

Westminster's Youth Justice

Strategic Partnership Plan

2019- 2022

A Pathway to Positive Choices



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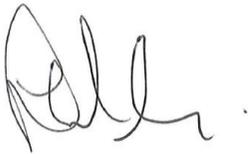
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Section 1

Foreword

I am pleased to introduce Westminster City Council's (WCC) Youth Justice Strategic Plan for 2019 – 22 - ***A Pathway to Positive Choices***. It is set within the context of local transformation and an investment in developing practice across all of Children's Services in our borough. In line with best practice, we are continuing to focus on developing relationship-based working, embedding systemic and trauma informed practice in our work with young people and their families and expanding the range of skills and evidence-based interventions available for practitioners to use. We recognise that our practitioners are the intervention and the behaviours they exhibit will facilitate the positive choices that we want young people to make for their future happiness.

Our strategy is ambitious. It represents a system wide approach to preventing young people entering the youth justice system and supporting those already in it to build on their strengths and contribute positively within their communities. We will be ambitious in building a Westminster wide approach to reducing reoffending and improving our rates of young people in education, employment and training and develop partnerships working with larger organisations, who operate in our City, to provide new opportunities for young people.



Sarah Newman

Director of Family Services

Introduction

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

Our Vision

Our vision, as a partnership, is that children and young people at risk of, or involved in, offending behaviours are supported to lead safe, healthy lives and are helped to reach their full potential and fully contribute to their community.

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

Our Principles

OUR GUIDING PRINCIPLES

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

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

SHARED BEHAVIOURS

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

1. **Professional and compassionate curiosity:** with each other as providers and children, young people and their families to understand the reason behind behaviours.
2. **Being able to connect quickly with individuals:** give families the space and time to process what has happened to them without adding shame and guilt. Doing this by use of voice and body language, which is attuned to the needs of the individual.
3. **Everyone as a leader:** able to respond promptly to family need without referring on.
4. **Open and flexible:** to new approaches with families.
5. **Involving families and young people:** in what happens and understanding how they may experience our systems.
6. **Challenge:** each other on these behaviours in a positive and supportive way.
7. **Self-awareness:** ensuring that as professionals we are self-aware and reflective through self-help and using management support.

Structure and Governance

GOVERNANCE FRAMEWORK

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

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

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

See attached appendix 1 and 2 for details of the governance framework and terms of reference of the YCPP. The Director for Family Services sits on the Local Safeguarding Children's Board and represents the Youth Offending issues in this arena.

Youth Offending Team

The Youth Offending Team (YOT) is a multi-agency team which sits within Family Services and works closely with the full spectrum of Children's Services from early intervention through to more specialist services i.e. Leaving Care, Looked after Children and Child Protection. The team now comes under the remit of the Head of Early Help, which brings together the full spectrum of prevention of crime to preventing reoffending.

The Youth Offending Team operates both operationally and strategically with partners to deliver its key objectives.

Partnership Arrangements

Effective partnership working underpins the work of the Youth Offending Team to secure good outcomes for young people.

The Youth Offending Team is represented on a wide range of Partnership Boards / Panels and contributes to the strategic planning and action plans of partners. This includes the Prevent Panels, Serious Youth Violence Task Group, the Local Safeguarding Children's Partnership and the Safer Westminster Partnership Board. Further, there is YOT representation at various other partnership meetings including GMACE (Gangs, Multi-Agency Child Exploitation), MAPPA (Multi-Agency Public Protection Arrangement), and the VCC (Vulnerable Children's Collaborative).

There are effective links, operationally and strategically, between the Youth Offending Team and our Early Help Services, including family hubs and the range of youth services across Westminster. The team also work closely with the Integrated Gangs and Exploitation Unit and there is robust commitment to the prevention agenda, including engagement with communities, street outreach and information in schools. To ensure there is focus at the highest level on preventing youth violence the Health and Wellbeing Board have adopted this as a priority 2019/20.

Section 2

Resource and Value for Money

The Youth Offending Team budget is made up of statutory partner agency funding in the form of seconded staff, core government funding from the Youth Justice Board and other grants. The chart below summarises each of the funding sources for the financial. Within this budget the YOT will deliver the core statutory youth justice service as set out by the Crime and Disorder Act 1998 and other relevant legislation.

Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority *	427,300		£115,000	£542,300
Police Service	£82,000			£82,000
Probation Service	£25,000		£5000	£30,000
Health	£85,000			£85,000
Police and Commissioning **				
YJB Grant	£312,770			£312,700
Other – SMU (Substance Misuse Service)/QPR (Queens Park Rangers/SaLT (Speech and Language Therapist)/ETE (Education, Training or Employment Service)	£47,800			£47,800
TOTAL	£979,870		£120,000	1,099,870

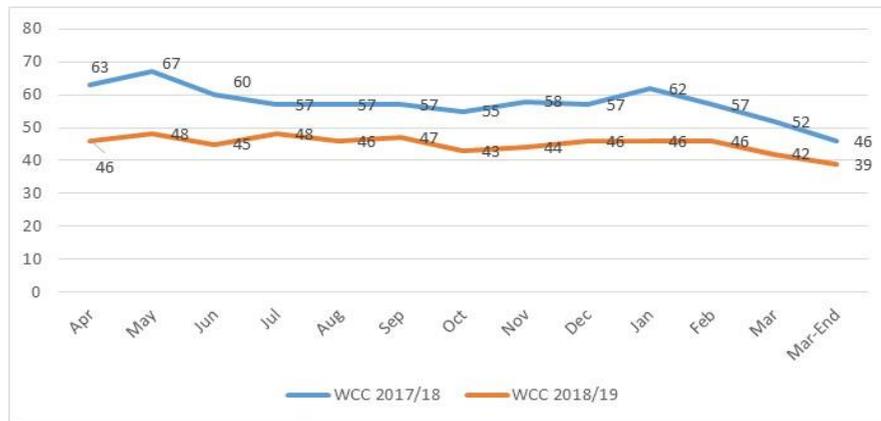
It needs to be acknowledged that other Council departments and teams – for example community safety and housing - make a significant contribution to this work but this resource is not identified here. *For multi-authority YOTs, the totality of local authority contributions should be described as one figure. ** Any money from the police and crime commissioner that has been routed through a local crime reduction partnership should be included here.

Section 3

Section 2 Analysis of Performance against KPI's 2017-2019

OVERVIEW OF THE CASELOAD

YOT Caseload

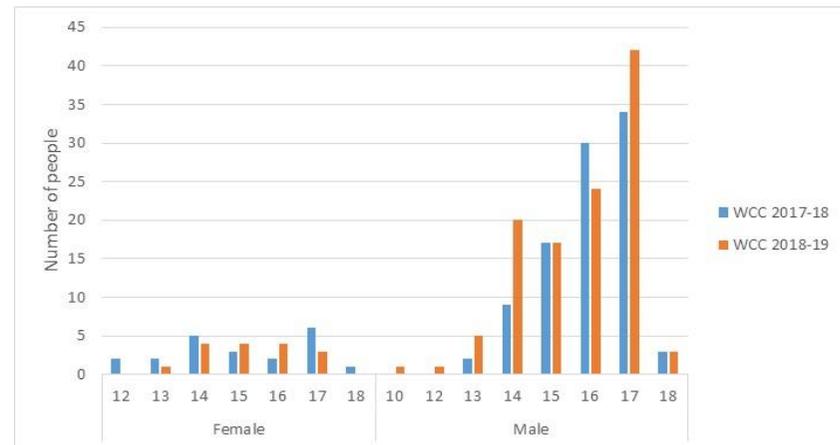


The above graph shows the total monthly caseload. It includes young people subject to a YOT intervention programme as well as youth cautions administered by the Police without further intervention. The caseload also includes young people for whom a pre-sentence report has been requested from the Courts. The caseload figures do not include young people attending Court when no YOT intervention is required such as adjournments with simple bail conditions or those sentenced to conditional discharges, fines or other disposals without an intervention. In Westminster triage cases are also discounted from the YOT total caseload because this service is managed by

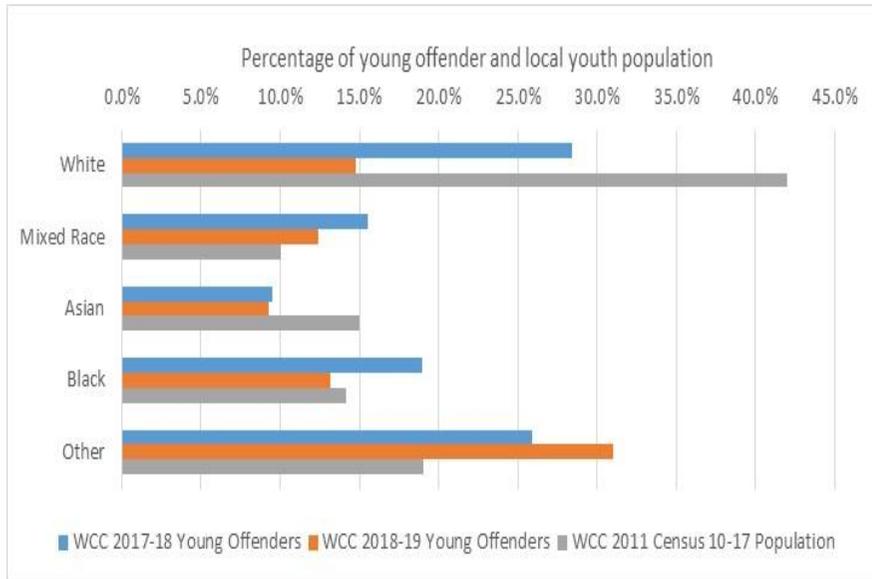
Early Help, however are included in other items below to illustrate all offending within the borough.

Young Offender throughput by age and gender

The age and gender breakdown of the caseload is shown below for the last two years. Throughput includes all young people in receipt of a substantive disposal or where charges are proven and also those where a diversionary intervention was deemed appropriate by the Police and Early Help workers. Community Resolutions given by the Police are also included for 2018/19 since this data has been made available. Age is measured upon receipt of disposal. The number of males increases with age up to 17. The number of females overall is lower and the distribution across each age group more even.



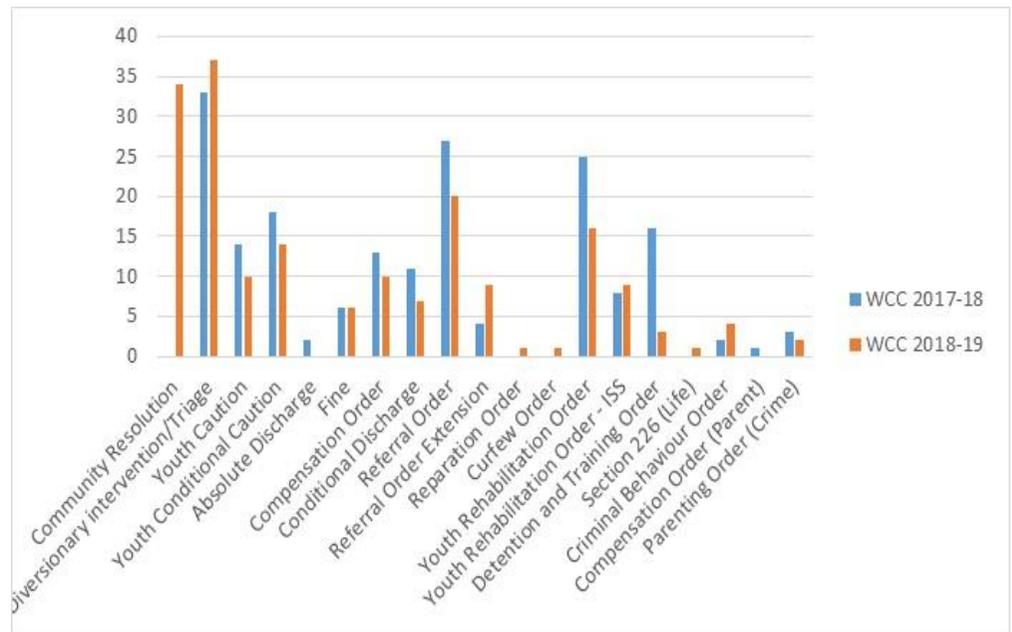
Young offender throughput by main ethnic group



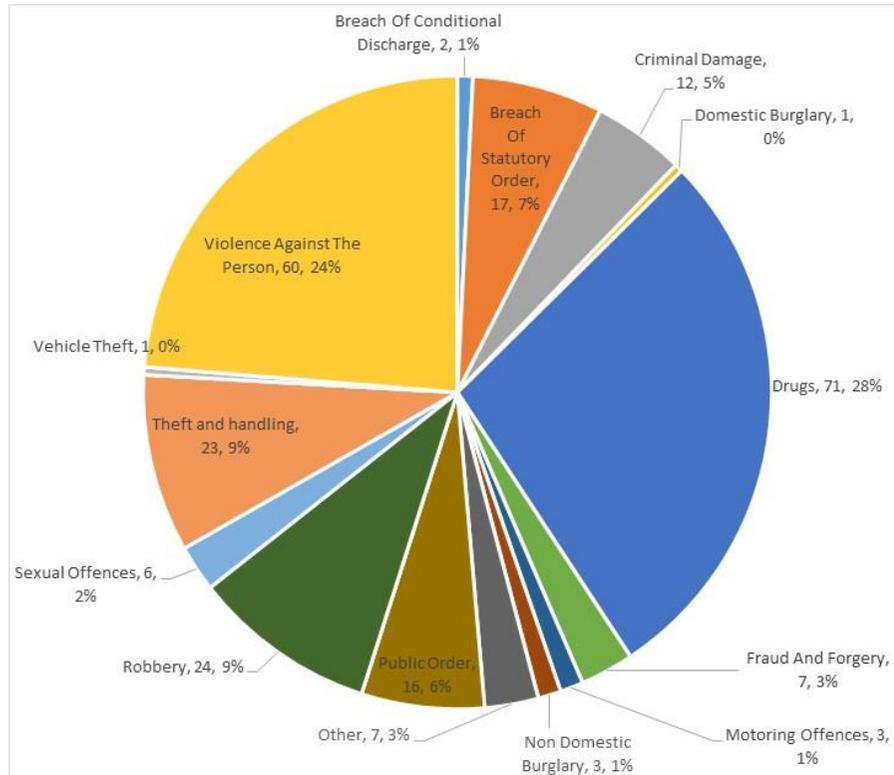
Proportion of major ethnic classification groups for offending throughput during the last two financial years. The borough's 10-17 years' population splits are sourced from the 2011 Census to show comparison with the local youth population. The chart shows a significant over-representation of the Other group of young offenders compared to local youth population, while the White group is significantly under-represented. The over/under-representation of these two groups is even more notable in the latest period 2018/19. In Westminster the Other group accounts predominantly for people of Middle Eastern or North African descent. **Note these throughput figures also include diversion cases and so will differ from the headline YOT performance indicator charts which only count substantive disposals for the Youth Justice Board statistics.**

Disposals

Throughput by type of disposal for the last two financial years. The data includes all substantive disposals as well as other outcomes where charges are proven including Referral Order Extensions, Criminal Behaviour Orders and Licence Recall. Cases that are deemed suitable for diversion are also included to show the volume of this work which aims to keep young people outside the Youth Justice System, and Community Resolutions are also included from April 2018 onwards. Additionally, Statutory Parenting Orders or Compensation Orders handed out by the Courts to young offender's parents or guardians are shown too.



Offences



or offensive weapon). Theft and Handling, Robbery and Public Order offences also feature highly among the offence categories.

Throughput for the year 2018/19 by category of offence. All offences as for the disposals chart as well as other non-substantive outcomes including order to continue, order varied, no separate penalty and specific motoring disposals including penalty points. Any re-sentenced offences in the period are not counted. In total there were 253 offences: Drugs the most common offence category (71 offences, 10 involving supply or possession with intent to supply, and 11 involving Class A drugs), and Violence Against the Person the second most prevalent (60 offences, of which 18 involved possession of a knife, blade

FIRST TIME ENTRANTS

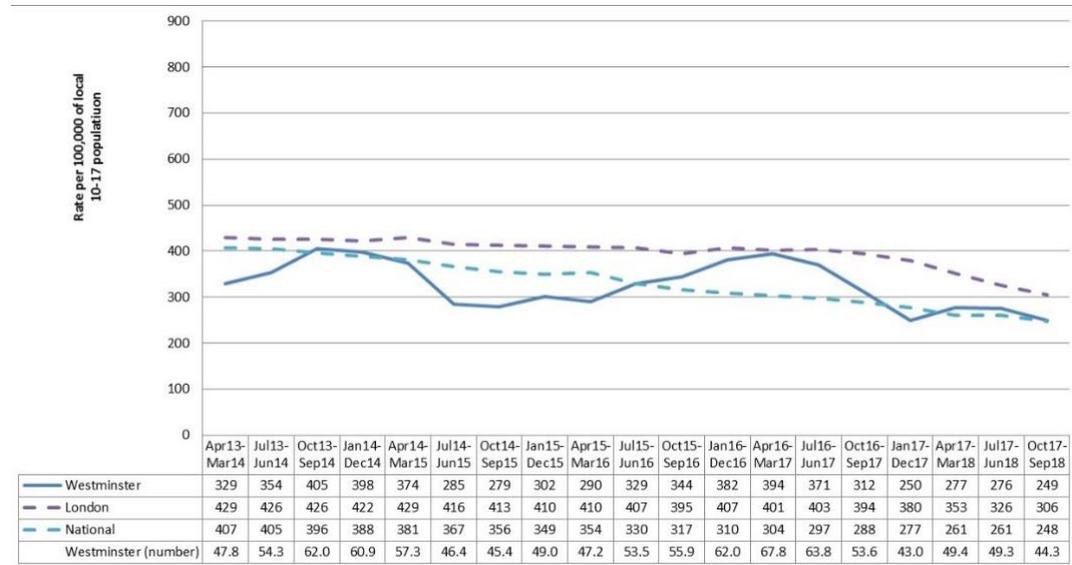
In Westminster, 44 young people aged 10-17 years old entered the Youth Justice System for the first time between October 2017 and September 2018, a reduction of 9 from the same period the previous year. There has been a comparative decrease of first-time entrants (FTE's) of 20% per 100,000 10-17 years old young people between these two periods. This rate lies near to the National average and remains below the London average.

Partnership working between the Youth Offending Team, Early Help, the Metropolitan Police and other partners is a key factor in both preventing young people from offending and seeking to ensure that those who do are offered targeted family interventions through Triage, Youth Cautions or Youth Conditional Cautions.

Intervening early in a preventative way, to meet the needs of the young people and victims continues to be a key priority across our work. In Westminster Triage disposals are undertaken by the Early Help Service. This helps to divert those at the lowest level of criminal activity and ensure both whole family work and integration into local community diversionary activities.

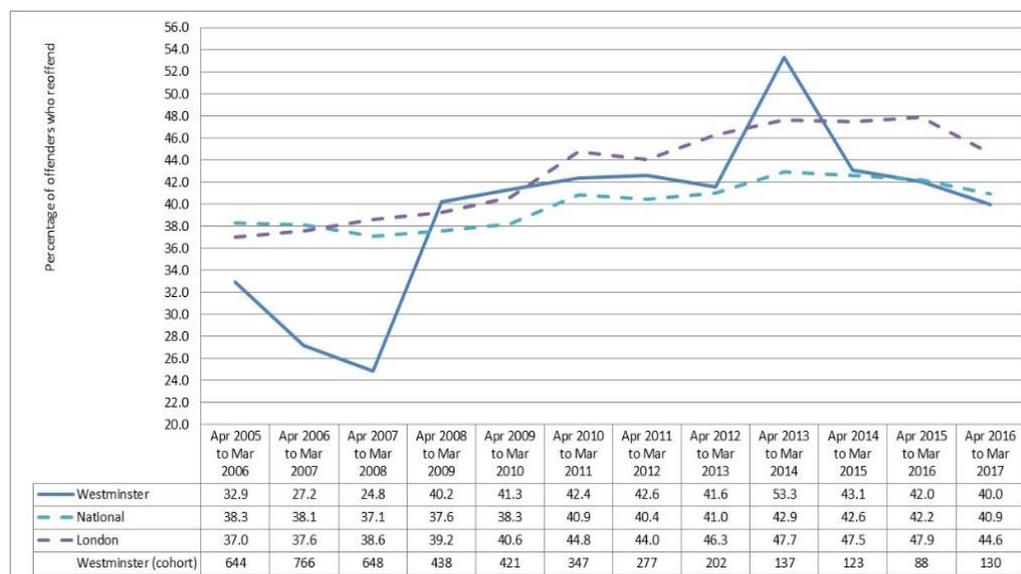
The introduction of a Liaison and Diversion worker has contributed to enabling the assessment and intervention with children and young people coming to Police notice, in particular identifying emotional and mental health needs at the earliest opportunity.

The Graph illustrates trends in First Time Entrants per 100,000 10-17 population from Apr 2013 - Sep 2018.



REDUCING RE-OFFENDING

Proportion of young people re-offending between Apr 2005 – Mar 2017



The proportion of young people re-offending over a one-year period between March 2016-March 2017 has decreased from 42.0% to 40.0% for the last two measured cohorts. The latest rate is below both the London average 44.6% and the National average of 40.9%. The frequency of young people reoffending, measured as a rate of re-offences per re-offender, is calculated as 4.90 for the latest period. This places us above the London average of 3.68 but continues to highlight the challenges of working effectively with this group of young people at greatest risk.

Re-offending has reduced overall in Westminster; however, there is a small cohort of young people who have recently become known to the YOT that have committed offences together and this has impacted on our re-offending. This cohort differs in that the young people are of a lower age group than previously experienced by YOT, have similar experiences in terms of disengagement from education, family involvement with Social Care and are from BME backgrounds but not connected by a geographical area or school.

In response, the YOT will be carrying out a targeted piece of work, following a scoping exercise to look at the young people that have re-offended and determine any missed opportunities as well as determining whether the interventions are appropriate to reduce the likelihood of further offending. In response to the changing complexity of this group as well as our wider cohort, Westminster YOT are continuing to consider group and individualised interventions, based on theoretical understanding, clinical consultation, and creative practice.

Support from the wider professional network is an invaluable tool in seeking to reduce re-offending, and in particular our social care colleagues and the Integrated Gangs Unit (IGU) enabling us to compile and carry out comprehensive intervention and risk management plans. Current work is underway to streamline this work to enable there to be one plan for the young person and family.

We will continue to make use of the YJB re-offending toolkit to identify at the earliest opportunity those young people who are developing behavioural patterns to offending.

REDUCTION IN CUSTODY

Custodial sentences within Westminster between April 2018 and March 2019 reduced significantly on the preceding year, from 11 to just 4 young people. The comparative annual rate per 1,000 of youth population dropped to 0.23 which now lies below the London average 0.54 and below the National average 0.36 for the year. The custodial rate for Westminster has reduced to just more than a quarter of that shown between April 2013 to March 2014, at the start of the graph below.

Custodial rates per 1000 10-17 Population April 2012 – June 2017



The YOT have historically had a strong relationship with the Courts, which has ensured a high level of magistrate confidence in the options provided. There has been a recent move of Youth Court to Highbury, however we will continue to strengthen these relationships and build new ones with partners at Highbury Magistrates Court in order to minimise custodial and remand outcomes for young people while ensuring that victim safety is prioritised and that they receive the best possible service.

Pre-Sentence report authors and Court workers work alongside key partners to develop pro-active and robust alternatives to custody. Additionally, Westminster has developed a confident, skilled workforce who are equipped to make full use of the legal options available.

All Court Reports go through a rigorous quality assurance process to ensure that the reports provide a balanced view addressing both desistance factors and measuring risk, LoR and safety and that all reports sentencing options are proportionate to the offence. Where an all options PSR is requested the YOT work with partners to look at alternative proposals to custody that have proven to be successful.

Section 4

Section 4 Key achievements and developments against 2017-2019 Local Strategic Priorities

What have we been successful in:

- All staff have attended trauma informed training based on the ARC (Attachment, Regulation, Competency) framework.
- Refresher Systemic training has been delivered to all staff as preparation for the roll-out of our new systemic assessment tool.
- The submission to the DfE / YJB to pilot a new assessment model has been successful. The pilot has three key components:
 - Staff training in a systemic approach to assessment in the youth offending context.
 - On-going support from systemic clinicians to embed and develop skills and learning.
 - Use of a systemically-based assessment tool.

Our **Theory of Change** is that, if these three elements are in place, we will be able to deliver the improved assessment / planning quality, and in turn improved outcomes for young people.

- We are increasing the range of evidence-based interventions in the team and this year introduced the Non-Violent Resistance Programme (NVR).
- A joint policy and protocol between YOT and LAC (Looked After Children)/Leaving Care Service which address the process and responsibility for young people who are looked after and subject to Court Orders has been established.
- In line with national recommendations, our Board has agreed a local multi-agency protocol on reducing unnecessary criminalisation of looked after children and care leavers.
- There is a shared process between YOT, LAC and Probation to monitor and improve practice for Looked after Children transitioning from YOT to Probation Service and quarterly tracking meetings are in place.
- Introduction of a Speech Language Therapist to the YOT as of April 2019, all young people entering the YOT will be screened as initial assessment for any SLN(Speech and Language Needs) that will inform the assessment, report and interventions for all young people.
- Introduction of an Education Psychologist to the team to support the increased complexity of young people presenting with unidentified need and support YOT to advocate services for this cohort particularly in relation to education, employment and training.

- A review of restorative practice within YOT has taken place and a strategy has been written to embed restorative principles in YOT and to support LAC young people being further criminalised and to support the prevention of school exclusions for young people at risk.
- Joint Strategy between Met Police and Westminster to focus on three strands: Community Involvement, Communication and Schools has been done and is now in place.
- Local Strategy has been developed to outline our commitment to responding to County Lines.
- A YOT Open Day took place in July 2018 over 60 partners attended. The aim was to give a better understanding of the function of the YOT and attendees were taken through the journey of a young person from arrest to making positive choices.
- We have introduced an Out of Court Decision Panel joint decision on disposals for all OOC cases between YOT, Police, Early Help, YJLD and RJ Lead and strengthened our assessment and intervention work in this area.
- Introduction of the Health Consultation meetings in YOT consisting of Substance Misuse practitioner (SMU), Youth Justice Learning and Diversion practitioner (YJLD), Speech and Language Therapist, Educational Psychologist and CAMHS (Child and Adolescent Mental Health Service).
- Developed and refreshed a partnership knife crime action plan, and aligned this with pan-London approaches to tackling weapon enabled crime
- A multi-agency Serious Youth Violence Task Force was established in 2018 to ensure an effective joint response from all key partners and to review Westminster's response in relation to the *public health approach* used successfully in Glasgow and have agreed to test a similar approach in the Church Street area of Westminster.
- One of the outputs from this Serious Youth Violence Taskforce has been a serious youth violence toolkit for parents and carers in Westminster to equip them with a glossary of facts, practical advice to look for signs of their child's involvement, tips on how to speak to their child and how to seek further help or support within the borough.
- The Integrated Gangs Unit (IGU) has expanded its operation following a successful bid to the Early Intervention Youth Fund, administered by The Mayor's Office for Policing and Crime (MOPAC). The IGU has also expanded its focus to deal with issues of criminal exploitation (County Lines) and has been renamed the Integrated Gangs and Exploitation Unit (IGXU).
- The bi-borough Health and Well-being Board has adopted Serious Youth Violence as a priority in 2019.

SECTION 5

Our Priorities against the three National Key Performance Indicators for 2019-2022

First time Entrants

What are we doing well?

There has been a comparative decrease of first-time entrants (FTE's) entering the Criminal Justice System.



Priorities for 2019-2022

- Early identification and support offered to young people, who are at risk of being excluded from school by extending and developing the Inclusions Pilot developed by the Early Help Service.
- To continue the Out of Court Disposal Panel to ensure the allocation is proportionate and there is a focus on

identification of younger siblings to offer support to the whole family through joint working with Early Help and other partners.

- As a part of this, to strengthen our earlier intervention work by ensuring that Early Help provide robust whole family interventions to those offered triage or a community resolution and to regularly audit the outcome of this work to ensure that we are diverting young people away from crime. To achieve this by working in partnership with voluntary sector colleagues such as Dream Arts and Paddington Arts.
- Screening for speech and language for every young person entering the YOT on first appointment to ensure early identification of need and support, assessment and intervention to be tailored to meet this need.
- Broadening our trauma informed practice within the team and thinking of new and creative ways of working with young people and families through a trauma informed lens. Looking at seeking opportunities for therapeutic engagement and activities to get young people involved in.

REDUCING RE-OFFENDING

What are we doing well?

The proportion of young people re-offending over a one-year period between March 2016-March 2017 has decreased from 42.0% to 40.0%. The latest rate is below both the London average 44.6% and the National average of 40.9%.



Priorities for 2019-2022

- The latest live re-offending tracker indicates that re-offending rates for Westminster have increased. This is an area that will be focused on through analysis of data to ensure interventions and services that are in place are engaging young people.
- Board members will lead a piece of work that does a 'deep dive' into the cohort of repeat offenders that will enable a better

understanding of their needs and how what we offer needs to support change.

- Family therapy clinical support will be embedded in the team to support the development of systemic and trauma informed practice.
- Conduct review on disproportionately and develop local approaches to working with young people from Black and Minority Ethnic groups in light of the national and local review.
- This YOT staff have now attended trauma informed training. The focus of intervention will be through a new lens of understanding trauma and current behaviour.
- To achieve Restorative Quality mark within the YOT by 2020.
- To put a greater emphasis on creating sustained change in the planning of work and to review the change more closely through supervision and planning meetings with young people and parent/carers.
- Exit planning for every young person starts at the beginning of their order, they are part of planning leaving the YOT and thinking of what changes they want to achieve but also support to continue with post YOT.
- We want to explore peer support interventions and the benefits of introducing these into our YOT to reduce reoffending.
- Westminster's IGXU (Integrated Gangs and Exploitation Unit) analysis of County Lines operating from the borough has pinpointed that young people are going to 20 counties with offenders travelling as far as Norfolk and Hampshire. We will continue to work together with our colleagues from IGUX to offer alternatives for young people.

REDUCING CUSTODY

What are we doing well?

Custodial sentences within Westminster between April 2018 and March 2019 reduced significantly on the preceding year, from 11 to just 4 young people. The comparative annual rate per 1,000 of youth population dropped to 0.23 which now lies below the London average 0.54 and below the National average 0.36 for the year.



Priorities for 2019-2022

- Resettlement support to begin from custody. To ensure that there is a robust plan in place from day 1 of release.
- From 31st July 2019 ISS will be brought back into a single borough model. The priority is to develop and strengthen a multi-agency local approach to young people sentenced to ISS (Intensive Supervision and Surveillance Programme) to improve outcomes and opportunities.
- Ensure plans of managing risk and safety are robust and address both public protection and young person's safety.
- Deliver on our promise -Every young person entering the Criminal Justice System aspires and we get young people to, 'dream big' that they are able to see their own personal development goals. Young people are in ETE (Education, Training or Employment) by the end of their Order and we hold an award ceremony for young people once a year to congratulate them on their achievements.
- To host open evenings and events for parents and carers to understand the journey of their child through the criminal justice system.
- We are working with local businesses to tap into their corporate responsibility and provide opportunities for YOT young people such as with large organisations like Wilmott Dixon and London Zoo as well as local hairdressers, market traders and local restaurants.

A Local Focus on Serious Youth Violence

In Westminster we have a local priority on reducing serious youth violence in our City.

The Serious Youth Violence Task Group, set up in 2018, continues to provide the council's focus on working together across Council departments, the MPS and with partner agencies to adapt to the changing nature of violence in Westminster. The Task Group looks at how we can better understand the drivers behind serious violence in the borough, to provide appropriate strategic and tactical responses, as well as empowering our communities to help reduce serious youth violence.

Our Priorities for 2019 /2022 are:

- To develop a Task Force meeting focussed on schools and explore how the partnership can support young people in education and in addressing serious youth violence.
- Lead on the Council's Public Health approach to serious youth violence. A workshop was held in November 2018 which contributed towards the new Public Health Approach that has now been adopted by the Health and Wellbeing Board as a priority for 2019/20.
- Pilot the Public Health approach using evidence-based interventions in Church Street. Preventative education sessions for pupils and professionals in primary and secondary schools are being developed, alongside linking in opportunities for positive activities and consultation with young people as part of planning for the Church Street Regeneration programme.
- A Serious Youth Violence Engagement Officer is being recruited and will begin work at the end of July 19.
- The group will strengthen links with Sports and Leisure services to increase young people's access to these activities.
- To continue to develop the **City Lions**, which is an enrichment scheme for 13-16-year olds aimed at broadening horizons and raising awareness of what opportunities Westminster has to offer through partnerships with the most high-profile companies and iconic institutions in Westminster. It operates under the My Westminster banner.
- In recognition of the changing nature of gangs and groups, where membership is becoming more fluid, the Integrated Gangs and Exploitation Unit (IGXU) is expanding its focus to work more broadly with young people at risk of serious youth violence and exploitation, rather than working solely with young people who are part of recognised gangs. The IGUX reports into the Youth Crime Prevention Partnership so that the YOT and IGUX agendas are intrinsically linked.

Westminster's Strategic Local Priorities for 2019-2022

The YOT have developed **5 local pledges for young people** to support in the delivery of a high-quality service against the associated Key Performance Indicators.

Local Pledge 1 – We will build on a young person's strengths and help them develop a pro-social identity

- Ensuring all assessment, planning and interventions are based on meaningful trusted relationships. That the young person's, parents/carers voice is evident throughout this. That the plan enables a pro-social identity and desistance from offending and builds on positive elements of the young person's life.
- Consolidating the Quality Assurance process to ensure this is effectively supporting the Assessment, Planning Interventions and Supervision process.
- Increasing staff engagement in the Peer Auditing process to promote ownership and accountability of the quality of practice.
- Reviewing the impact of interventions against sustaining change and progression on all young people through improving the planning meetings and measuring impact.
- Ensuring the young person's voice is captured and plans and interventions follow a child friendly rational approach.
- Working with faith groups in our local community to build links and draw them in to support and work with our client group.
- Developing restorative justice practice in conjunction with the Police to offer mediation and supporting young people from being further criminalised.

Local Pledge 2 – We will contribute to reducing the exploitation of Young People

- In recognition of the increasing threat of county lines and other types of criminal exploitation, the YOT will concentrate on working with partners to develop a coherent and consistent response to this and all forms of child exploitation. This priority also links to working in close alignment with Family Services and IGXU.
- To work with partners to implement the local strategy to respond to young people at risk of exploitation.
- To accurately assess and support young people that are at risk of exploitation.

Local Pledge 3 - We will be assertive and proactive in reducing Serious Youth Violence and Knife Crime

- Continue to build on our working relationships with community safety teams, encourage more transparency with families and young people when issues are identified and work more jointly to address these.
- To further develop community engagement in the work of the YOT. To host a community open day and to have open evenings for parents to come and experience, 'a day in the life of their child' so they get more of an understanding of what happens and take an active and joint approach in responding to local issue.
- Strengthen local protocols for how we respond to support the victim and their family and the community, particularly in relation to the impact of serious youth violence.
- Provide tailored support (prompt, integration of other agencies and single point of contact identified), reduced risk (increase information sharing and reporting) and provide civic leadership (information, presence, listen and learn).
- Provide a three-layered support system within Westminster. Direct Family Support (parents, siblings, extended family), Connected Community (connections through education services, places of worship) and Wider Community (local community, community leaders, businesses, elected representatives and third sector partnerships).

Local Pledge 4 – We will put a focus on Improving Education, Training or Employment opportunities and attainment for young people

- Every young person open to YOT to receive a bespoke education and learning plan as part of their order to increase opportunities education, training or employment opportunities through key partners and identified providers.
- To develop a meaningful Mentoring Service with Wilmott Dixon to secure work placements and work opportunities within the construction and property industry.
- Work more closely with Regeneration Services and colleges to improve offer for young people including maximising opportunities for young people in gaining skills and qualifications.
- To ensure that the profile of children and young people with special educational needs are recognised by all parties.
- To ensure that those children and young people with education, health and care plan that their outcomes and aspirations are recognised.
- To provide more opportunities for creative learning when there are barriers to attend ETE provision.
- Every young person entering the Criminal Justice System recognises their aspirations, we get young people to, 'dream big' and that they are able to see their own personal development goals.
- Young people are in ETE by the end of their Order and we hold an award ceremony for young people once a year to congratulate them on their achievements.

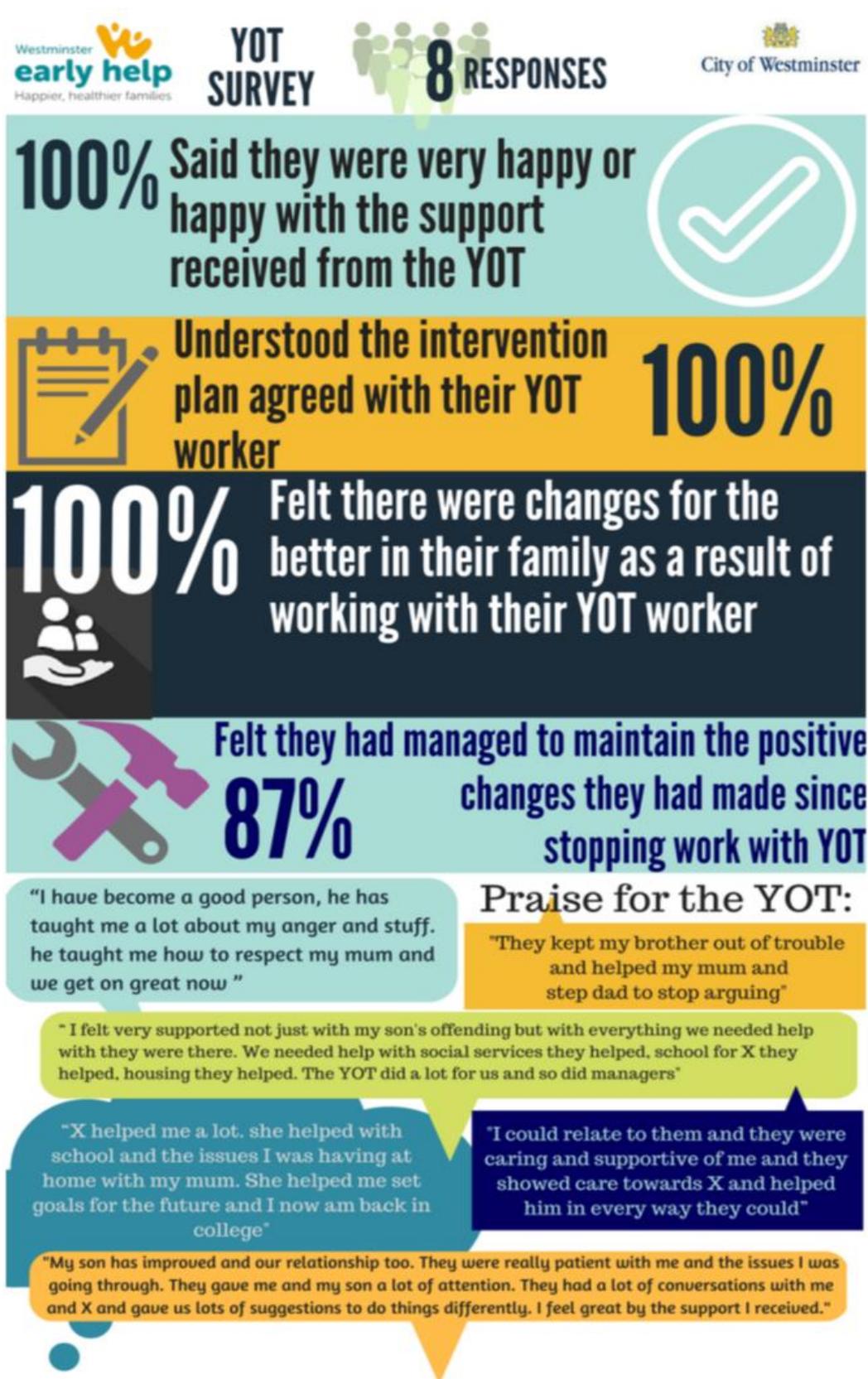
Local Pledge 5 – We will work in partnership with young people to improve their health and well-being. Together we will look at ways of improving an individual’s quality of life, through high quality healthcare and personal support.

- Health professionals will be led by compassion in recognising and identifying a young person’s health and well-being needs.
- We will accurately assess and support young people to actively improve their emotional and physical well-being to support better mental health outcomes.
- Young people will be welcomed into a respectful and inclusive environment where health staff will respect and value diversity which recognises the uniqueness of each individual young person and their circumstances.
- We will ensure that all health professionals will involve, inform and empower young people, their carers and their families to take an active role in the management of their own illness/needs/well-being and adopt recovery principles.
- Our organisation will ensure that all health care staff receive the appropriate training, direction and support required to ensure they are equipped, prepared and able to provide a high quality and effective care and provision to young people, their carers and their families.
- We will work closely with multi agencies in partnership to ensure that our combined efforts are focused on achieving the best possible outcomes for young people.

Section 6 - Service User Feedback

What we have done?

We have continued to carry out exit surveys once a young person has finished their order. Survey results below.



Parents/carers are part of all planning meetings and compliance meetings and their feedback and views are captured on each plan.

We hosted an open day in July 2018 for partners and colleagues in the Local Authority to give them a better understanding of what YOT does. The feedback is below:

YOUTH OFFENDING TEAM OPEN DAY FEEDBACK

100% SAID THE YOT MET THEIR EXPECTATIONS ON THE OPEN DAY

100% HAD A BETTER UNDERSTANDING OF PROCESSES AND PROCEDURES WHEN YOUNG PEOPLE ARE SENTENCED TO AN ORDER

100% WOULD RECOMMEND THE OPEN DAY TO OTHERS

100% FELT THEIR QUESTIONS WERE ANSWERED

70% RATED THE DAY 10 OUT OF 10 - 'REALLY USEFUL' (ALL RATED IT 7 OR ABOVE)

"Thank you very much, best session I've been to in a while! Food was great too!"

"All sections were useful, all staff were informative and the role play was good"

"It was useful learning about each aspect of the service and how they connect"

"Thank you to all who delivered this very interesting, informative and engaging open day"

"The workshop around orders was really useful as I have never really understood the difference between them and this was explained well"

"I found each workshop useful and engaging and they complimented each other so well that I can't rate one above the rest"



Westminster
early help
Happier, healthier families



31
RESPONSES



City of Westminster

What our priorities are for 2019-2022

- Feedback is sought for every young person/parent or carer at the end of their order. Themes are identified every three months to improve outcomes and performance as a team and to provide transparency for service users, 'this is what you said, this is what we have done about it.'
- Victim satisfaction surveys are conducted and carried out by the RJ (Restorative Justice) Lead.
- Opportunities to hold small focus groups with children and young people to ascertain what is working well and what could be done differently.
- Review of evidence-based interventions that are being used.

Section 7 Risk to Service Delivery

Section 7 -Key Risk to Service

KEY RISKS

Managing the change from the Shared Service ISS Team to the integration of this service within local team

MITIGATION

To lead the team through the transformation and integration process and to ensure that opportunities for young people on ISS are localised and there is a shared response from partners in the Local Authority to fulfil the requirements on ISS such as providing Young People opportunities to engage in ETE and meaningful diversionary activities in the evening. Training will be delivered to staff in July on managing change, assessing young people for ISS and delivery planning. Reflection and time to embed changes with on-going review and learning to service delivery will be made available to the team.

Staff slow to adopt new systemic/relational work

Joint learning/case consultations with staff from Early Help and other local authority services. On-going systemic teaching, e.g. workshops, bite-sized learning, and joint work with clinicians to help embed practice. Family Therapist to start in the YOT two days a week to support this process until a full time Family Therapist is embedded.

Increase in Re-Offending Rates

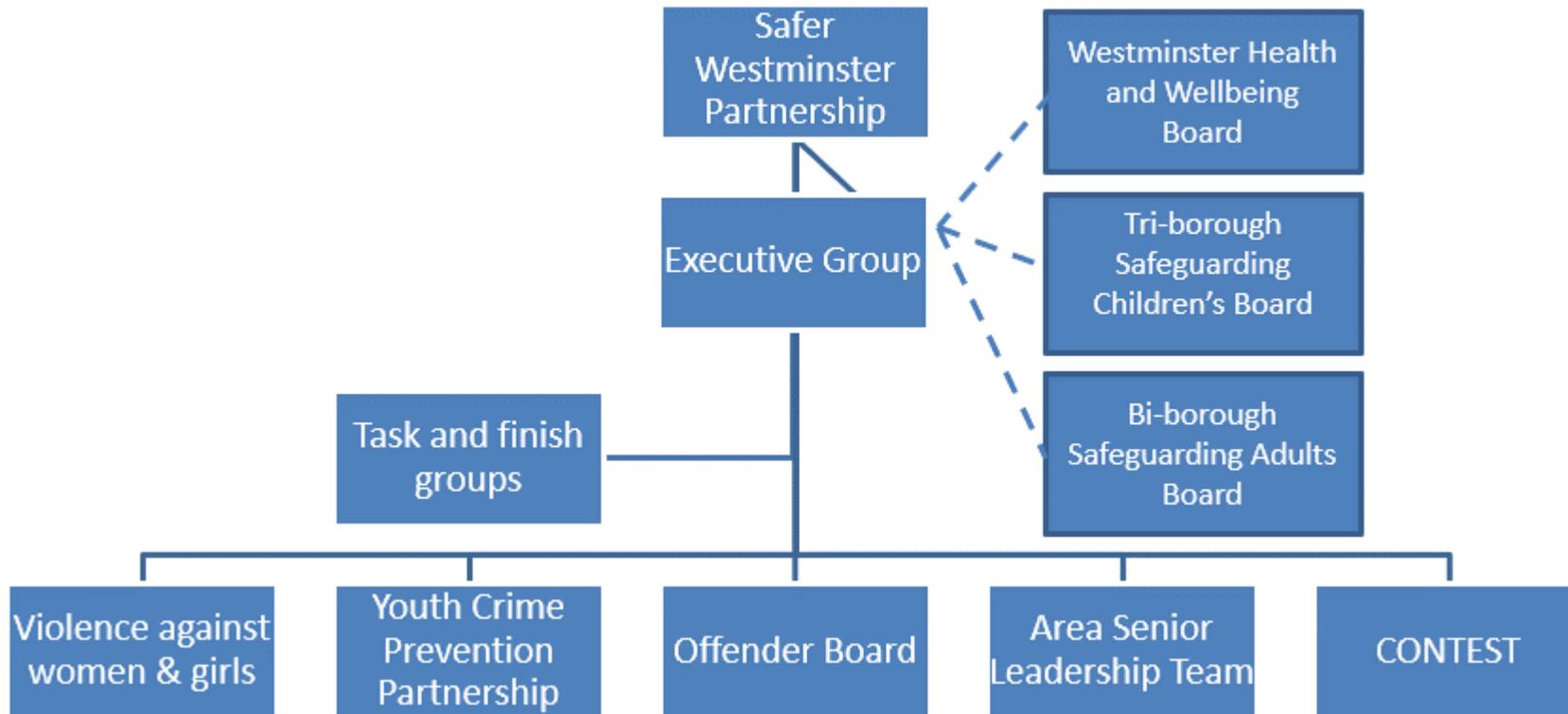
There is a small cohort currently open to YOT that continue to re-offend and this is likely to impact on Re-Offending Rates. To mitigate this, board members are actively involved to address this and will undertake deep dive audits on particular themes emerging to identify any learning and plans to address this.

Unable to recruit to vacant posts

Ensure that the job advert is attractive and distributed to a wide range of potential candidate forums. To ensure that there is a good induction programme available to all new staff joining the service. To continue to monitor unfilled vacancies and implications on service delivery.

Section 8 – Appendices

Appendix One – Governance Arrangements



Youth Crime Prevention Partnership Board Agreement 2018-19

PURPOSE

This is a statement between the statutory and non-statutory partners on the Youth Justice Management Board for the London Borough of Westminster. It sets out our joint strategic commitment and, as relevant, the resource and finance commitment made towards providing effective youth justice services in Westminster.

Commencement date: September 2018

Review date: August 2019

INTRODUCTION

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

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

To support the YOT additional partners have also been recruited to the YCPP and these are housing and a number of relevant Council departments.

PURPOSE OF THE BOARD

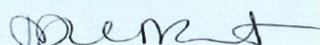
A YOT management board (in Westminster called the Youth Crime Prevention Partnership - YCPP) is formed to provide strategic direction with the aim of preventing offending by children and young people. The board will:

- Determine, within the guidance laid out by the YJB, how the YOT is to be composed and funded, how it is to operate and what functions it is to carry out;
- Determine how appropriate youth justice services are to be provided and funded;
- Provide on-going challenge to the delivery of youth justice services;
- Oversee the formulation each year of a draft youth justice plan;
- Oversee the appointment or designation of a YOT manager as part of the youth justice plan;
- Agree measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.

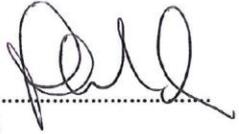
ROLES FOR ALL MEMBERS

All members should have sufficient decision-making powers to prevent delays in committing resources.

Youth Crime Prevention Partner	Name of Board member	Name of nominated deputy	Specific role on Board	Resource commitment e.g. secondment		
Westminster City Council	Chair	Sarah Newman		The Director of Family Services chairs the Board. This will be reviewed at intervals.		
	YOT Manager	Kiran Hayer	Philippa Bengé	The YOT manager is accountable to the Board for the KPIs as set by the YJB and in providing an overview of YOT performance and delivery. Reporting on progress against the Youth Justice Plan and keeping the Board up to date with development and changes within the Criminal Justice System. Signed:		
	Head of Assessment, MASH and IGU	Miranda Gittos	Vanessa Silva Carreira Leanne Corrigan	As the manager for the Integrated Gangs Unit and the social care 'front door', to ensure that young people are identified early and that social care and YOT processes are joined up and work together. Signed:		
	IGU Service Manager	Matthew Watson 	Marie-Therese Brown	To ensure that key messages in relation to serious youth violence are integrated into the management of the YOT and that information is shared effectively. Signed: 		
	YOT Finance Manager	Martine Rooney		To prepare and monitor the YOT budget and present at regular intervals to the YCPP Board. Signed:		
	Community Safety	Alice Kavanagh	Adam Taylor	To act as a local champion for youth justice within Community Safety and to ensure that the different governance streams relating to crime and disorder are joined up. Signed: 		
	Education (SEN)	Kay Stammers		To act as a local champion for youth justice within Education and to have lead responsibility for SEN on the Board. Signed: 		
	Education (schools)	Sarah Swan Chair of Secondary Heads Inclusion Group.		To act as the school lead for youth justice across secondary schools, ensuring a link between the Heads of Inclusion group and the Board. Signed: 		
	Health	CAMHs	David Bailey		To act as the CAMHs champion for youth justice and to oversee the appointment of the staff member in YOT and the development of all related CAMHs services ensuring that they are evidence based and meet the local need profile. Signed:	1 FTE CAHMS Worker 1 FTE YJLD Worker
		Community Health	Adam Seomore		To act as the representative for community health services provided by CLCH and advise in relation to the provision of these services to young people in the youth justice system. Signed:	
Public Health		Kate May	Debbie Arrigon	To act as the Public Health Champion for youth justice, ensuring that YOT are aware and promote key public health	1.4 FTE SMU Worker	

				messages and these are integrated into practice. Signed: 	
Police	James Franklin Chris Sadler	Neil Reynolds		To work with the LA in relation to securing youth justice services appropriate to policing aimed at preventing offending by children and young people and to provide advice, challenge and support towards the strategic development of the YOT. Signed: 	2 FTE Police Officer
Probation (NPS)	Will Jones			To act as the probation lead on the Board and to feed in new developments and opportunities to stream-line processes. Signed:	0.5 FTE Probation Officer
CRC - Community Rehabilitation Company	Roxanne Hansen			To act as the CRC lead on the YOT Board, contributing to strategic plans on the prevention of reoffending. Signed:	
City West Homes	Janet Durrant	Oli Akani - Fadeni		To act as the champion for youth justice services within City West Homes and to link the work of CWHs in relation to anti-social behaviour and the YOT. Signed: 	
Youth Justice Board member Head of Innovation and Engagement (London)	Cheryl de Freitas			The YJB is responsible for monitoring the effectiveness of the youth justice system at a national and local level, and provides information on individual YOTs to the HM Inspectorate of Probation	

			Information Bank, which in turn informs inspection priorities. As a Local Partnership Adviser to provide a 'critical friend' relationship with the YOT and the YCPP Board. Signed:	
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Signed: 

Chair of YJMB

Date.....09/01/19.....

Signatures of Board members: as above

Appendix three -Abbreviation Table

ABBREVIATION	TERM
ARC	Attachment, Regulation Competency
ASB	Anti-Social Behaviour
CAHMS	Child and Adolescent Mental Health Service
CCG	Central London Commissioning Group
CSE	Child Sexual Exploitation
CYP	Children and Young People
ETE	Education, Training or Employment
GMACE	Gangs and Multi-Agency Child Exploitation Panel
GMAP	Gang Multi-Agency Partnership
IGXU	Integrated Gangs and Exploitation Unit
ISS	Intensive Supervision and Surveillance
LAC	Looked After Children
LSCB	Local Safeguarding Children's Board
MACE	Multi-Agency Child Sexual Exploitation Panel
MAPPA	Multi Agency Public Protection Arrangement
MOPAC	Mayor's Office for Policing and Crime
NFA's	No Further Action
OOCDS	Out of Court Disposals
PWITs	Possession with Intent to Supply
QPR	Queens Park Rangers
RJ	Restorative Justice
SEND	Special Educational Needs and Disability
SLT	Speech and Language Therapist
SMU	Substance Misuse
SYV	Serious Youth Violence
YJLD	Youth Justice Liaison and Diversion
YOT	Youth Offending Team