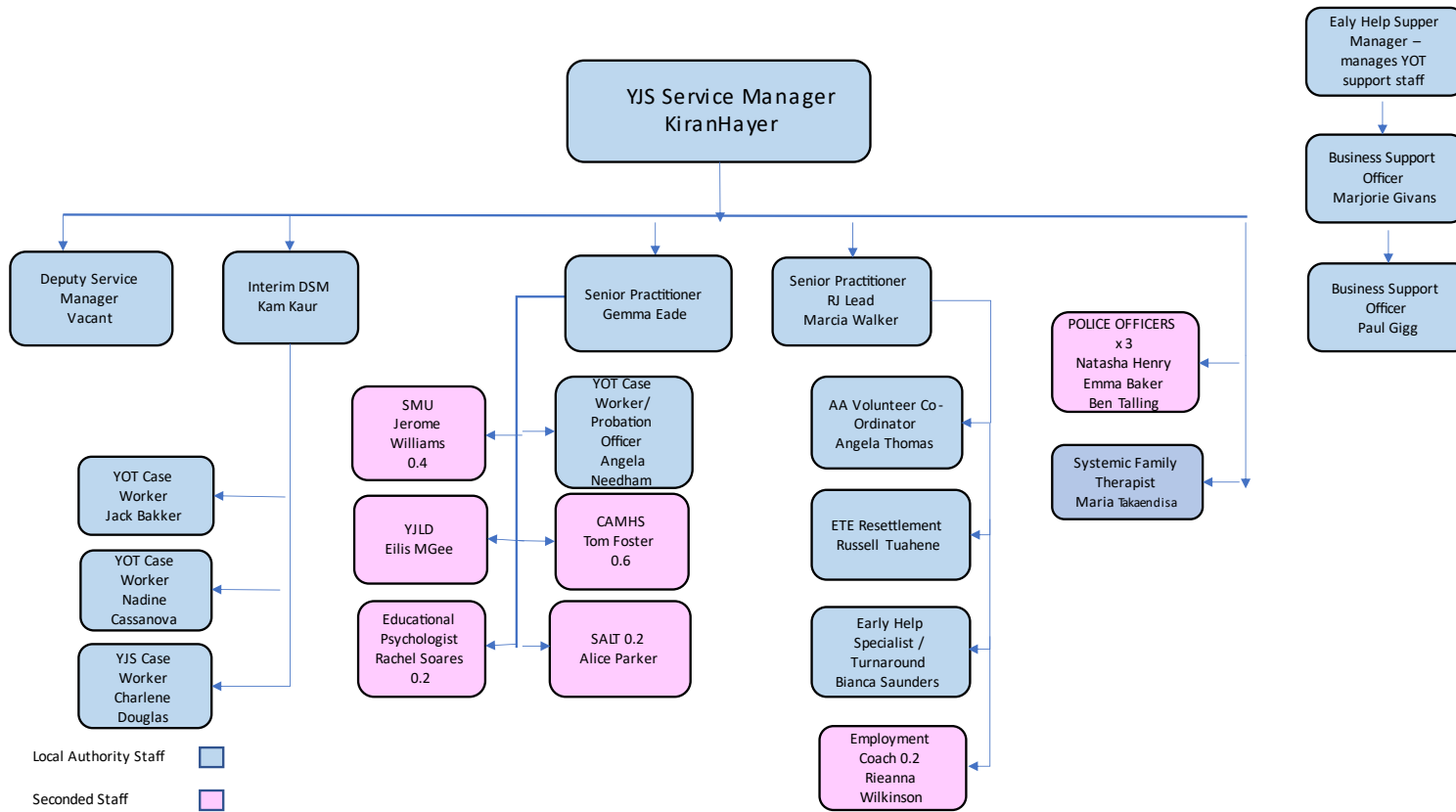


APPENDIX 2



Westminster ycpp
handbook August 202

APPENDIX 3



Westminster YOS staffing breakdown by gender and ethnicity 2023

