

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



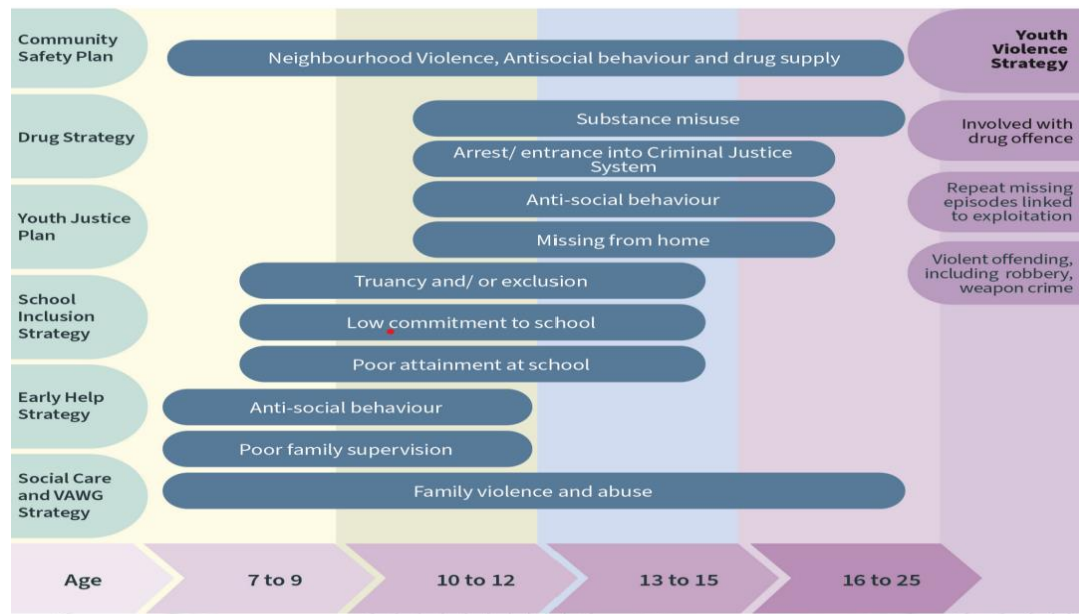
THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

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1. Introduction, Vision and Strategy

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

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



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

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

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

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

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

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

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

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

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

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



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

RBKC Values



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

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

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

Kensington and Chelsea

Ethnicity in Kensington and Chelsea Schools



● White ● Black/ Black mixed
● Asian/ Asian Mixed ● Other/ not specified



25,700

0-19 year olds live in Kensington and Chelsea. That's **18%** of the borough's population

51%
an estimated 13,100 males aged 0-19 live in Kensington and Chelsea

49%
an estimated 12,600 females aged 0-19 live in Kensington and Chelsea

21.4%
of children in Kensington and Chelsea live in poverty

32.5%
of children in Kensington and Chelsea schools are eligible for Free School Meals

49.5%
of children in Kensington and Chelsea schools speak English as an Additional Language (EAL)

Health



77.9%
of two-year olds have had an MMR vaccination



24%
of five-year olds have dental decay



37%
of ten to eleven year olds are overweight or obese



1960
estimated number of 5-19 year olds with mental health problems

Learning

28%

of Kensington and Chelsea's children attend a state-funded school in the bi-borough

12%

of children in Kensington and Chelsea schools have Special Educational Needs support

100%

of Kensington and Chelsea's Early Years registered providers inspected by Ofsted are rated 'good' or 'outstanding'

95%

of Kensington and Chelsea's schools are rated 'good' or 'outstanding' by Ofsted

66.2%

of children had a good level of development at the end of reception (similar to London average)

82%

of children in Kensington and Chelsea schools achieve grade 9-4 in English and Maths at Key Stage 4

5.5%

of children in Kensington and Chelsea schools have an Education, Health and Care Plan

59.7%

of children in Kensington and Chelsea schools with SEN support achieve grade 9-4 in English and Maths at Key Stage 4

Social Care

91

children in care, 34 of whom are Unaccompanied Asylum Seeking Children



180

care leavers

65%

of care leavers are in Education, Employment or Training

85%

of care leavers are in suitable accommodation

Disproportionality

3.5%

of Black, Asian or Minority Ethnic pupils in Kensington and Chelsea schools were excluded in the school year 2020-2021, compared to 2.9% of white pupils

87%

of entrants to the Youth Justice System identify as Black, Asian or Mixed or Other, compared with 58% of children and young people in the borough.

Most vulnerable

3.4%

exclusion rate in the school year 2020-2021

2.99%

of 16-18 year olds are not in education, employment or training

139 per 100,000

annual comparative rate of first time entrants to the Criminal Justice System (national rate of 143 per 100,000)

83%

of young offenders are engaged in education, employment or training.

Key



better than national average



similar to national average



worse than national average

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

2. Child First Approach

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3. Voice of the Child

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

3.1 Progress against this objective and achievements 22-23

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

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

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

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

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

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

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

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

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

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

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

4. Governance, Leadership and Partnership Arrangements

4.1 Governance and Leadership

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

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

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

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

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

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

4.2 Partnership arrangements

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

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

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

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

Examples of good partnership work have included:

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

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

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

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

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

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

5. Board Development

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

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

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

5.1 What has been achieved in 2022–23

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

5.2 What we still need to improve on

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

6. Progress on the Previous Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Indirect achieved

| | | |
|---|---|---|
| 5 | 1 | 6 |
|---|---|---|

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

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

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

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

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

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

7. Resources and Services

7.1 Partnership resources seconded to the YOT

The current seconded arrangements in YOT are outlined below:

Police Officers x2 FTE

CAMHS Worker x1 FTE

Education Worker x1 (PT)

SALT Therapist x1 (PT)

Educational Psychologist x1 (PT)

YJLD Worker x1 (PT)

Probation Officer x.05 (PT)

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

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

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

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

Flashpoint Foodbank, Worlds End Estate and North Kensington

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

Parks Police Car Washing Project, Holland Park

Adolescent Hub, Oxford Gardens

Emslie Horniman Kitchen Garden

Harrow Club – after school club and Dalgarno Youth Club

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

North Hub cooking project

South Hub, music assist project

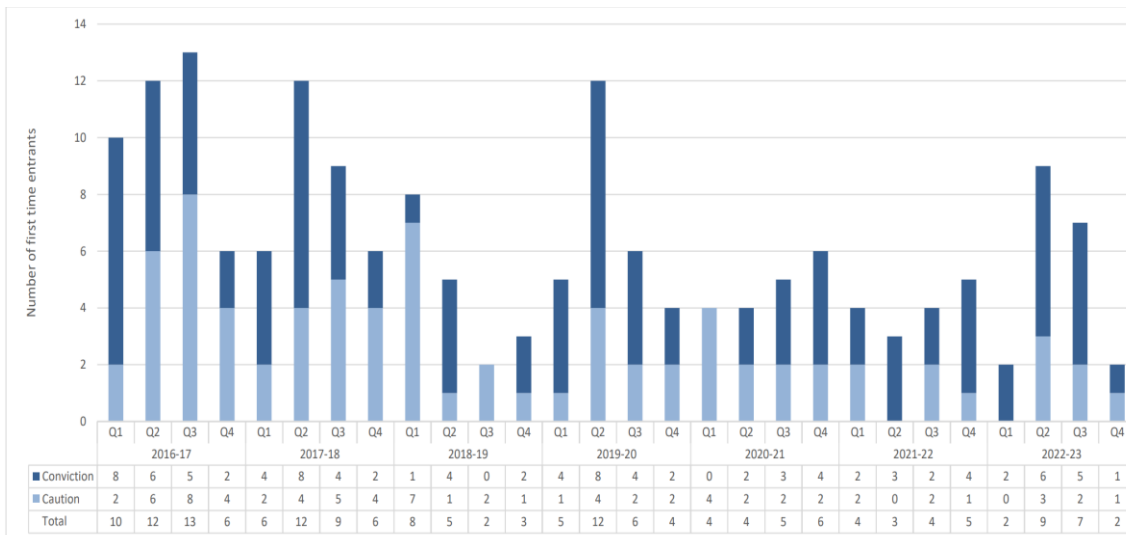
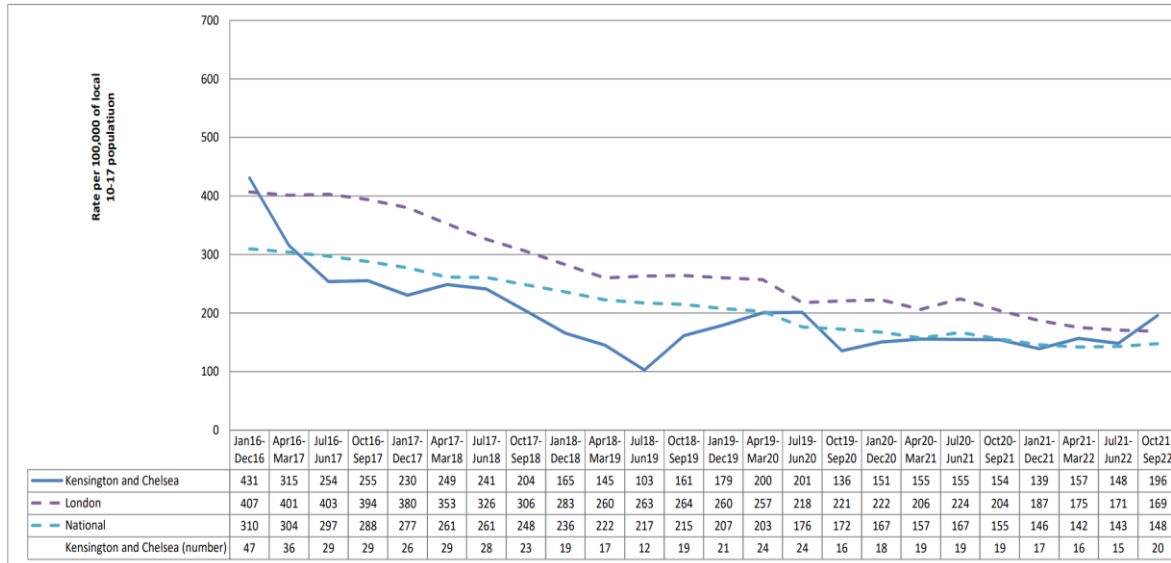
All-ability Cycle Project, Bikeworks – Little Wormwood Scrubs

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

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

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

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



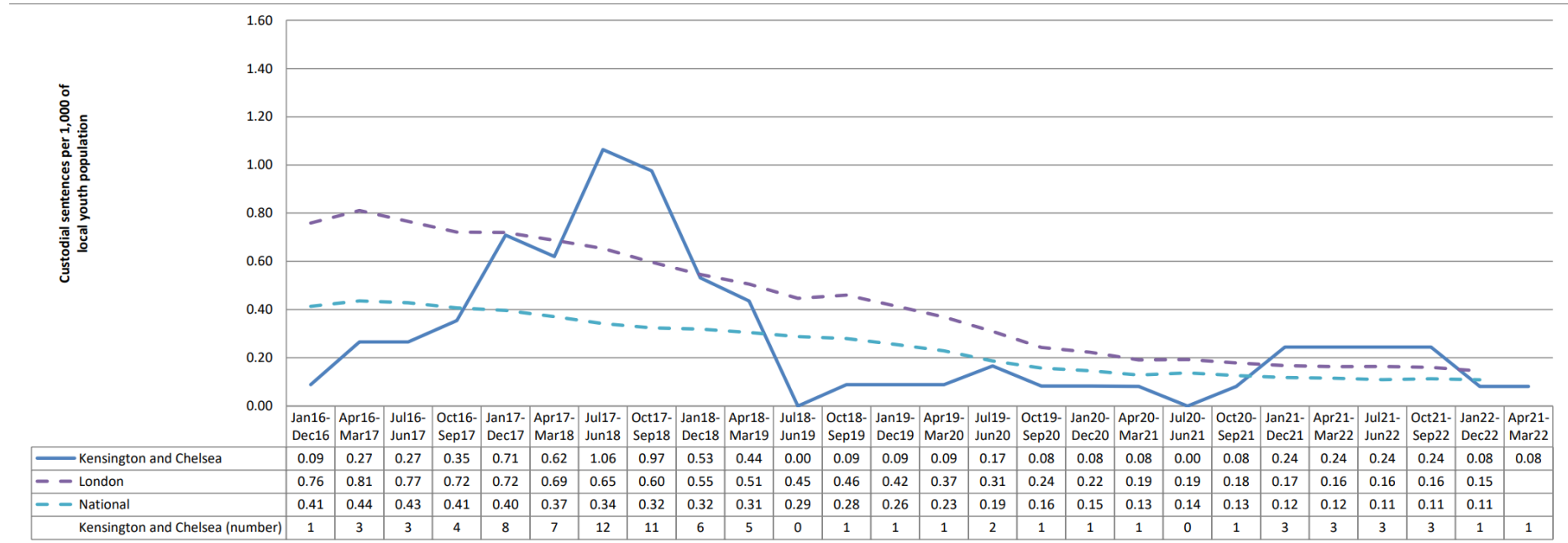
First time entrants (FTE) 22-23

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

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

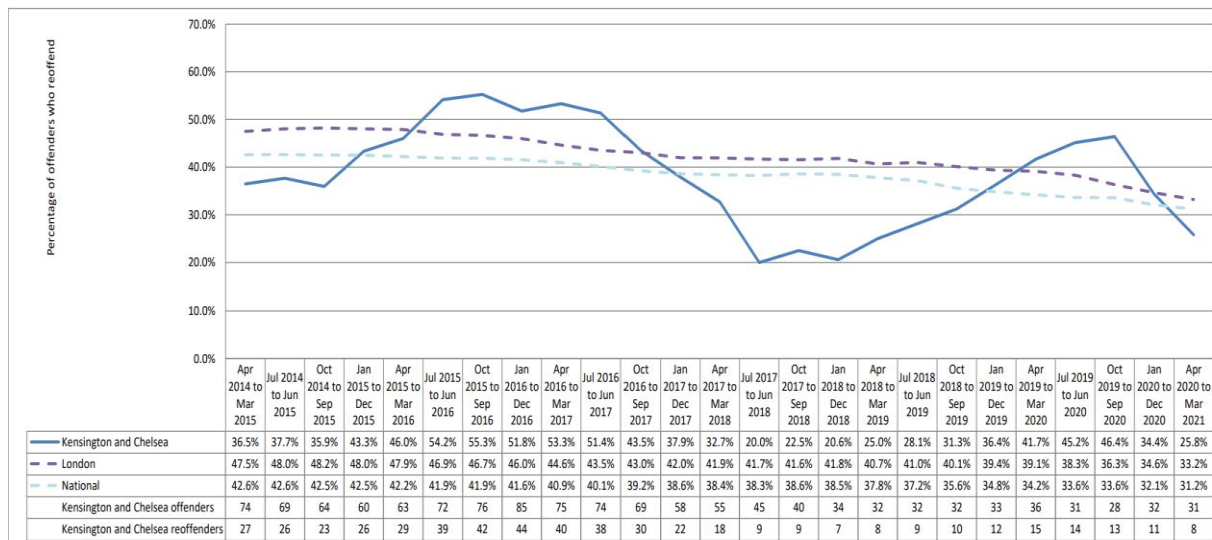
The final quarter of the year has seen a dramatic decrease in the numbers with only 2 children coming into the system. The YOT Management Team were very aware of these increases and have worked with the rest of the team to support these children and provide interventions, so they do not reoffend. There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

8.1 Use of Custody



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

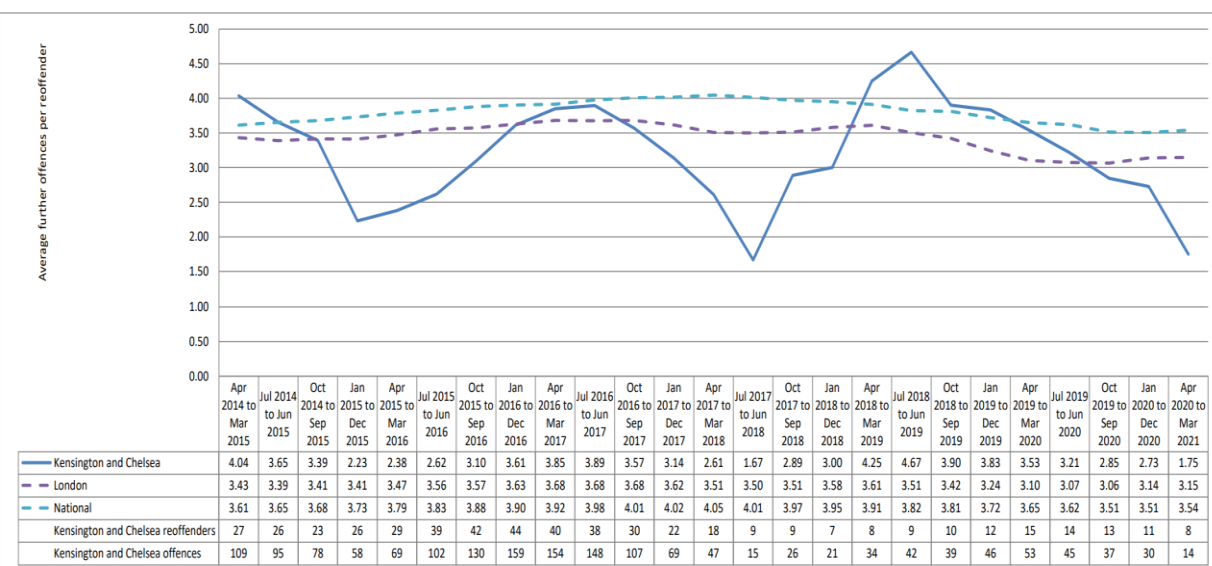
8.2 Reoffending – Binary Rate and Frequency rates



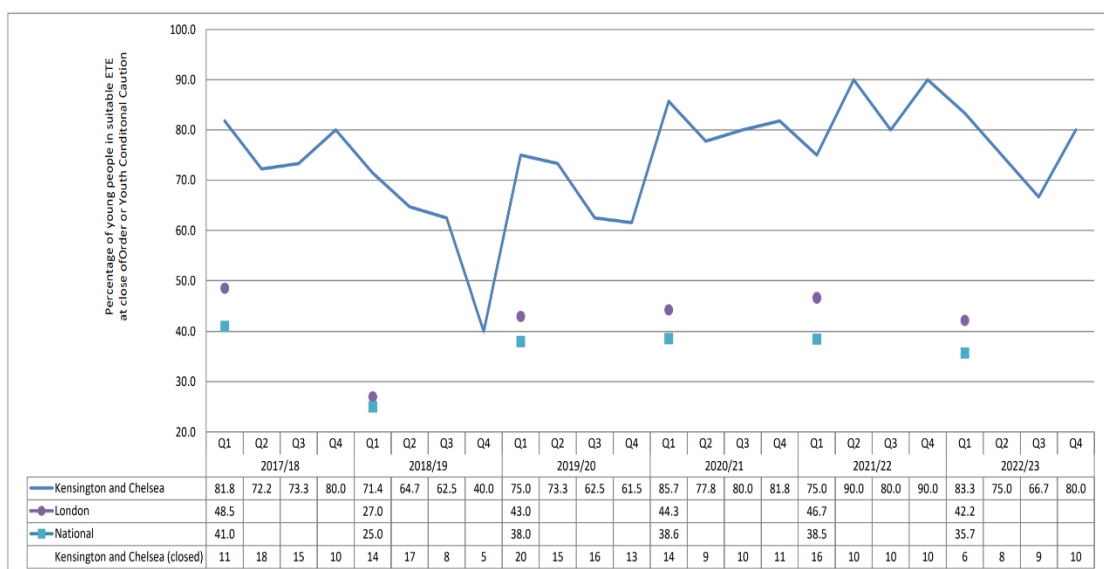
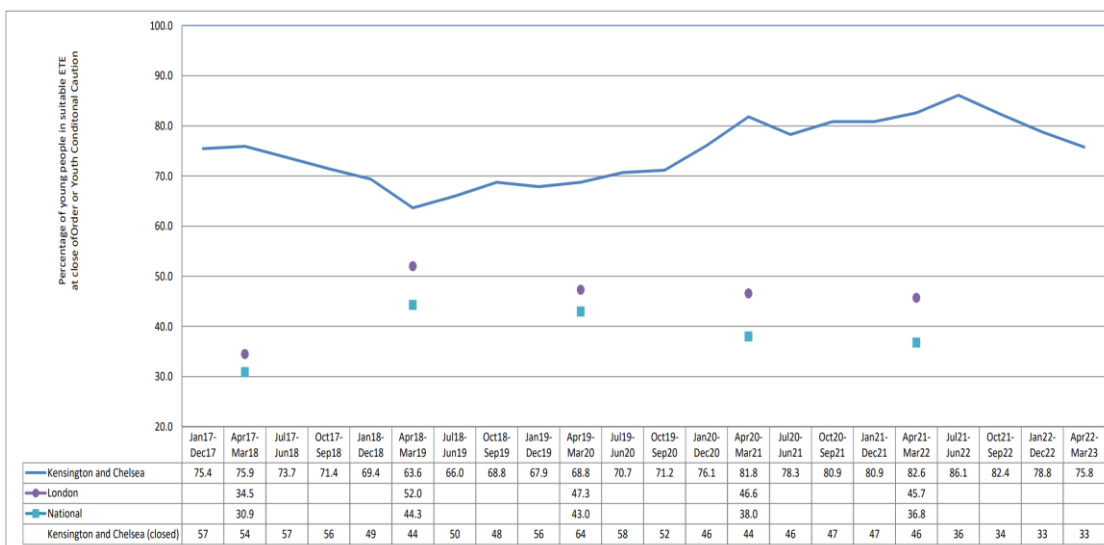
Binary rate - The first table shows the binary rate of reoffending for the period April 2020 to March 2021. Data shows the percentage of reoffenders decreasing on the previous cohort, from 34.4% to 25.8%. **Of the 31 young offenders included in the cohort, 8 have reoffended.** The latest rate now lies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

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

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



8.3 Education Training and Employment

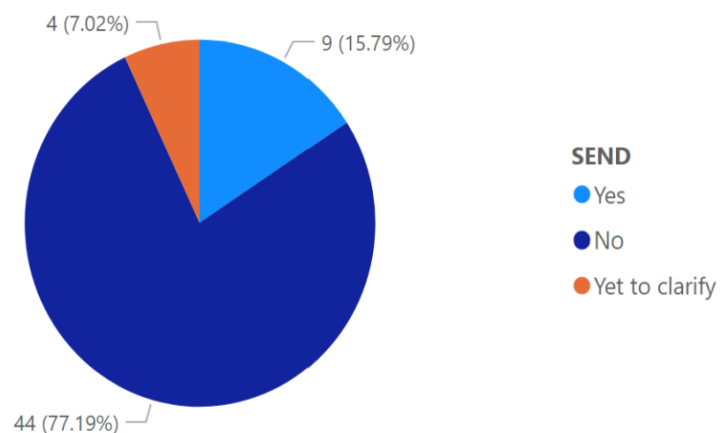


Education data – the first table shows the annual figure for the number of children in ETE within the YOT cohort which is 75.8%, which is lower than previous years. This indicates the challenge within the cohort as there is a very small number of children who have been out of education but have struggled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

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

8.4 Special Educational Needs and Disabilities (SEND)

Count of Young People by Special Educational Needs or Disabilities



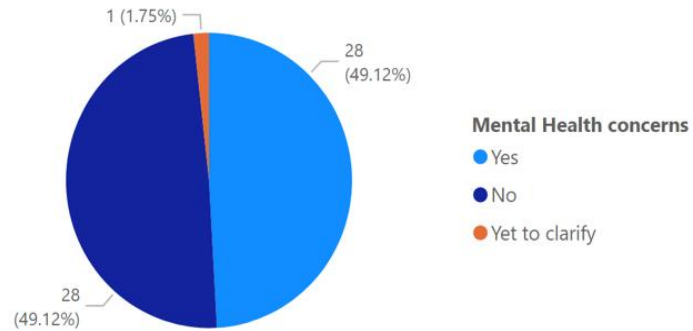
Data from April 22 to March 23 shows there were 9 (15.7%) children in the cohort who had a recognised learning need – this was via SEND support or EHCP's. In 2021-22 there were also 9 children with SEND but this was a smaller percentage of the cohort (14%). There are 4 children who were 'yet to clarify'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

8.5 Mental Health and Emotional Wellbeing (MH and EW)

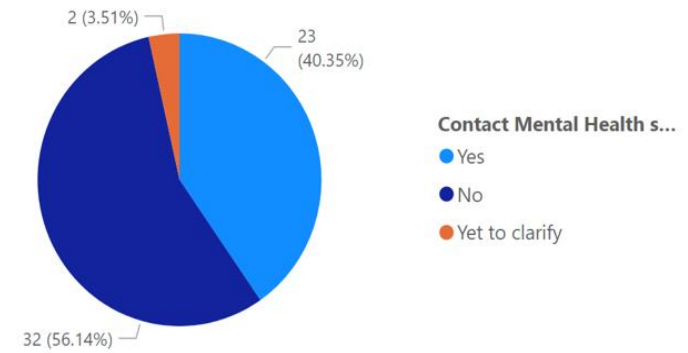
The data below shows 4 different tables demonstrating the needs across mental health, emotional wellbeing, and physical health. **Just under half of the cohort has some sort of emotional / mental health concern this could be anxiety, depression, low mood, or it could be related to trauma in childhood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

Data for MH and EW

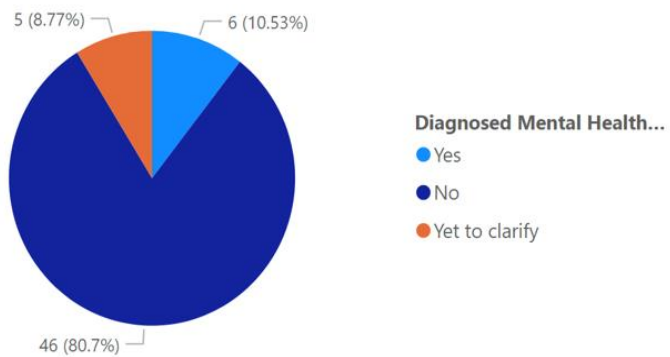
Young people by presenting Mental Health concerns



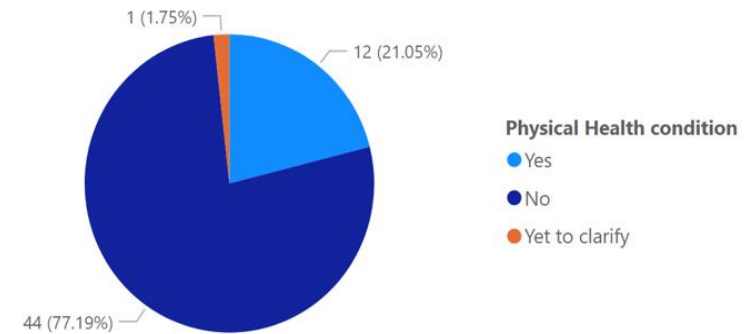
Young people by contact with Mental Health services



Young people by diagnosed Mental Health condition

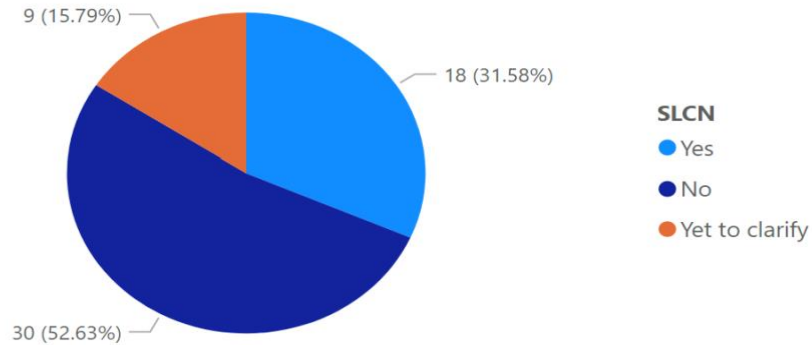


Young people by Physical Health condition



8.6 Speech and Language Needs

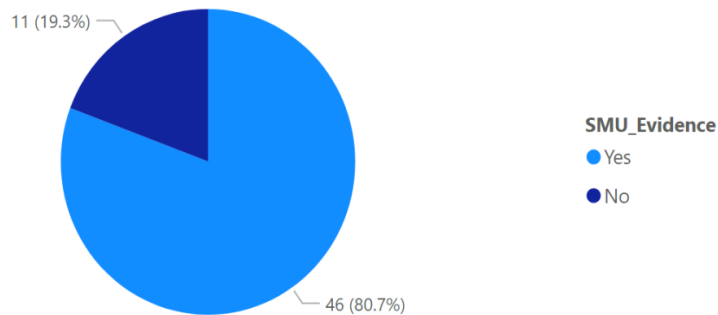
Count of Young People by Speech, Language, Communication or Neuro-disability



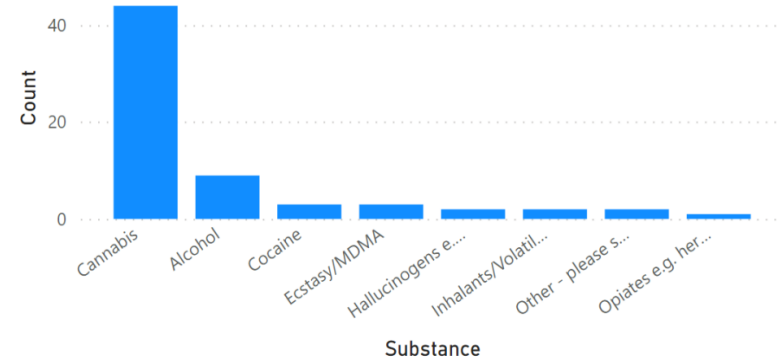
RBKC has had a SAL Therapist (once a week) based within the team for some years now and this has supported the work done directly with children and also helped to advise other professionals based within education and health about the child's needs. He will screen children and provide a summary to the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

8.7 Substance Misuse

Count of Young People by Evidence of Substance Misuse



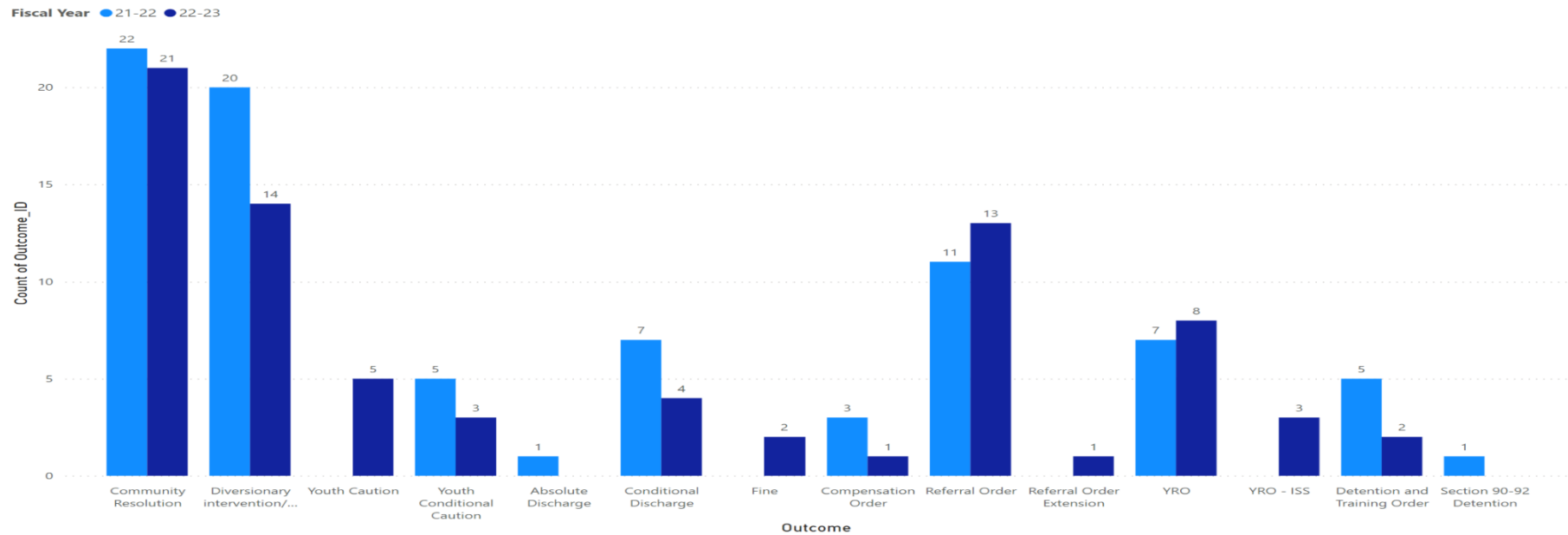
Count of Young People by Substance



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

8.8 Out of Court Disposals

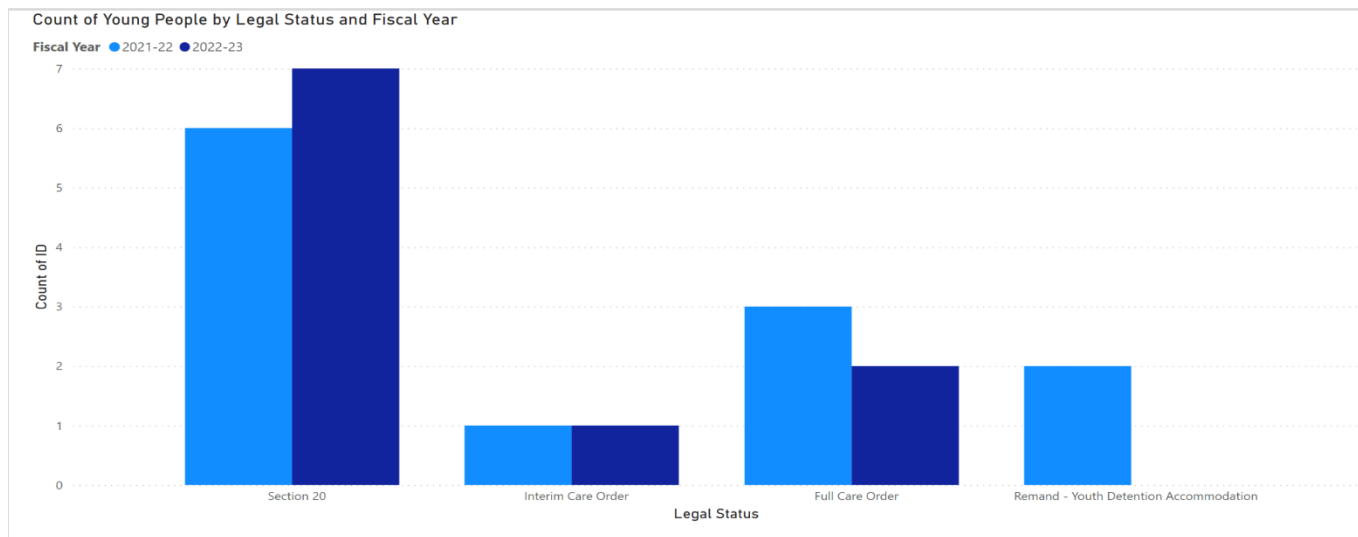
Count of Outcomes by Outcome Type and Fiscal Year



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

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

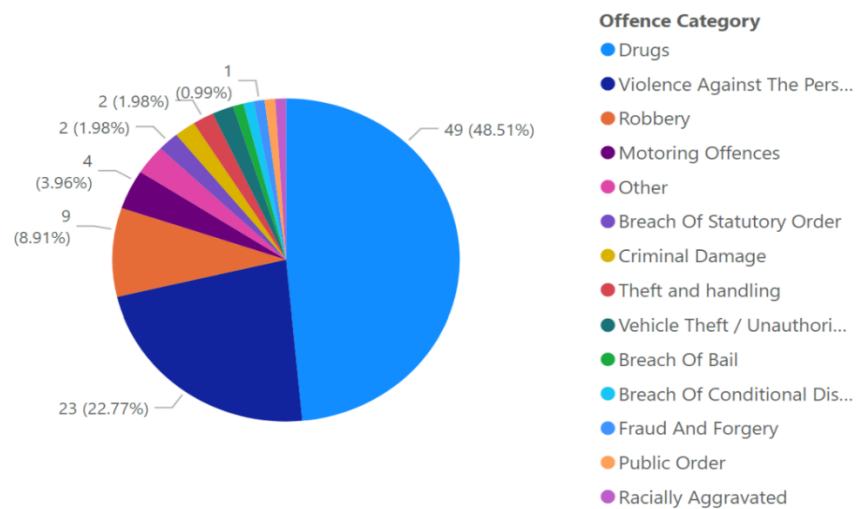
8.9 Links to Wider Services



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

8.10 Serious violence and offences profile

Count of Offences by Offence Category



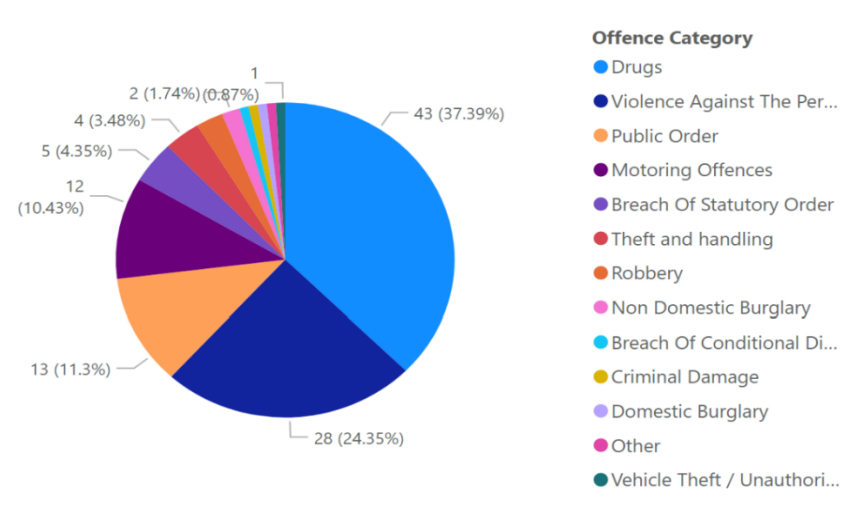
Fiscal Year 2021-22:

101 offences in total.

49 Drugs offences, of which 2 involved Class A and 3 involved supply or PWITS.

23 Violence Against The Person offences, of which 16 for possession of a knife or offensive weapon.

Count of Offences by Offence Category



Fiscal Year 2022-23:

115 offences in total.

43 Drugs offences, of which 1 involved Class A and 3 involved supply or PWITS.

28 Violence Against The Person offences, of which 19 for possession of a knife or offensive weapon.

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

Management Board Attendance – please see Section 5, page 16

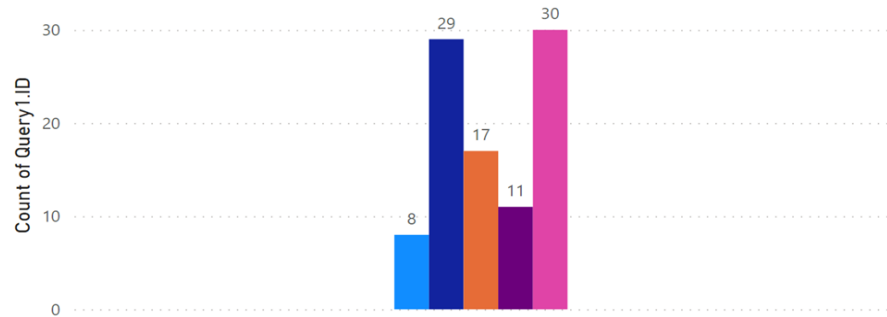
Victims, please see Section 6, pages 20-21

9. Priorities

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

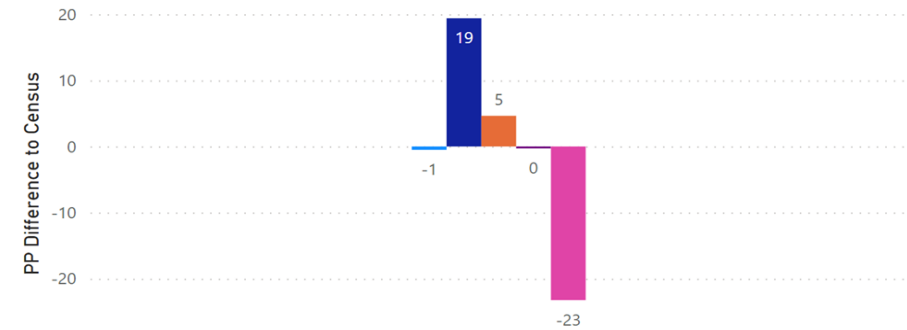
Count of Young People by Ethnic Group

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



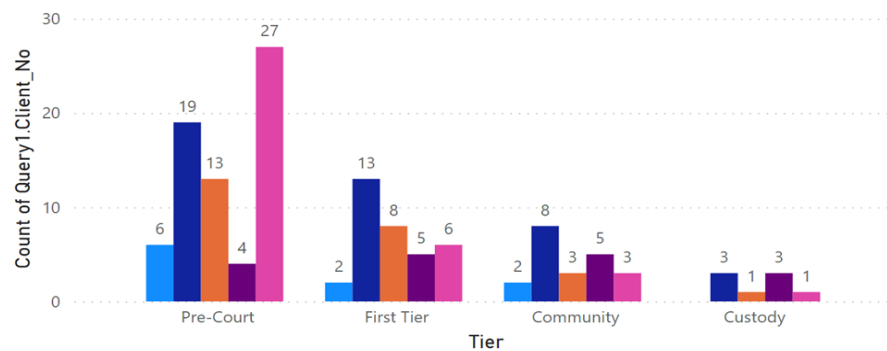
Percentage Point Difference to Census by Ethnic Group

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



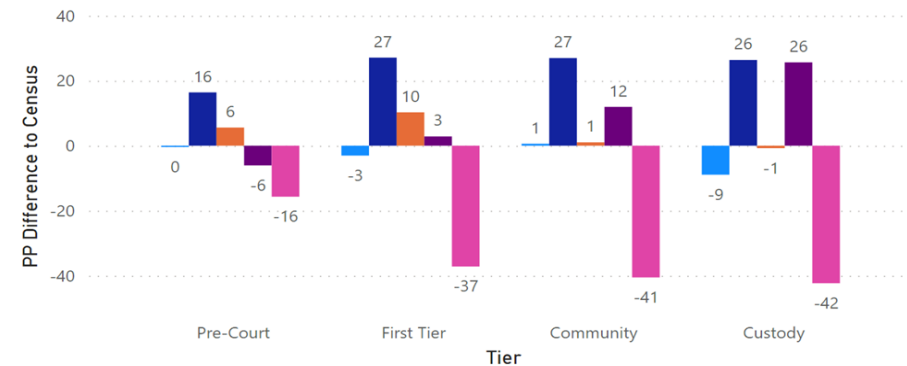
Count of Young People by Tier and Ethnic Group

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



Percentage Point Difference to Census 2021 by Tier and Ethnic Group

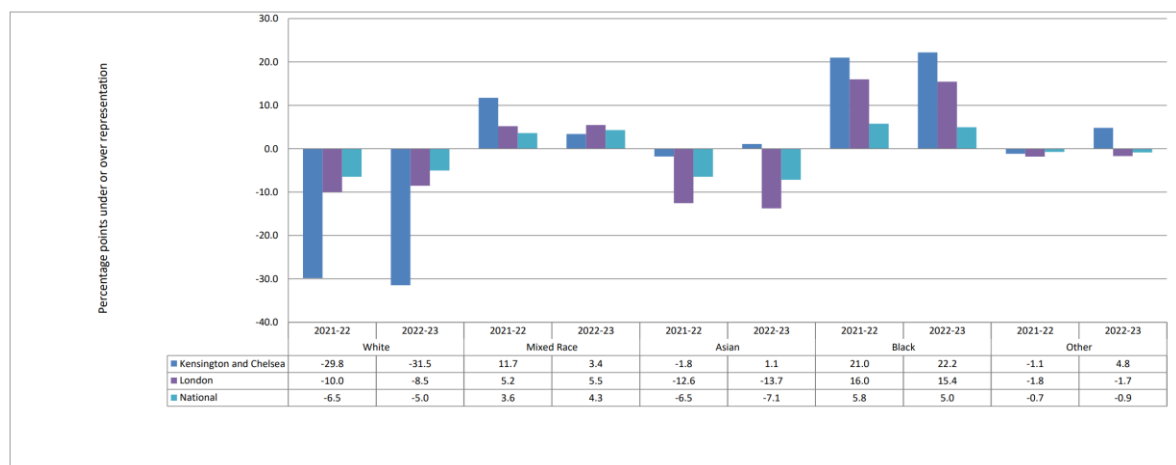
Ethnic Group ● Asian ● Black ● Mixed ● Other ● White



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

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

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



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

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

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

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

Theme 2: Voice of the Child

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

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

Theme 3 Prevention

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

Theme 4 Prevent Children from School Exclusion

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

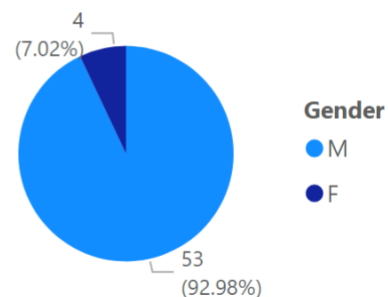
Theme 6 Prevention of re-offending: YOT internal processes to ensure there is challenge built to address issues of racial disparity at all stages from out of court disposals to custody.

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

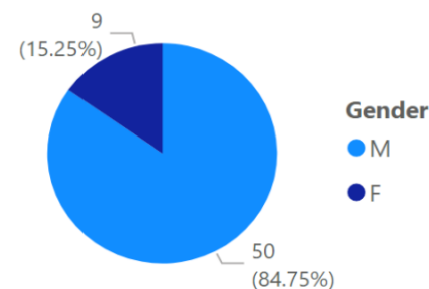
9.2 Working with girls and young women

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

Fiscal Year 2022-23 Count of Young People by Gender



Fiscal Year 2021-22 Count of Young People by Gender



9.3 Prevention: Detached and outreach team (DOT)

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

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

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

9.4 Prevention: Targeted Prevention Team (TPT)

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

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

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

9.5 Diversion: Turnaround

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

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

| | |
|-------|---|
| Total | 9 |
|-------|---|

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

For Education –section 6.2 pages 17-18

For Restorative Approaches and Victims – 6.4 pages 20-21

9.6 Serious violence and exploitation

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

9.7 Detention in Police Custody

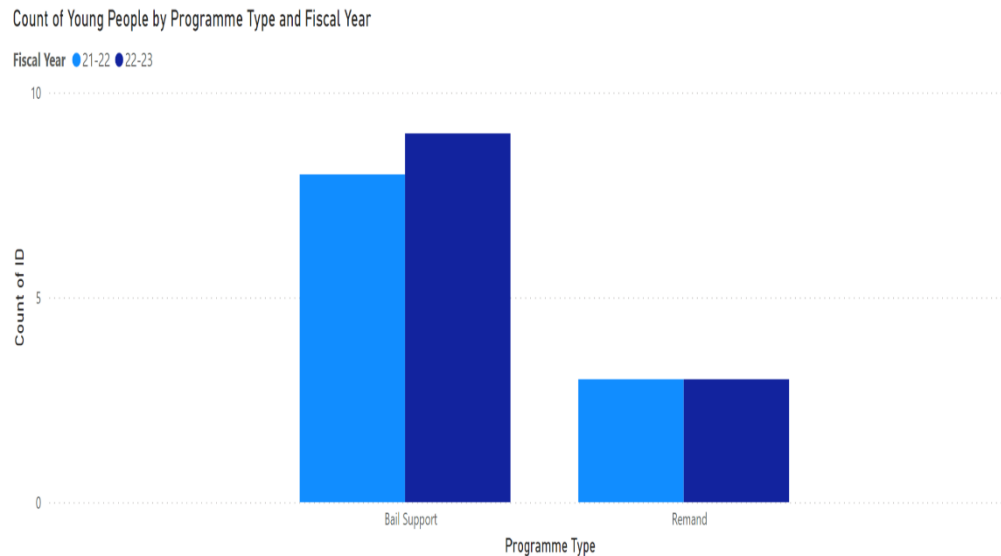
There are very few children from RBKC held overnight in police custody. Data for the period April 22 to March 23 shows 13 instances of children held overnight and this impacting on 7 children with 4 of those children being Looked After at the time of being held. One child was held overnight on 5 different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

SYV Offences – Outcomes April 2018 to March 2023.

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

9.8 Remands

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



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

9.9 Custody and Constructive Resettlement

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

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

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

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

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

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

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

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

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

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

9.10 Standards for children in the justice system

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

9.11 Workforce Development

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

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

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

Training and Development in 23 -24

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

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

9.12 Evidence based practice, innovation and evaluation.

Your Choice

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

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

YOT Systemic Assessment

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

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

10. YOT SERVICE PLAN 23 -24

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

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

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

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

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

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

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

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

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

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

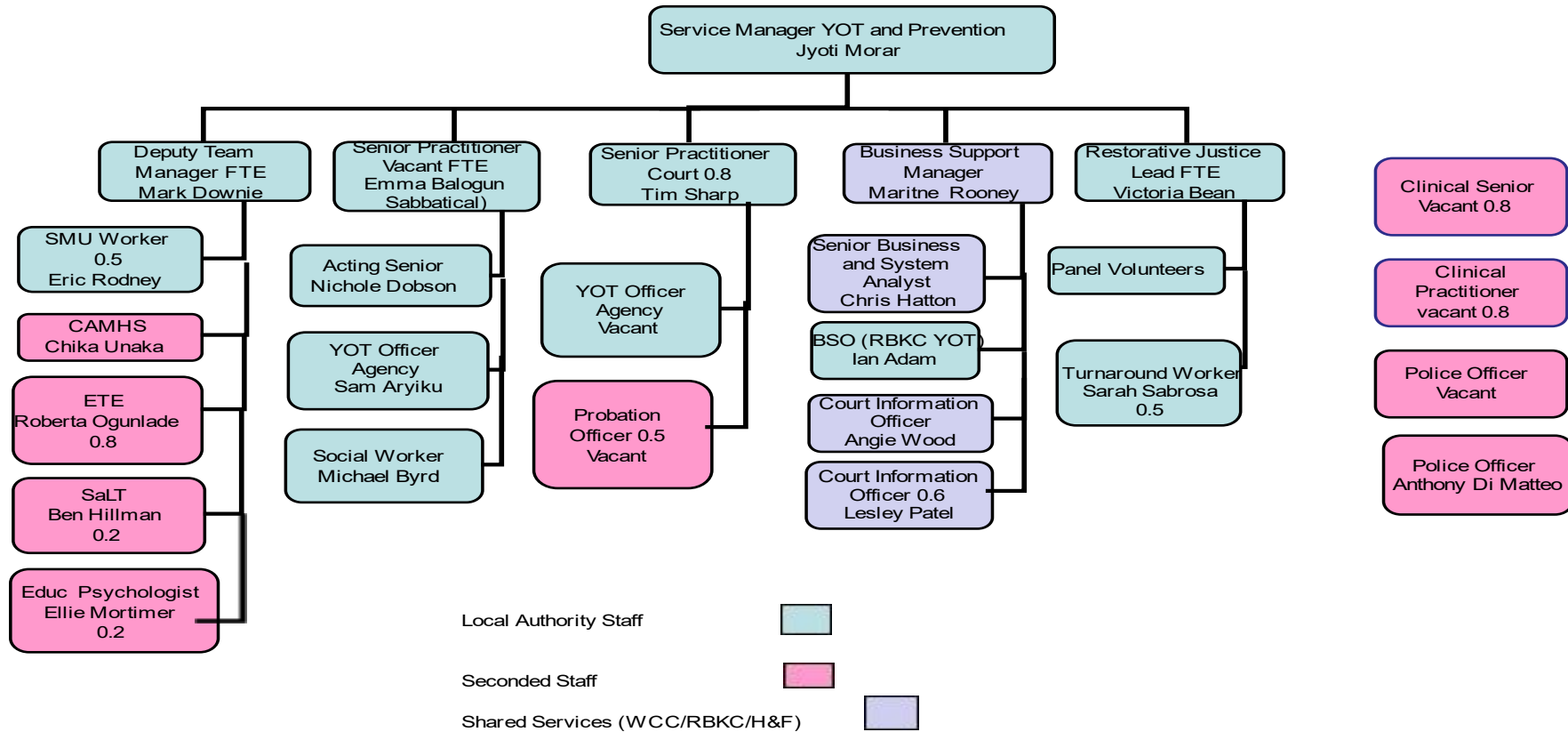
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| | | 3. To understand the number of global majority children involved in serious youth violence and exploitation. | 1, To have a data set for the SYVE panel to be presented to understand the profile of this cohort and any issues of racial disparity | SSm and SSt | | |
| 4 | Prevent children from school exclusions | 1. YCPB to understand the new Inclusion strategy and how this supports black and mixed heritage children to receive support within school. | 1, Presentation and discussion of the Inclusion Strategy at the Board 2, Data from the Inclusion/Education to be shared to show the number of exclusions taking place in RBKC 3, Impact of NKIP (North Kensington Inclusion Pilot) to be shared with YCPB 4, YOT and Prevention services to take a pro-active approach to sharing information with schools and colleges and supporting an intervention package to enable child to remain within school where possible YOT and Prevention services to tighten links with Clement James and Coram for supporting children and families going through school exclusion processes | Transformation lead AC HS NB JM JM | | |
| 5 | Emotional mental health and substance misuse services and the impact on black and mixed heritage boys | 1. To better understand the profile of substance misuse services for children in RBKC | 1, Insight KC to be invited to talk through current services and impact with particular focus on outreach in the community with global majority groups under the age of 18 | JM and DA | | |
| | Stop and search for cannabis is one of the most significant reasons for police stop and search for under 18's | 2. To explore and understand the wide range of services for emotional and mental health for under 18's with a focus on outreach to black and mixed heritage boys | 2, YCPB to have an overview from health partners on services working with black and mixed heritage boys and a more in-depth understanding of any challenges that exist | Lead from either IBC or NHS Safeguarding or CAMHS | | |
| 6 | Prevention of re-offending of the YOT cohort | 1. YOT internal processes to ensure there is challenge built to address issues of racial disparity at all stages from out of court disposals to custody | 1, Bail and remand – to ensure there are no unnecessary remands made of any children. YOT service manager to be informed and have oversight of all bail and remand decisions. YOT to work | JM/ TS | | |

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

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| | | | <p>full account of social graces at decision making point</p> <p>3, Court reports to ensure all Court reports and panel reports detail the lived experiences of children and their social graces so sentencers understand the issues of structural inequality that impact on the lives of children</p> <p>4, At risk of custody meetings – to be held each time custody is being considered by the Court. This meeting has to be multi-agency and ensure a robust intervention package is put forward to the Court</p> | <p>JM/TS/ND</p> <p>JM/TS/ND</p> | | |
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Appendix 1 Staff Structure

Royal Borough of Kensington & Chelsea YOT



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

RBKC YOT STAFFING BY GENDER ETHNICITY - NUMBER OF INDIVIDUAL PEOPLE

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

RBKC YOT 2023/24 BUDGET AND CONTRIBUTIONS

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

Appendix 3

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

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

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

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

Feedback from the Staff Group

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