

Youth Justice Plan 2023-25

Youth
Justice
Service

Caring for **people**, our **places** and the **planet**



London Borough of Barnet Youth Justice Plan 2023-25

Service Barnet Youth Justice Services

Service Manager/ Lead Cezar Tan/ Sarah Marshall

**Chair of Youth Justice
Matters Board** Tina McElligott

Contents

1. Introduction, vision and strategy	page 5
2. Local context.....	page 8
3. Child First	page 12
4. Voice of the child.....	page 12
5. Governance, leadership and partnership arrangements	page 13
6. Resources and services.....	page 20
7. Progress on previous plan	page 21
8. Performance and priorities	page 24
9. Strategic Priorities 2023-2025	page 28
10. National standards.....	page 46
11. Challenges, risks and issues	page 45
12. Service improvement	page 48
13. Workforce Development.....	page 48
14. Board Development.....	page 49
15. Evidence-based practice and innovation	page 50
16. Looking forward	page 52
17. Sign off, submission and approval	page 53
18. Appendices	page 54
1. Structure Charts.....	page 54
2. Youth Justice Matters Board Membership & Attendance Record.....	page 57
3. Partnership Support & Services	page 59
4. Ethnicity, sex and known disability of staff.....	page 62
5. Barnet HMIP Improvement Plan 2022-23	page 65
6. Glossary of Youth Justice Terms.....	page 67



1. Introduction, vision and strategy

Foreword

by Tina McElligott

The Youth Justice Matters Management Board (YJMB) would like to thank the staff and managers working within and supporting Barnet's Youth Justice Services for their relentless commitment to improving outcomes for children at risk of offending and in contact with the youth justice system. We recognise that the achievements of the partnership are only made possible with your help.

Our partnership arrangements are a recognized strength in the borough which has enabled effective development of whole-system and child-focused approaches that build on children's strengths. Together, with our growing partnership with a range of grassroots and community providers, we share a commitment to create a fair and proportionate youth justice response, where those disadvantaged by racial, social and economic inequalities are not disproportionately represented within the youth justice system; we make clear this commitment in this Youth Justice Plan.

Our strong performance outcomes against both London and National Youth Justice Performance Indicators, the critical reflection set out in our self-assessment and HMIP Inspection (published May 2022) highlight our strengths and areas for strategic and operational focus and development. This Plan, which has been developed by our partnership, provides the framework within which we will focus our efforts, build on our progress, drive innovation and deliver evidence-informed and outcome focused activities with and for children.

Progress against this Plan will be monitored through the Youth Justice Matters Board and will include the voices and experiences of children and their families who will hold us to account alongside the Safer Communities Partnership Board who will oversee the work of the youth justice partnership.

On behalf of the Management Board, I am pleased to present Barnet's Youth Justice Plan 2023-2025.



Tina McElligott

Chair, Youth Justice Matters Board

1.2 Executive Summary

The Crime and Disorder Act 1998 Section 40 sets out a statutory duty for Local Authorities, in consultation with partner agencies, to develop, produce and implement an annual Youth Justice Plan.

Barnet's Youth Justice Plan for 2023 – 2025 sets out:

- How youth justice services will prevent offending behaviour and reduce reoffending
- How youth justice services in the area are to be provided and funded
- How the youth justice services will be composed, how they will operate and what functions it will carry out
- Measurable objectives against key performance indicators and the National Standards.

The London Borough of Barnet wants all children and families living in our borough to be safe, healthy, resilient, knowledgeable, responsible, informed, listened to and involved.

Barnet's Youth Justice partnership have adopted the 'child first, offender second' principle and this is woven throughout our Youth Justice Plan. We have aligned our priorities with the borough's **Children's Plan 2023 -2027** which sets out Barnet's Family Friendly vision and our aspiration for all children and families under these four headings:

Safe & Secure	Ensuring children have the space and opportunity to build trusted relationships Ensure the most vulnerable are protected Children are safe and helped to make good choices
Family & Belonging	Provide support that encourages and builds resilience in children and families Children develop a positive sense of identity
Health & Wellbeing	Improve children's life chances by supporting their health and wellbeing from very early age and through to their transition into adulthood Promote good mental and emotional health across all ages and different communities and work together to prevent severe mental illness, substance misuse and suicide
Education & Learning	Improve the educational progress and outcomes for all children Diminish the differences in attainment and progress between the most disadvantaged and vulnerable pupils and their peers

Our Youth Justice partnership recognises that children need to be able to grow up in families that care about them to adulthood and beyond, they need to be able to access education that is tailored to their unique talents and abilities, enjoy good physical and mental health and have friendships and activities that enable them to participate and grow, and we agree that children need to have opportunities to lead and contribute to the world around them.

Together, our Youth Justice Service and partner agencies have developed this value statement to underpin practice:

“In Barnet, our vision for children in contact with the Youth Justice Service is based on the belief that children have the right to feel safe and protected from any form of harm. We believe they deserve to be given second chances so they can do well in education and have opportunities available to them as they become adults.

We believe children should be treated with understanding, shared respect and we are open with each other. This allows us all to build on the things we are good at so children can move forward with life at a pace that works for them and their own needs. Whilst also making sure their Order is completed and no harm is caused to members of the public, victims or others around them.

Barnet values children’s voices and what they have to say about their own experiences in their life, we will work to support them to challenge times they have not felt heard or have been discriminated against.”

Barnet’s Youth Justice Plan sets out how our partnership will collectively ensure children have access to trusted adults and services and how we will engage with children to ensure that their voices influence and shape the way we respond to their needs.

Our Plan builds on what we already do well, strengthening our partnership approach to lower the number of children entering the Youth Justice System. We will maintain our low re-offending rates and custody rates, which are lower compared to the rest of London and the national average with the aim of reducing this further.

Our strong partnership arrangements and services will be focused on tackling areas where the data highlights disproportionality including, school exclusions, stop and search, arrest and sentencing decisions, entry into custody, 16/17-year-olds who are not in education, employment or training (NEET) and criminal exploitation and violence.

In summary, our Youth Justice Plan aims to ensure our partnership has:

- A collective understanding of Youth Justice Services and the structural, social and educational inequalities that underpin offending behaviours
- Collaborative, informed and focused leadership across the range of agencies working with children at risk of offending or involved in offending and the criminal justice system
- Recognised that children hold solutions to the challenges they face
- Listened to and responded to the wishes and views of children using Youth Justice Services and encouraged their meaningful participation in designing and monitoring our services
- A fair and proportionate youth justice system
- Effectively engaged parents and communities in understanding the drivers of youth justice and including them in finding solutions to prevent offending and keep children safe
- Robust partnership data, multi-agency and community-led intelligence that is effectively shared and analysed
- Evidenced based and creative school and community-based prevention and early help programmes that effectively address issues relating to social media, friendships, grooming, healthy relationships, sexual health and risks as they relate to exploitation, gangs, violence and illicit drugs
- Recognised and responded to ensure children with additional vulnerabilities to exploitation are effectively safeguarded
- Supported children to successfully transition to adulthood

In recognition that youth offending occurs in a context of wider harm, vulnerability, inequality and disadvantage which can have a negative impact on children's outcomes. The Youth Justice Matters Board will routinely consider the interface between this Youth Justice Plan and wider local plans and strategies [Strategies | Barnet Council](#)

2. Local context

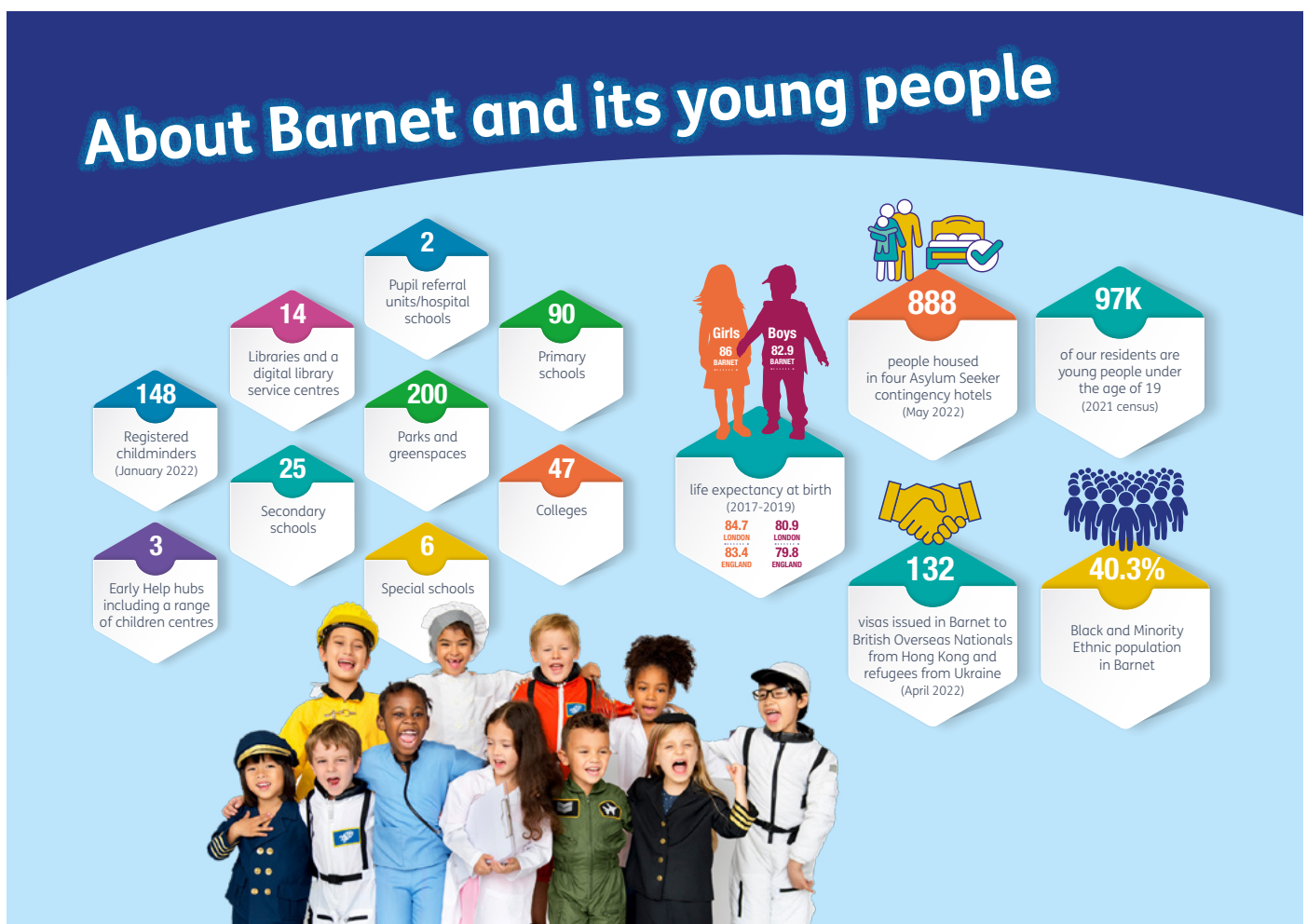
Population & Demographics

Barnet has the largest population of all London Boroughs. In 2020, the population was estimated to be 402,700 of which a quarter are children. Around 47,000 are children aged 10 -19 years. We have 130 schools in the borough, 97% of Barnet Schools are Good or Outstanding and Barnet is now in the top 10% for almost all measures of achievement and the top 5% for many of the measures. We have a richly diverse community; 48.6 % of children attending Barnet school are from Black and Global Majority backgrounds and 52% of primary and 38.2% of secondary school pupils speak English as an additional language; there are 182 languages spoken in schools across the borough. Overall, 52% of the 0-19 population in Barnet are from Black and Global Majority Ethnic backgrounds, compared to 30% across England.

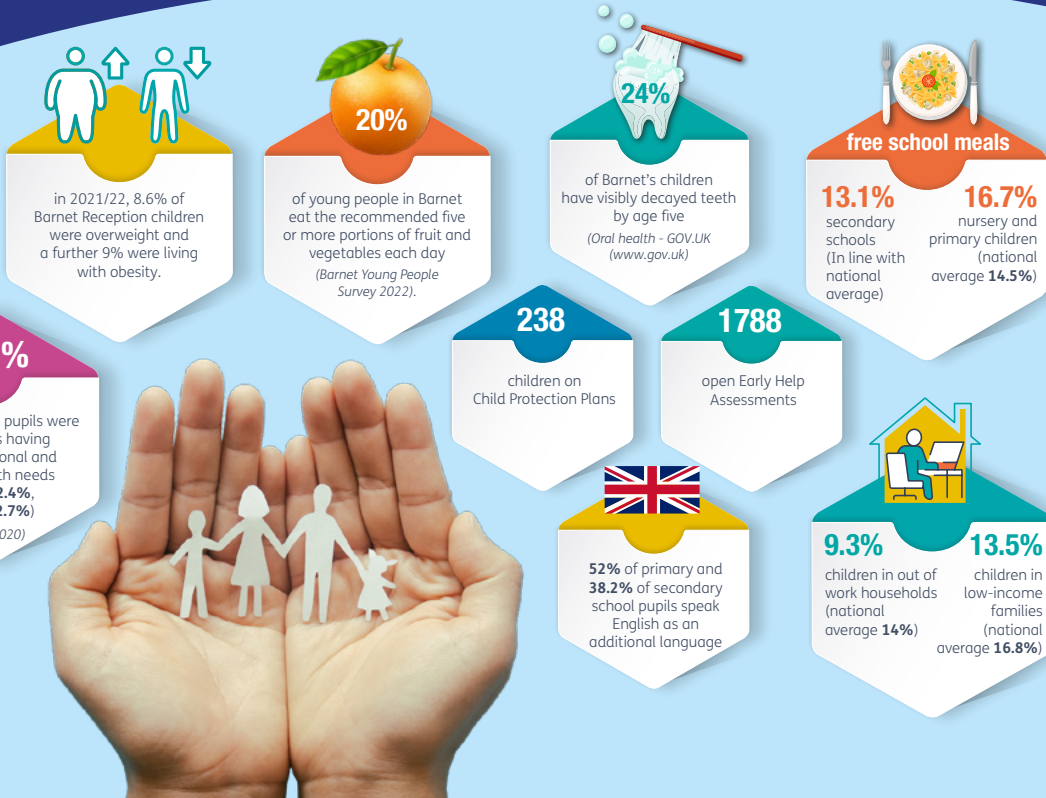
Barnet has lower levels of deprivation than most other London Boroughs, although a fifth of children in the 10-19 age range live in the most deprived parts of the Borough. The percentage of children at secondary school age in receipt of free school meals (13.1%) is in line with the national average, the rate is higher for children in nursery and primary settings at 16.7% against 14.5% nationally.

There are 80.6 crimes per 1000 people, lower the London average of 82.9 per 1000. 94% of children surveyed are happy to live in Barnet, 89% of them agree Barnet is a Family Friendly place.

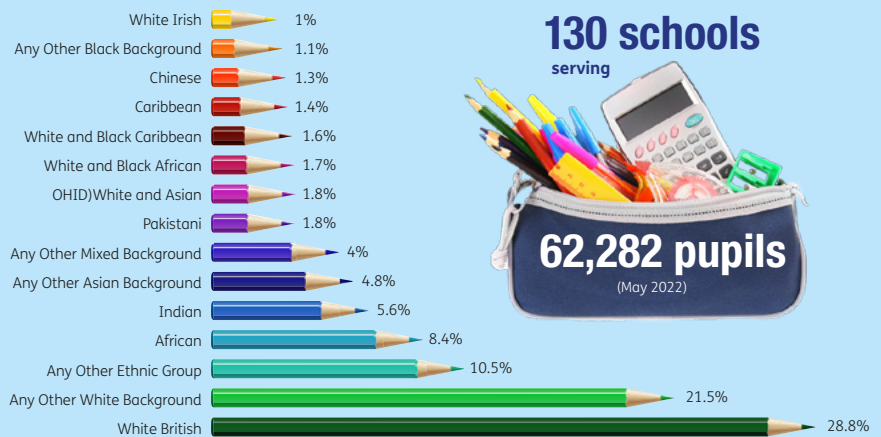
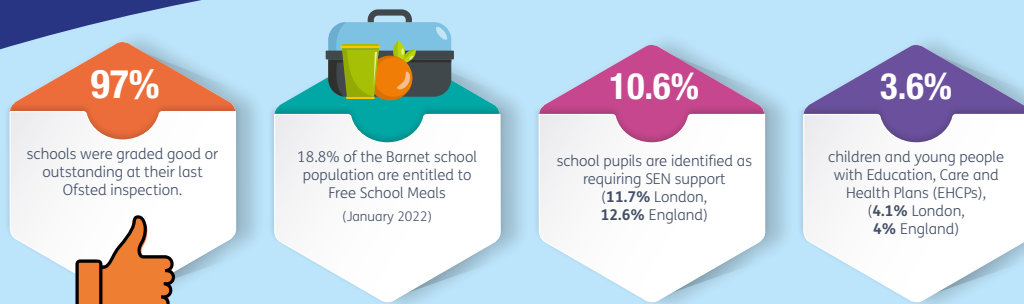
- Youth Justice Services are judged to be Good (HMIP May 2022)
- Ofsted/CQC Joint area SEND Inspection, March 2022, did not identify any aspects of service requiring a Written Statement of Action and Barnet is now a Regional Expert for SEND
- Barnet was judged by Ofsted to be Good in all areas in the Inspection of Local Authority Children’s Services (ILACS), 2019
- 97% of Barnet’s Schools are judged to be Good or Outstanding



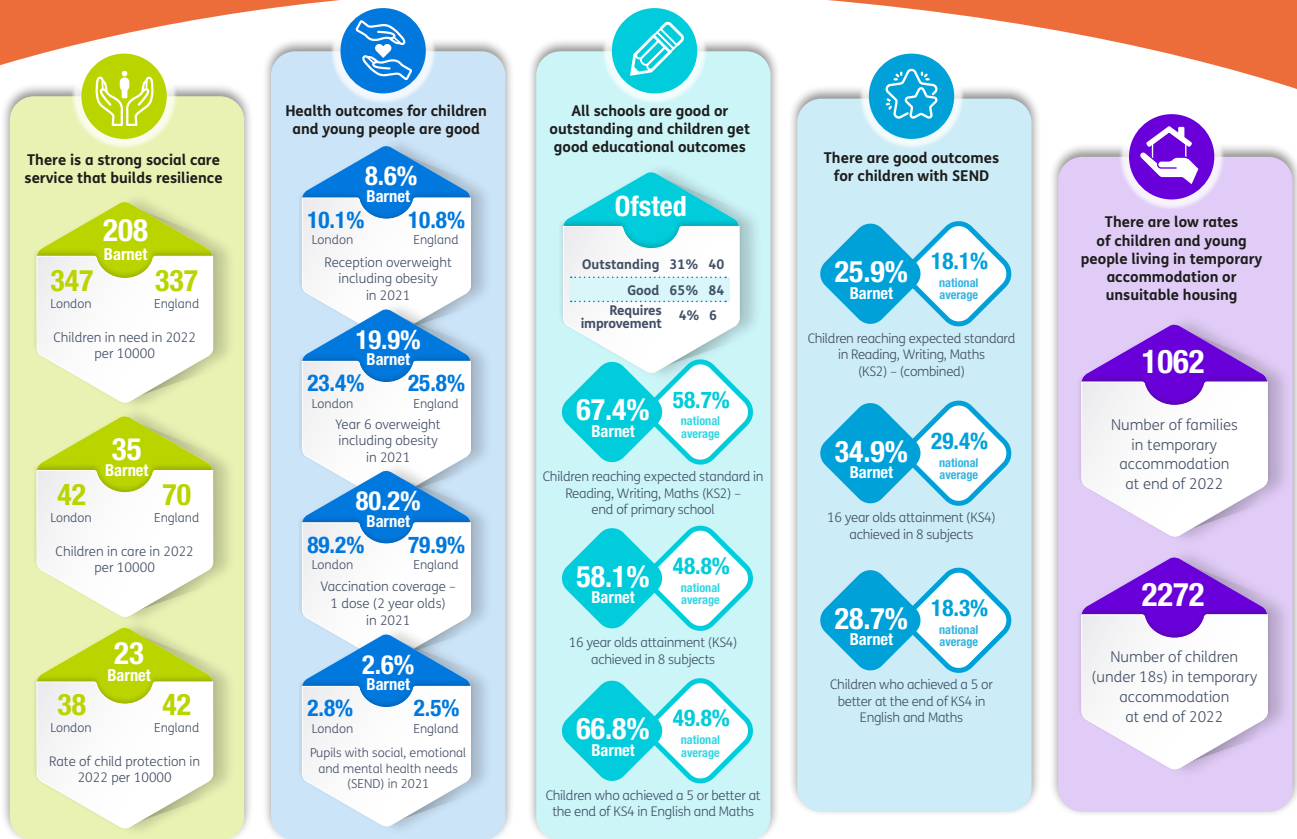
Barnet's young people and their health



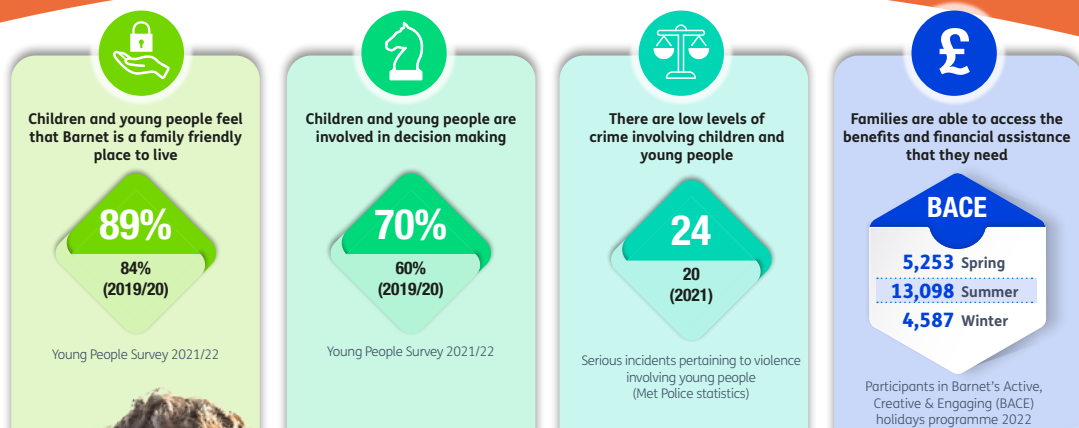
Our schooling



Family Friendly Barnet



Family Friendly Barnet



3. Child First

In Barnet we are committed to recognising children involved in the youth justice system as ‘children first and offenders second.’ Our partnership will work to ensure that children in contact with the criminal justice system are not unnecessarily criminalised or ‘adultified’¹ and are given opportunities to grow, learn and develop into maturity.

Barnet Family Services has a resilience-based practice framework that is underpinned by four resilience-based practice principles which are intersectional and complementary. These are systemic & strengths-based, equality, diversity & inclusion, child-centred practice and partnership working, participation & co-production. Our Youth Justice Services work to these principles.

Our services strive to be alongside children to prevent them offending in the first place and when they do, to support them from arrest until the end of their journey with the youth justice system, at all times, advocating their views and working effectively and collaboratively to safeguard them from harm. We want to work in ways that are open and honest with children and their families, communicating effectively, using information that is written in child-friendly language.

We want our YJS staff to develop trusted relationships with children to empower them and engage them ensuring their views, wishes, experiences and aspirations are heard and embedded in their AssetPlus assessments, reports and intervention Plans. Our YJS supports relationship-based activities that build on their strengths and promote children’s sense of agency, so children are provided with opportunities to grow their talent, reach their potential and express their creativity, enabling stronger capacity for positive future choices.

Our residential programme is an example of child-first practice, it has been successful in providing opportunities for positive engagement with children in environments outside of their local communities and aims to utilise children’s skills and positive attributes, developing pro-social behaviours so they can participate and contribute. The residential programme has further created opportunities to develop peer mentors who can support other children engaged with the YJS on future residential trips.

Reparation activities aim to equip children with work experience and life-long skills, AQA accreditation ensures this work is meaningful and children can take away something positive on completion of their Order. We want children to be equipped to thrive in critical social contexts such as school, family and their community.

4. Voice of the Child

Barnet’s Child Participation & Family Involvement Strategy ‘My Say Matters’ (2022 – 2025) was developed with and for children with the aim of strengthening existing user-involvement activities and creating stronger and meaningful opportunities for children to shape and develop policies and practice in the services they use.

It is our responsibility as a partnership to promote meaningful participation with children in all areas that affect their lives and their communities, recognising participation is a fundamental human

¹Adultification bias within child protection and safeguarding (justiceinspectorates.gov.uk)

right. Barnet Youth Justice Matters Board has sought to obtain direct feedback from children. This has been collected through survey monkey questionnaires, face to face and via video. Pre-recorded videos have been shared with the Board and parents have also attended meetings to tell the partnership about their child's experience of contact with the youth justice system.

The voice of children has particularly highlighted the disruptive impact of school exclusion on their lives, and the need for professionals to see beneath presenting behaviours and exercise curiosity about what else might be happening at home, in school and in the community. The YJS has successfully engaged children in the development of on-line materials, leaflets, packs, templates and evaluation forms, and in White Board Animation Projects [The YOT Experience - Barnet Youth Justice Team - YouTube](#) and [Children speak on Reparation activities - YouTube](#).

The annual youth perception survey 2022 reported that 78% of children said the council protects children from harm and 90% of children agree the council is doing a good job. Crime is the top concern for children at 41% with knife crime being the top concern as reported by 51% of children. Positively, the percentages are lower than in previous years with crime reducing by 15% and knife crime reducing by 20%. Gangs are the second highest concern for 35% of children surveyed. The Youth Justice Partnership has a key role in reducing these concerns further.

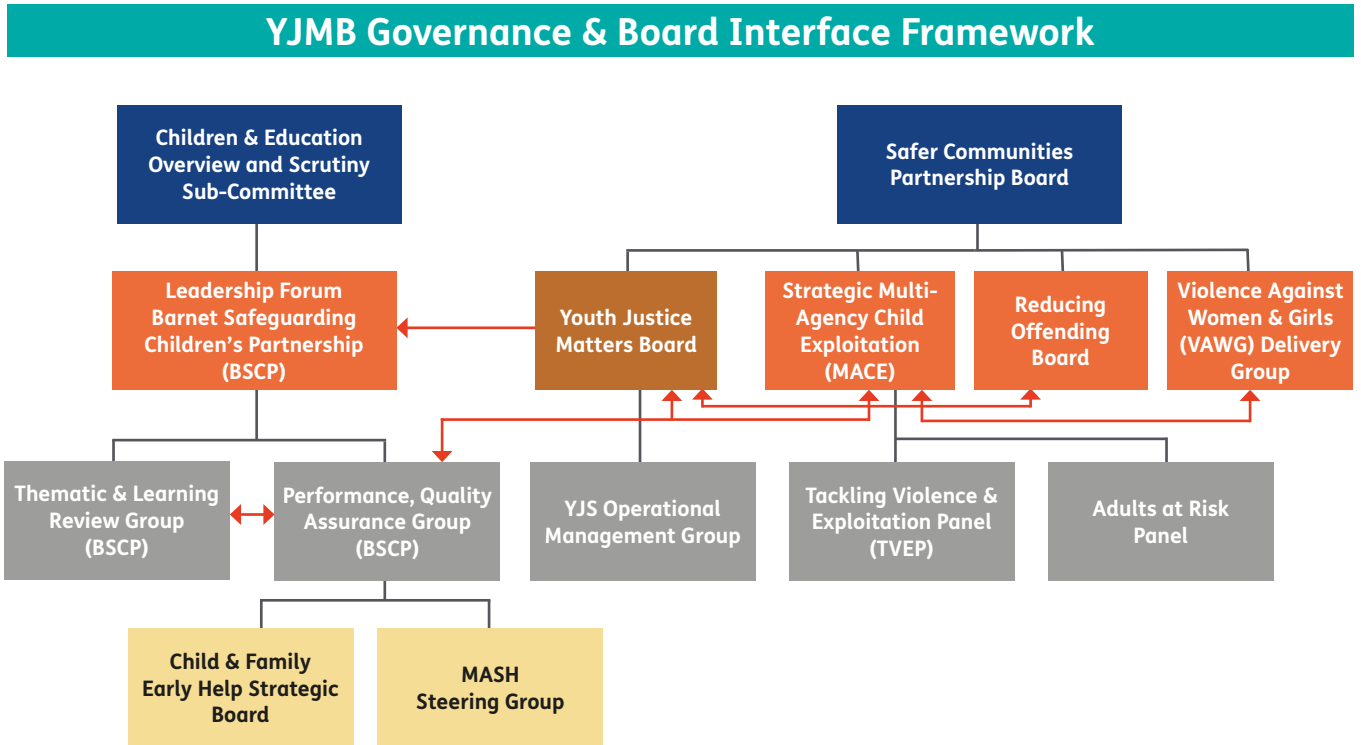
5. Governance, leadership and partnership arrangements

The Youth Justice Matters Board (YJMB) is chaired by a chief officer in the council. This is currently the Director for Early Help & Children's Social Care Services, who holds a broad portfolio of services (See Appendix 1, 1a & 1b), as such is well placed to drive partnership commitments to the strategic objectives of the plan.

Youth Justice Services straddle Children's Safeguarding and Community Safety delivery areas, as such the Youth Justice Matters Board has core accountabilities to the Leadership Forum of Barnet's Safeguarding Children Partnership and to the Safer Communities Partnership Board (Fig1)

The YJMB membership, meeting dates and attendance records can be found at Appendix 2.

Fig1.



The YJMB Chair reports to the Safer Communities Partnership Board (SCPB) and is strategically engaged at a senior level in Barnet’s Safeguarding Children Partnership (BSCP) arrangements. The biennial Youth Justice Plan, and progress against it, is presented to the SCPB which is chaired by an elected Cabinet Member.

The Leadership Forum of Barnet’s Safeguarding Children Partnership, is comprised of the local authority Chief Executive, Lead Member for Children’s Services, Executive Director Children’s Services, Detective Superintendent North-West Basic Command Unit and Director of Quality & Clinical Services, North Central London Integrated Care Partnership (NCL ICP), the YJMB chair attends the Leadership Forum and reports on safeguarding arrangements for children, including those in the youth justice system. The BSCP Leadership Forum reports into the Children’s Overview & Scrutiny Committee which is chaired by a Cabinet Member.

Serious Violence, child exploitation and domestic abuse and VAWG cross into Early Help, Safeguarding and Youth Justice Services. The Chair of the YJMB also chairs the VAWG Delivery Group, Early Help Strategic Board and co-chairs Performance Quality Assurance meetings of the BSCP. This enables whole system consideration of risk, vulnerability and protection.

The YJMB is a mature partnership, members are engaged and demonstrate innovative and solution focused leadership in delivering against the priorities of the Youth Justice Plan. The YJMB receives detailed information on performance against the National Youth Justice Indicators and undertakes thematic deep dives into areas of Youth Justice Practice to scrutinize the effectiveness of the partnership delivery and the impact this has on children.

Youth Justice Services

Youth Justice Services are located within Barnet's Family Services and sit under the Early Help & Children's Social Care Directorate, as such are delivered alongside a range of services aimed at supporting children and older adolescents at risk.

Barnet Youth Justice Services are integrated with Child & Family Early Help Services which are delivered across three locality hubs in the South, West and East/Central areas of the borough; referrals are managed through a weekly multi-agency Early Help Panel. Alongside the broad range of early help interventions available, Early Help practitioners deliver Group Work, Youth Work/Positive Activities, undertake Return Home Interviews for children who have been missing from home and lead on Out of Court Disposals (OOCDD).

The Head of Service for YJS also manages MASH, REACH and Integrated Offender Management (IOM), Local Authority Designated Officer (LADO) which ensures broad oversight and responsive approaches to risk and needs as they emerge and/or change. REACH is a specialist social work team supporting adolescents at risk of exploitation, gangs and serious youth violence; there is a significant coordinated cross-over between REACH and YJS interventions to children. The REACH team also benefits from having specialist integrated roles within the team including Speech & Language Therapist, Educational Psychologist and a Clinical Practitioner (Family Therapist).

Alignment with the IOM joins youth and older adolescent/young adults violent offending workstreams supporting a transitional safeguarding approach and a long lens to the journey of children through the criminal justice system. Both the Head of Service and YJS Service Manager are social work qualified allowing for strong safeguarding oversight and close collaboration with social work teams across Children's Social Care.

Children who have been to Court and handed down a community or custodial sentence are supported by the Youth Justice Service, which benefits from co-located/integrated multi-agency support. The Service is comprised of case managers, a social worker, Police, Probation, Speech & Language Therapist, Educational Psychologist, Forensic Psychologist, Liaison & Diversion Worker, School Nursing, Substance-misuse and Sexual health Services, Post-16 Education, Turnaround and Engage Youth Workers.

Barnet YJS shares the Northwest (NW) Basic Command Unit (BCU) Policing with Brent and Harrow; this includes custody and Courts. The YJS' across the three Borough have developed rota arrangements for Court Duty.

Barnet has a mature framework for working with children at risk of violence and exploitation with a strong community focused practice approach that supports victims and promotes restorative approaches in the communities most affected by violence. This work is supported by the Mayor's Office for Policing and Crime (MOPAC) and London Crime Prevention Fund (LCPF) which provide financial resources to deliver bespoke localised projects.

Barnet assumed lead responsibility for the Engage Programme in June 2023 which will connect youth workers to the Colindale and Wembley Police Custody suites ensuring children are engaged at point of arrest and detention and linked to Early Help support to prevent further offending and entry into the criminal justice system. This will complement the existing Liaison & Diversion roles undertaking mental health screening.

Children and Young People's Mental Health Services in Barnet are located in schools and in the community and are also co-located with Children's Social Care Services and the YJS. This wide integration of mental health support ensures accessibility in a wide range of settings. Support is available via on-line platforms, podcasts and face to face, mental health screening is available for children in custody.

Resettlement and aftercare arrangements are managed via a multi-agency panel which includes Youth Custody Services. The partnership work to ensure planning for children leaving the secure estate is made in advance and in consideration of a young person's holistic needs. Transitional Safeguarding arrangements aim to ensure that identified risks at transition to adulthood are supported so older adolescents do not 'fall off a cliff edge' at 18 years and receive continued support to help them mature into adulthood.

Partnerships in Delivery of Youth Justice Services

In Barnet our statutory partners and a range of Voluntary, Community and Faith Sector providers work together to deliver effective Youth Justice Services in the borough which intend to prevent children from offending and reduce reoffending. These can be found at Appendix 3.

Multi-Agency Planning Meetings coordinate resources and ensure all children entering the Youth Justice System are supported through a single Multi-Agency Plan. These meetings provide a forum for mental health, speech & language, education and substance misuse specialists to meet with the wider professional network across YJS, Children's Social Care and Early Help and make contributions to the development of AssetPlus assessments and desistance focused intervention plans, adopting Signs of Safety approaches to risk assessment and trauma-informed approaches to interventions.

Staffing

In accordance with the requirements of the Crime and Disorder Act 1998 the YJS endeavours to recruit staff who are qualified and skilled in working with children and their families.

The YJS Staff Team is comprised of interim and permanent workers. It is important that recruitment is focused on ensuring that only the highest calibre of candidates with relevant youth justice experience are appointed. The service will continue recruitment efforts to secure a permanent workforce without compromising on expected quality. A breakdown of YJS staffing can be found at Appendix 4.

Performance review cycles take place bi-annually and organisational learning is always encouraged through 'open door' access to managers, audits and casework reflections and training at a local and national level.



The multi-agency YJS team has a rich range of skills, knowledge and experience which are shared through team meetings, co-location and joint working. Learning and development activity is informed by supervision, performance data, audit and service user feedback. Learning is encouraged through:

- Thematic Learning: external courses that are relevant to emerging themes in youth justice practice and intervention
- Practice Development Activity: arranged in response to local issues, learning and reflection. Delivered by in-house practitioners, managers and partner agencies/providers
- Wider workforce learning - online resources from the Youth Justice Learning Space (YJLS) and the Barnet Workforce Development offer
- External courses - Youth Justice Board inset training and other external training opportunities.

The YJS Management Team undertake regular reviews and analysis of staff training needs to ensure the YJS workforce is equipped to meet the diverse range of needs children. Regular team meetings, briefings and multi-agency partnership meetings and joint group supervision between YJS and the REACH (Adolescents at Risk) Team ensure the YJS workforce are informed, supported and engaged in critical reflections about children's presentations. This is further supported by the Barnet Integrated Clinical Service (BICS) who create a regular safe and reflective space for YJS staff.

The YJS workforce is comprised of 21 staff members inclusive of the Head of Service, Service Manager, 2 Operational Team Managers, 2 Advance Practitioners and 6 Youth Justice Case Managers, 1 Restorative Justice and Victim Coordinator, 1 Referral Order, Volunteer and Reparation Coordinator, 1 Intensive, Supervision and Surveillance (ISS) and High-Risk Coordinator, 2 Turnaround Engagement Workers, 2 Project Engage Workers and 1 Court Information Officer. There are also 25 Community Panel Volunteers supporting delivery (Structure Chart - Appendix 1)

There are 13 Specialist Workers from the Metropolitan Police Service (MPS), Probation Service, Education, Public & Health Services, as detailed below:

There are 2 seconded MPS Police Officers (1.0- Full-Time and 2 (0.5) part-time), 3 part-time Drug and Alcohol Workers from Change, Grow and Live (CGL) a Public Health funded service, 0.5 YJS Nurse offering twice weekly consultations with children open to YJS.

A Speech and Language Therapist (0.1) and 2 Educational Psychologists providing 30 days per term time (90 days per year) are funded by the Supporting Families Programme. A Liaison and Diversion post (FTE) and a Clinical Practitioner (Forensic Psychologist) (FTE) are funded via NHS England.

The Education, Employment and Training Adviser from Barnet Education Learning Service (BELS) YJS NEET Worker support children who are Post-16 in accessing Education, Training and Employment 3 days a week. The remaining 2 days of the YJS NEET Worker is to support Pre-16 children from the Turnaround Programme to ensure they achieve their academic potentials. The Supporting Families funded Educational Welfare Officer (EWO) is based within Barnet YJS one day a week to strengthen the support offered to CYP and families open to the YJS in dealing with the challenges and opportunities for improving school attainment, inclusion and attendance.

The Child & Family Early Help Service leads on delivery of Out-of-Court Disposals; the service undertakes Triage, Youth Cautions (YC), Community Resolution, Onset Assessments and delivers the Community Resolution, Triage, YC and YCC Intervention Plan on behalf of the YJS. This approach enables a strong interface with prevention, diversion and positive activities delivered across the borough for all children in need of universal and targeted support.

The Out-of-Court Disposal Joint Decision-making Panel operates weekly and is comprised of key stakeholders including Police, Early Help Services, the Liaison and Diversion Worker, MASH Team Manager, Educational Psychologist, Education Welfare Officer and the Restorative Justice Coordinator (Victim Liaison Officer).

Case allocation uses a weighting system to ensure that staff can ensure opportunities for creativity and skill utilisation is maximized. Where possible, cases are matched to workers whose abilities are best suited to the needs of the children and families. The experience of case officers is also taken into consideration when allocating complex or high-risk cases.

Gender & Ethnicity

As of June 2023, there is a lower ratio of male YJS Officers in comparison to female. The Staff group is comprised of a total of 7 male workers including the Service Manager, 6 Youth Justice Practitioner/Specialist Workers and 4 Community Panel Volunteers. There are 21 established posts within the YJS, including the 3 newly created positions funded by Project Engage. As children open to the YJS are predominately male and the portion of male staff and volunteers is 24%, this needs further consideration during the recruitment process.

Representation of Black and Global Majority Ethnic background staff within the YJS, including multi-agency partners is comprised of 5 staff defined as Asian, 7 staff defined as Black, 3 staff defined as Mixed-heritage, 3 staff defined as Other and 17 staff defined as White-British background. The ethnic background of staff within the service are reasonably diverse but does not yet reflect the higher proportion of children from Black and Global Majority backgrounds who are open to the service.

Barnet's Volunteers are proportionately comprised of individuals defined as the following: 12 with White-British background, 6 with Black background, 1 Asian background and 6 with Mixed-British background. It is recognised that Volunteer recruitment needs to engage more effectively with communities that are representative of the richly diverse background of children engaged within the YJS.

6. Resources and services - Resourcing and Value for Money

The Youth Justice is funded centrally and through the contributions from the Youth Justice Board and statutory partner agencies, in accordance with the Crime and Disorder Act 1998. All funds are used to deliver Youth Justice Services.

2023/24 Budget projection:

	Amount £	In Kind
Youth Justice Board	£339,315	
Local Authority	£496,974	Child & Family Early Help Services
Probation Service	£5,000	0.5 PT Probation Officer £20,531
Met Police		1.5 FT Police Officers £108,033
NHS England North Central London Integrated Care Board	£101,000- 1.0 FT Clinical Practitioner 1.0 FT Liaison and Diversion Specialist Worker	
Supporting Families Grant	£51,500 0.5 Speech and Language Therapist 0.5 Educational Psychologist	
CLCH		Sexual Health Services
Solutions4Health		0.2 YJS Nurse
Ministry of Justice - Turnaround Programme	£81,000 FTE 2.0 YJS Turnaround Engagement Worker	
MOPAC/VRU-Project Engage	£200,000 FTE 2.0 Project Engage Workers FTE 1.0 Advance Practitioner	
Total	£1,274,789	Total (inclusive of in-kind) £1,403,353

The Local Authority contributes more than 50% of the overall cost for delivery of Youth Justice Services in Barnet. Contributions in kind from partner agencies and external funding provided by Supporting Families and MOPAC has allowed for additional services and initiatives that expand delivery to earlier intervention and children on the periphery of entry to the Youth Justice System.

The YJMB will work collaboratively to minimise the impact of financial pressure arising from the delivery of vital services to children and ensure at all times the following: keep children at the centre of decision-making, contingencies are in-place to maintain expected standards of service and that disadvantaged children do not experience further marginalisation and exclusion.

7. Progress against previous plan

Below are the key successes against delivery of Barnet's Youth Justice Plan 2021 – 2023 and targets set out in the Desistance Action Plan 2021-23:

- Barnet re-offending and custody rates remain **lower** than the National and London Average.
- On 22 May 2023, Barnet opened the **first London Accommodation Pathfinder** alternative to custody in Barnet for Black and Global Majority Ethnic background boys aged 16–17 years.
- Establishment of the **Turnaround Programme** providing support to all children at risk of entry into the Youth Justice System, to prevent them from offending and offer a needs-assessment and the earliest opportunity for support.
- In November 2022, YJS Managers attended the Pan London **Transitional and Contextual Safeguarding Training** and delivered Practice Development Training to YJS and Early Help Staff.
- YJS Service Manager and one of the Operational Team Manager completed their **Advance Systemic Practice Training** in 2022-23.
- YJS and Early Help Services jointly delivered a **Girls Group Programme** with 13 girls in attendance (3 open to YJS), with plans to expand delivery to the Pupil Referral Unit.
- YJS Service Manager attended the **Leadership in Colour Summit 2023**, alongside Barnet's Executive Director Children's Services and Family Services Senior Managers to agree the ambitions for the 2023-24 Leadership in Colour Programme.
- Continued delivery of the '**No Knives Better Lives**' and Weapon Awareness Programme with Street Doctors.
- Development of the **Restorative Justice Practice Group Programme** aimed at supporting children through restorative/victim work.
- Launched a new **Out of Court Disposal Assessment Tool**
- Trained all YJS staff in **Effective Practice, AIM3** and **AMBIT** approaches.
- Partnered with **Tottenham Hotspur Football Club**, Metropolitan Police-Youth Engagement Team, Early Help Services, REACH and Children's Social Care Services to deliver weekly football sessions.
- Partnered with the **Volunteer-It-Yourself (VIY)** Project, Early Help Service, REACH, Pavilion and Southgate College delivered a 4-week trade and employability skills to our children aged 14-18 years old. 13 children from YJS completed the programme and received an accreditation with Level 3 City and Guilds qualifications.
- Continued positive feedback on the quality of **Out of Court Disposal joint decision making** by the NW BCU Metropolitan Police Scrutiny Panel with good evidence of agency attendance, recording of decisions and plans for children.
- Regular and well-attended **multi-agency meetings** aimed at assessing and managing children's risk of harm, safety & wellbeing, including children in need of resettlement and aftercare.

- Multi-agency Partnership **Disproportionality Action Plan** developed and implemented.
- All YJS Staff attended the **Confident Conversation Training** in 2022.
- **Career progression pathways** have been developed within the YJS leading to increased workforce stability.
- Prompt **mental health screening and signposting** to help for children detained in police custody by the Liaison and Diversion Officer
- Delivered training to the **Crown Prosecution Service**, local Courts and joint training with Brent, Harrow and Justice for Kids Law to solicitors and barristers across the **Northwest Magistrates Courts** to promote 'child first, offender second' principles and anti-racist approaches.
- Magistrates and District Judges have undertaken **Unconscious Bias Training** as part of their induction.
- **Reparation activities** have been delivered in partnership with the council's Town Centre Planning Team
- Co-production activities have continued with children involved in **Whiteboard Projects** and development of user leaflets which are now available in Court and on-line for children to access and understand different sentencing outcomes.
- **Custody rates remain lower** than the London average with stringent Bail Intensive Supervision and Surveillance packages being offered as alternatives to custody.
- **A Race Disparity audit** has been undertaken and used with partners to tackle disproportionality.
- Children from racially minoritized background have been discussed at **YJS Court Panel** to ensure sentencing options are proportionate.
- **Educational exclusions** for Black boys have reduced with targeted support and alternatives to exclusion being considered for those children at risk.
- The Wipers Project has completed a 12-week programme of **mentoring and desistance** work for children open to YJS from minoritized backgrounds, supported by groupwork delivery from St John's Ambulance
- 4 children completed the **Residential Programme** in 2022, with peer mentors from the 2019 and 2021 residential groups supporting.



8. Performance and priorities

The three national key performance indicators for youth justice services in 2022/23 relate to:

- The rate of first-time entrants to the criminal justice system
- The rate of reoffending by children in the criminal justice system
- The use of custodial sentences

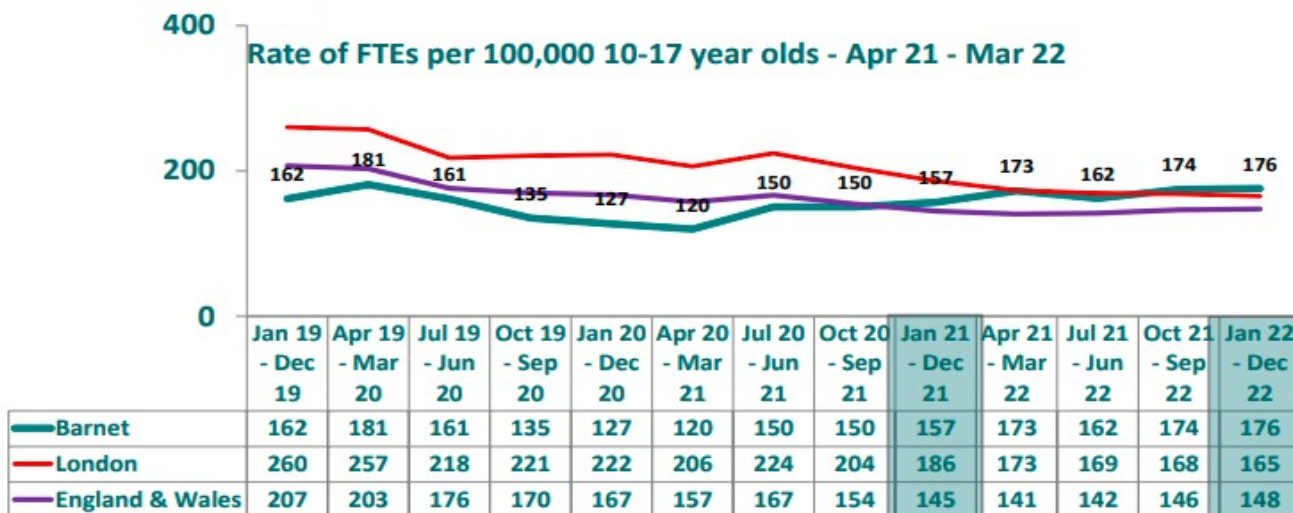
In this latest Youth Justice Board (YJB) template, attention is likewise given to over-representation of Black and Global Majority groups in the Youth Justice System.

The YJB publishes the Quarterly Performance data for Youth Justice Services, compiled nationally, in relation to these three indicators. Since the start of the pandemic, there have been some gaps and data anomalies that need further investigation since most London Boroughs were above the London and National rates in 2021/22. The information in this report is drawn from the data published in April 2021 to March 2022.

The Youth Justice Board data for First Time Entrants (FTE), which is taken from the Police National Computer shows that Barnet’s rate remains above the England and Wales rate at n=176 (70 CYP) per 100,000 between January 2022 to December 2022. Compared to neighbouring boroughs (Northwest Borough Command Unit), Brent has the highest rate (190) and Harrow (122) has the lowest rate.

Barnet is lower than YJS Statistical neighbour (Youth Justice Family) Redbridge (214) and Reading (196).

First Time Entrants (FTEs)



The FTE data, overall, demonstrates lower than average numbers during the 2020 period which gradually increased in 2021 and 2022 due to lifting of restrictions and the impact of Covid-19 causing delays to children being handed down Court and Out-of-Court Disposals.

Other boroughs in North Central London have experienced an increase on both National and London averaged rates (Enfield - 244, Islington - 268, Camden - 163 and Haringey -207). The increase has also been reported in east and south London areas.

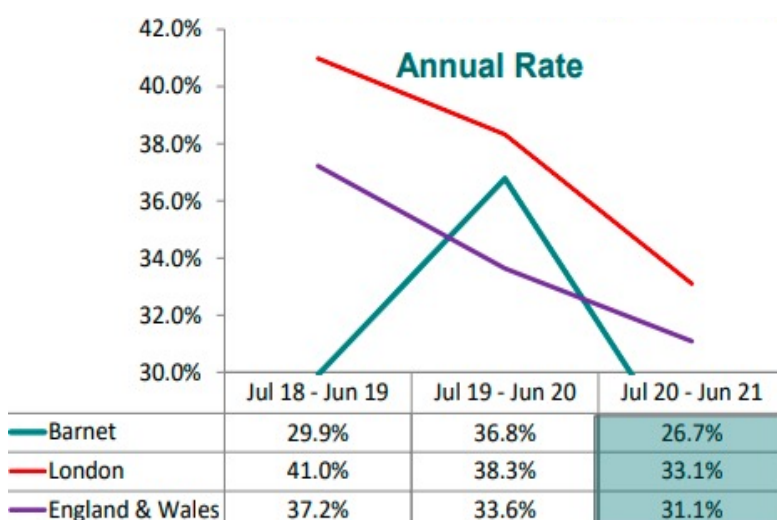
The Covid-19 pandemic increased the number of children released under investigation (RUI). The majority are awaiting outcomes for offences where forensic information is needed to assist charge decisions. The backlog has the negative impact of leaving children in ‘limbo’ without an arrest outcome and has impacted on an increase in FTE’s as the backlog is cleared; this continues to be closely monitored by the YJMB.

Out of Court Disposals (OOCDS) are delivered by Barnet’s Child & Family Early Help Services, they are an effective prevention and diversion mechanism. Referrals are received and decisions made by a well-established OOCDS Panel. The quality of OOCDS decision making is regularly scrutinised by the Northwest Basic Command Unit (NW BCU) Metropolitan Police Scrutiny Panel attended by senior representatives from the Mayor’s Office for Policing and Crime (MOPAC), Youth Justice Board, Her Majesty’s Court & Tribunal Service (HMCTS) and Crown Prosecution Service (CPS). The quality of joint decision making at Barnet’s OOCDS Panel has been found to be consistently sound with good evidence of agency attendance, recording of decisions and plans for children.

Children involved with YJS are more likely to have committed offences of violence against the person, including knife possession, robbery, drug possession & supply and theft offences that directly correlation to group offending and criminal exploitation. They are also more likely to have adverse childhood experiences (ACE’s) including exposure to domestic abuse, parental offending/substance misuse and mental health needs and structural inequalities which are well evidenced as causal factors to offending.

In response to the evidence base Family Services has invested in Early Help services, including mental health provision and domestic abuse. The aligned multi-agency workstreams across Early Help, violence, vulnerability, exploitation and offending aim to identify and intervene early with those at the greatest risk of entry into the Youth Justice system to minimise the risk of problems escalating. Barnet’s multi-disciplinary approach seeks to ensure an effective, holistic wraparound of support and intervention.

Reduction in re-offending – Binary Re-offending Rate



Apr 2021 – Jul 2021

New YJS Family	% Reoffending	Rank
Hounslow	16.70%	1
Bromley	17.60%	2
Bromley	25.00%	3
Kingston and Richmond	27.80%	4
Barnet	28.60%	5
Milton Keynes	28.60%	5
Reading	30.00%	6
Sutton	30.80%	7
Ealing	37.50%	8
Redbridge	41.70%	9
Hillingdon	47.10%	10
Merton	52.90%	11

The Binary re-offending rate for Barnet YJS remains on a downward trajectory and is currently **26.7%** which is lower than London and National averages. (The binary rate is calculated as the percentage of offenders with a proven re-offence in the reporting period).

Barnet’s annual rate of **26.7%** is **10.1%** lower than the cohort from the previous period **July 2019 to June 2020**.

For the period Apr 2021 – Jul 2021 Barnet ranked 5th lowest reoffending rate within the YJS ‘Family’ and also within the NW BCU. Brent **32.5%** and Harrow **38.5%** re-offending rates.

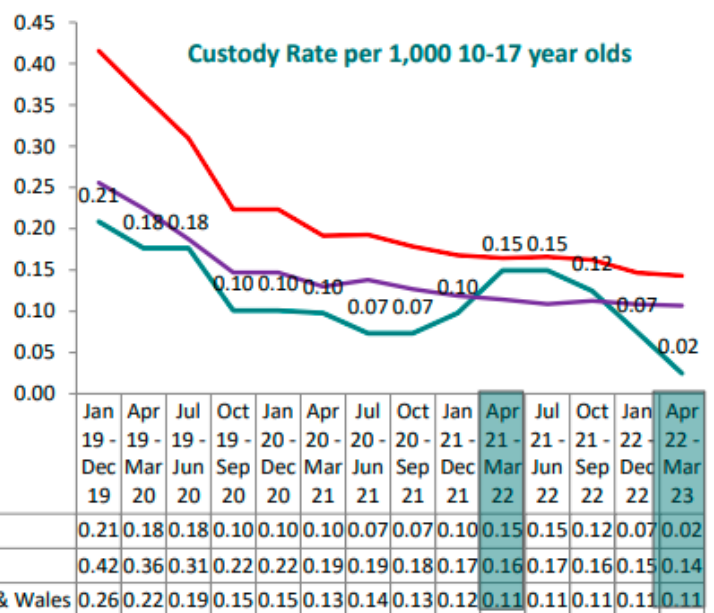
The data suggests Barnet’s initiatives and projects, effective partnership working, co-production, rapport building and trusted relationships, non-compliance process, Restorative Justice, community payback approaches are working well, and these contribute to desistance factors. YJS and partners will continue to organise and deliver more positive activities during the summer holiday period to ensure children are engaged.

The strength of local partnership working and services, were recognized as ‘Outstanding’ in the most recent HMIP Inspection. Services work well together to support recidivism by identifying additional needs and barriers to engagement and delivering effective desistance interventions for children who offend in the borough. The use of enforcement strategies such as warning letters, Child Planning Review Meetings and Compliance Panel Meetings are also effective at encouraging engagement with supervision requirements.

Rate of Custody

New YJS Family	Rate per		Rank
	Total	1,000	
Merton	0	0.00	1
Barnet	1	0.02	2
Bromley	1	0.03	3
Kingston and Richmond	1	0.03	3
Ealing	3	0.08	4
Milton Keynes	3	0.09	5
Hounslow	3	0.10	6
Reading	2	0.13	7
Sutton	3	0.14	8
Redbridge	5	0.15	9
Hillingdon	10	0.32	10

Family Average	3	0.11
----------------	---	------



Barnet’s custody rate is currently 0.02% per 1,000 for the period **April 2022 – March 2023**. There is a reduction of **0.13%** from previous period. Barnet is lower than the Youth Justice Family average of **0.11%**.

Although rates of custody are low in Barnet, the YJMB recognises that a disproportionate number of Black and Global Majority Ethnic background boys have received custodial outcomes. The YJMB is committed to reducing use of custody further and ensures robust community-based alternatives are available.

The London Borough of Camden is leading the London Accommodation Pathfinder (LAP) project across North Central London (Barnet, Islington, Haringey, Enfield & Hackney), an alternative to secure accommodation for Black boys aged 16/17 years who are disproportionately over-represented in the secure estate. A 5-bed accommodation in the Barnet area, was built and launched in May 2023.

Youth Justice Services continue to utilise the Resettlement and Transition work with Her Majesty's Prison & Probation Service (HMPPS Youth Custody Service) and attendance at the local Resettlement and After Care Panel (RAAP) is helping to ensure all children leaving custody have a seamless and supported transition to the community at the end of a custodial sentence.

Detention in Police Custody

The Police and Criminal Evidence Act 1984 (PACE) sets out the legal framework for the investigation and prosecution of criminal offences in the United Kingdom. Under this Act, the responsibilities of both the Police and Youth Justice Service are clearly defined and closely intertwined to promote the Public Protection and Safeguarding needs of all children detained in the local Police Custody Suite.

In 2022/23 Metropolitan Police Custody data reports 351 children had been detained at Colindale Custody Suite, and 333 in Wembley Custody Suite.

Effective management of children in police custody is critical in ensuring the protection of their rights and well-being. Barnet YJS has a full-time Liaison and Diversion Worker who is screening children's communication, learning, and mental health needs.

Barnet commissioned the Appropriate Adult Service to advocate for all under 18 detained in police custody to ensure they are provided with access to legal representation and support.

In June, Barnet assumed lead for the VRU-MOPAC Project Engage in the NWBCU area. Two Full-time Engage Workers are being recruited to engage with children during their teachable and reachable moment when they are held in Police Custody.

When children are detained in police custody, policies and procedures are in place to ensure their rights and safety are protected; these include:

- British Transport Police Information Sharing Agreement - September 2021
- Metropolitan Police YJS & Early Help Data Sharing Agreement - June 2020
- Barnet Out-of-Court Disposals Operating Protocol, Police, Youth Justice, Early Help, Social Care, and Partners - September 2020
- Memorandum of Understanding Project Harbinger - October 2020
- Police Custody and Appropriate Adult process between Barnet, Brent, and Harrow Youth Justice Services and the NW BCU April 2023
- Engage Project Operating Protocol for Barnet, Brent, Harrow and NW BCU Metropolitan Police- June 2023

By implementing the above policies and procedures, children who are detained in police custody can be provided with the necessary support and care they need. This can ultimately contribute to their rehabilitation, while also ensuring that they are treated with dignity, fairness, and respect and to ensure that children receive the support they need to rehabilitate and reintegrate into society.

PART 2

9. Strategic Priorities 2023-2025

Priority 1. Strategic & Operational Multi-Agency Leadership

Section 39 (1) of the Crime and Disorder Act 1998, requires the co-operation of all statutory partners to form a YJS. Section 38 (1, 2) identifies the statutory partners and places upon them the duty to co-operate in order to secure Youth Justice Services appropriate to their area.

This strategic priority sets out the expectation of political, senior and operational leaders across the Local Authority, including faith, community and voluntary sector organisations to prevent offending and safeguard children in the criminal justice system from harm.

Our leaders must model engagement and advocate and promote understanding of the work of the YJS in their own agencies and as members of the YJMB facilitate the effective delivery of youth offending services in the borough.

To achieve this, we will:

- Ensure the YJMB functions effectively with active involvement, contributions and participation from all members.
- Oversee progress against our agreed strategic priorities and create a culture where professional curiosity and respectful challenge is welcomed within the YJMB
- Involve children and their families in monitoring the effectiveness of youth justice provision and shaping the future delivery of services
- Scrutinise local data from all agencies supporting YJS in Barnet against national indicators and performance
- Develop measurable and meaningful Key Performance Indicators (KPI's) which will be monitored for progress by the YJMB, including:
 - Fewer First-time Entrants
 - Fewer children committing repeat offences
 - Reduction in use of custody, particularly for Black boys
 - Reduction in incidents of Serious Youth Violence
 - Increase in Liaison and Diversion contacts and referrals with re-offending tracking at 12-months
 - Increased referrals via the Clinical Panel to promote access and engagement with emotional/mental health/substance-misuse services
 - Increased number of children engaged in education
 - Reduction in Breaches
 - Increase in the number of successfully completed Conditional Cautions and Court Orders

- Challenge practices that exclude, marginalize and discriminate against children disadvantaged because of their race, ability, social economic status, educational, religious or cultural/linguistic background.
- Ensure there is equity in the contributions of partner agencies working to reduce offending and repeat offending
- Address barriers to engagement and desistance
- Take a whole system approach to problem solving and driving innovation.
- Oversee the implementation of the Youth Justice Plan and update this in accordance with developments outlined by the Youth Justice Board, national and local research, policy, practice and guidance.

Outcomes Sought

- The safety of children is prioritised across the entire council including partner agencies, political and community leaders and this is reflected in their respective strategic ambitions and plans.
- Children are invited to meaningfully participate, contribute and influence our strategic priorities, plans and activities to ensure their voices are heard, listened to and acted upon
- Risks to children are considered in the systems and contexts in which they live, learn and grow and which recognise the valuable contributions their families, schools, neighbourhoods and communities make towards achieving successful outcomes.
- Individuals living and working in Barnet from businesses, professional and non-professional backgrounds, Grassroots organisations, the voluntary sector, community and faith leaders are effectively engaged and know what to do if they are worried about a child or young person.
- Effective practice is recognised and evaluated leading to cross-sector learning, innovation and development.
- All leaders commit to ensuring public and community spaces are safe for children (i.e., parks, estates, high streets and shopping centres)
- Leaders use their influence to develop strong strategic and operational interface to coordinate a range of services aimed at preventing offending, re-offending, children entering custody and the promotion of public protection
- Oversight of the delivery and performance of a high-quality YJS
- Value for money

Priority 2. Education

Barnet Education and Learning Service (BELS) is a limited company owned by Barnet council. BELS works alongside the council to provide education services and have representatives on strategic boards for children including the YJMB.

Barnet schools perform well, educational progress and achievement have improved consistently in recent years in Barnet. 97% of Barnet 130 schools are good or outstanding and Barnet is now in the top 10% for almost all measures of achievement in schools and the top 5% for many of the measures.

In the period 2022/23, there were 15 children open to YJS with an EHCP, accounting for 14% of the cohort. 24 children were attending alternative provision in the same period.

55% of children in the YJS aged 17+ are not in Education, Training and Employment (NEET). Children with EHCP's are more likely to be in alternative provision or NEET.

Exclusions of Black boys from education are disproportionate, this has been addressed locally, but there is more work to do to ensure that education is inclusive providing opportunities for all children to thrive.

To achieve this, we will:

- Continue to strengthen our partnership approach in advocating for children's educational inclusion
- Ensure school settings are clear on the risks to children who are excluded from school and are supported by the partnership to support children
- Support parents to effectively advocate for their children's right to education, mobilising the parent champion network as required for parent-to-parent support
- Continue to scrutinise exclusion data against regional and national indicators and performance
- Challenge practices in education settings that exclude, marginalize and discriminate against children disadvantaged because of their race, ability, social economic status, educational, religious or cultural/linguistic background.
- Address barriers to attendance and engagement in education
- Work with Pupil Referral Units and other key education partners to advocate and support the return of children to inclusion in statutory education.
- Use MOPAC funded detached youth workers in Child & Family Early Help Services and the Pupil Referral Unit (PRU) in partnership with Saracens to support children to return to education.
- Build on the success of Barnet Education, Employment and Training Services (BEETS) co-location with YJS (3 days a week) to support children aged 16+ and who are Not in Education, Employment or Training (NEET) providing careers guidance and support to children to access appropriate education, employment and training opportunities.
- Continued Virtual School support to children in custodial settings



- Continue to ensure the two part-time Educational Psychologists (EPs) provide consultation to professionals and stakeholders, undertake individual work with children and contribute to multi-agency panels to support the identification and learning needs of children involved in the Criminal Justice System and to support the development of dedicated strength-based plans.
- Continued EP training offer and support to Case Managers to enhance knowledge and understanding of key areas which impact the learning and wellbeing of children in YJS to inform effective provision

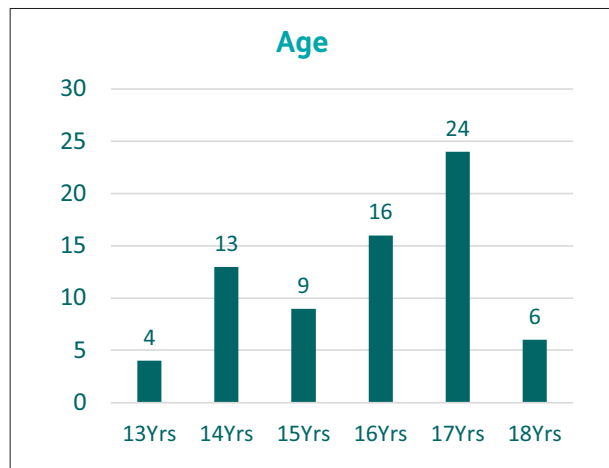
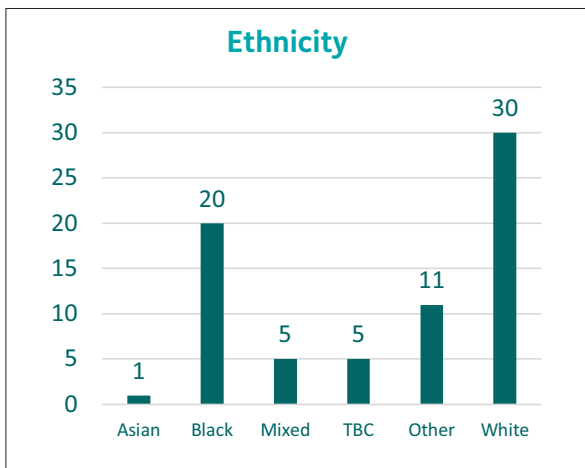
Outcomes Sought

- Children in the Youth Justice System are engaged in learning
- Professionals hold high aspirations for children in the Youth Justice System
- SEN is identified and assessed early in the education journey as possible
- Children's attendance is promoted and supported
- Children are provided with inclusive education that meets their unique needs
- Children and older adolescents are engaged in education, training or employment
- Children are supported to achieve qualifications and access further education

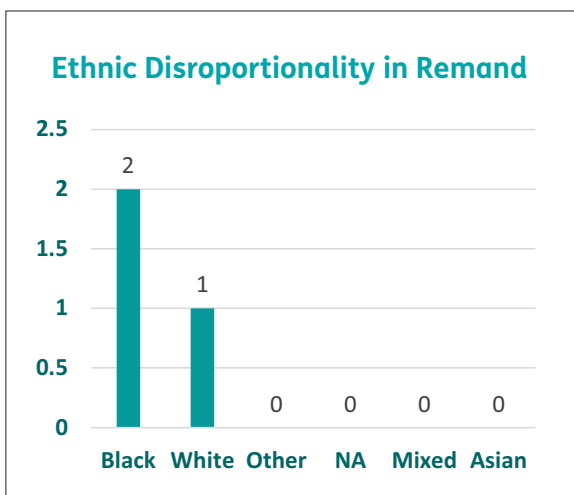
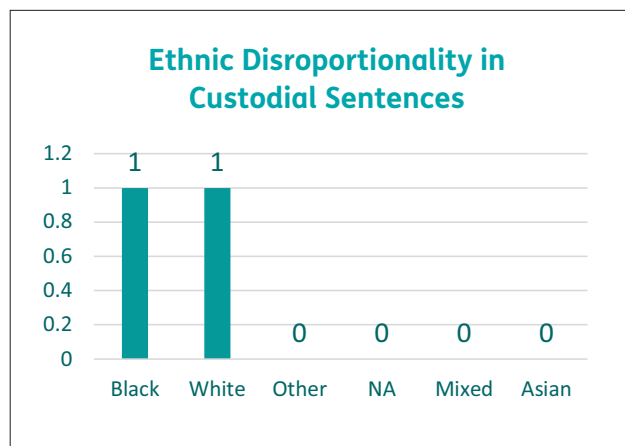
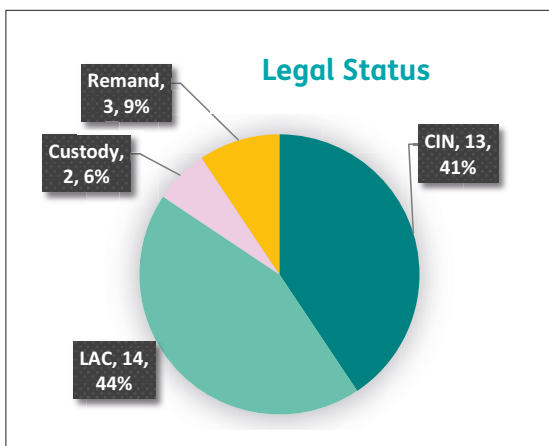
Priority 3. Over-representation of Black and Global Majority Ethnic background children

Demographics

In Barnet YJS Black and Global Majority ethnic background children are disproportionately represented, particularly Black boys. The charts below provide a snapshot of data in June 2023 which sets out the need for continued focus by the Youth Justice Partnership to create a more equitable YJ system.

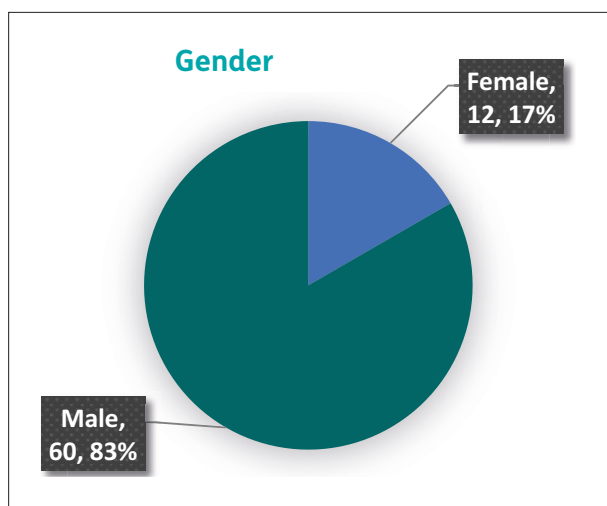


Out of 72 CYP 37 (51%) are from Black and Global Majority backgrounds. Most offences are committed by at the aged 16-18 years.



60% of those sentenced to custody/remanded are Black or Black British in May 2022. 51% of the Offending Population are from Black and Global Majority backgrounds.

First-Time Entrants demonstrates over-representation of children with diverse ethnic heritage. National reviews, such as the Thematic Inspection on the experiences of Black and mixed heritage boys in the justice system (October 2021) show that there is disparity at the point of entry and in assessments of risk resulting in Black children being more likely to ‘progress’ through the justice system and subsequently receive substantial sentences. Our Disproportionality Action Plan aims to tackle this inequality.



The proportion of girls on the Barnet YJS caseload has been an area of focus following an increase in 2020/21. There are currently 12 girls representing 17% of the total cohort which is a reduction of 7%. A thematic audit on the increase in girls was prepared for the YJMB and identified offending was relative to the consumption of alcohol, particularly coming out of the Covid-19 lockdown. An action plan has been created including the establishment of girls' groups delivered in Early Help.

Tackling disproportionality in the criminal justice system

The review led by David Lammy, MP, in 2017 highlights disparity in the treatment and outcomes for Black, Asian and children from other racially minoritised backgrounds within the Youth Justice System.

In response, the Ministry of Justice published an updated response on Tackling Racial Disparity in the Criminal Justice System (CJS) 2020.

This strategic priority aims to address the over-representation of Black and Global Majority Ethnic background children, and those from other marginalised groups i.e., Gypsy Roma Travellers being exploited by criminal gangs, entering the criminal justice system and becoming perpetrators and victims of serious youth violence.

The YJS partnership must do more to improve outcomes for children from marginalised groups, particularly those who have had adverse childhood experiences and are at the greatest risk of educational and social exclusion. We must be ambitious for their futures and ensure effective measures are in place to address the harmful impact of social and racial inequalities and injustice, we must ensure that all agencies demonstrate that Black Lives Matter in Barnet.

To achieve this, we will:

- Continue to raise awareness and recognise our unconscious bias
- Use learning from Child Q, wider Child Safeguarding Practice Reviews and Critical Learning Reviews to challenge practice across the partnership and within our own agencies
- Continue to promote equality and fairness in all decision-making forums for and about children
- Ensure anti-racist practices are embedded and anti-racist statements are clearly evident in our publications and business plans
- Continue to champion good practice in working with Black and Global Majority communities
- Build a diverse YJS workforce, including volunteers, that reflects the diversity of the communities we serve
- Continue to ensure children receive fair treatment at all stages of the youth justice system and their rights are promoted

- Continued recognition of the adversity faced by marginalized groups and communities leading to inclusive activities that are aimed at ensuring equal access to services i.e., education, mental health, substance misuse, safeguarding, health
- Ensure children are recognised as victims of criminal and sexual-exploitation and enforce the use of Modern Slavery Legislation through referral to the National Referral Mechanism
- Continue to promote access for Black and Global Majority children for preventative programmes and services
- Use the Scrutiny Panel for Out-of-Court Disposals to maintain checks and balances in the system
- Ensure that Black and Global Majority children who are at risk of Custody will be given an opportunity to receive the Bail Intensive Supervision and Surveillance (ISS) Support Package, instead of being remanded in a secure establishment
- Ensure Black and Global Majority children have been discussed at the YJS Court Panel and their Pre-sentence report, Referral Order reports and AssetPlus assessment undergone a fair Quality Assurance process
- Strengthen data collection on Childview and use the disproportionality toolkit to understand and identify over-representation and racial disparity
- Ensure Black and Global Majority children who are known to YJS and who have been excluded or at risk of exclusion are discussed at the Pupil Placement Panel so they can receive targeted support aimed to keep them in education, training and employment

Outcomes Sought

- All agencies work to create opportunities for Black and Global Majority Ethnic background children that promote a strong sense of their own cultural, racial, religious and linguistic identity and build their self-esteem through access and inclusion in education, employment, training and positive activities
- The partnership will seek to actively engage marginalised communities and the voluntary, faith and community providers supporting them in the community in addressing and solving the problem
- Local partners and agencies to develop a comprehensive understanding of the contextual risk's factors and social inequalities that Black and Global Majority ethnic background young men experience and work effectively and purposefully to tackle disadvantage and structural racism
- Children from Black and Global Majority Ethnic backgrounds at risk of school exclusion and with additional vulnerabilities to received targeted support aimed at keeping them in education, access positive activities and build trusted relationships
- Agencies and services have a sound understanding of the mechanisms of institutional racism in relation to the exploitation and criminalization of children from racially minoritized backgrounds
- Out of Court disposals to be considered for Black and Global Majority ethnic background children to minimize the risk of early entry into the criminal justice system
- Agencies have effective and accessible measures in place to challenge discriminatory practices
- Training is available for all agencies to promote cultural competence in the development of policy, practice and engagement with children, children and families from racially minoritized backgrounds.



Priority 4. Prevention & Diversion

The Crime and Disorder Act 1998 s 37 (1). It shall be the principal aim of the youth justice system to prevent offending by children and young persons. This strategic priority aims to ensure that multi agency information and intelligence is gathered and shared to identify early, those children at the greatest risk of entering the criminal justice system.

The table below sets out the Out of Court Disposal referrals from Police March 2022 – April 23:

Out-of-Court disposals	Amount £
Interventions	No. CYP
Community Resolution - another agency facilitated	4
Community Resolution Police Facilitated	11
Community Resolution with YJS Intervention	23
Informal Diversion Work	9
Reparation Programme	1
Turnaround	3
Youth Caution	10
Youth Conditional Caution	40
Youth Restorative Disposal	1
Grand Total	102

Reoffended	Total	%
No	71	78.02%
Yes	20	21.98%
Grand Total	91	100.00%

NB: In the period March 2022 – April 2023, 102 children were subject to OOCDS; 78.2% of these children have not re-offended.

An Out-of-Court Disposal can be considered following three tests, satisfied in cases

- an offence has been committed
- a young person committing an offence has been identified
- the young person has accepted responsibility for an offence.

Once all these tests have been satisfied, the Police can consider an Out-of-Court Disposal, instead of charging the child and taking them to Court.

The Police are responsible for Out-of-Court Disposals and inform Barnet YJS/Early Help Service when a Caution or Community Resolution has been given, and whenever they are considering handing down a Youth Conditional Caution to a young person. A multi-agency panel is held for consideration of the suitability of an Out of Court Disposal. The panel considers the impact of Adverse Childhood Experiences (ACES), race, preventing reoffending, the victim's views, the development of plans and contingency planning.

Barnet Family Early Help Services offer all children with a Community Resolution or a Youth Caution access to support. Oftentimes, the use of a Community Resolution is accompanied by a signed acknowledgement that it has been received, and of any condition(s) that may have been attached to it; adherence to any condition(s) agreed upon as part of a Community Resolution is voluntary.

Children handed down Youth Conditional Cautions are automatically allocated for an Out-of-Court Disposal Assessment (OCD Assessment tool) of need and support to prevent offending; involvement is mandatory and can be enforced, including by bringing about charges for the original offence. Children's engagement can be cited in future Court proceedings concerning them.

In December 2022, the Ministry of Justice provided Barnet YJS with additional funding for the Turnaround Programme, with the aim to prevent and divert children from entering into the Youth Justice System. This programme had been embedded in the existing OCD policy and process within YJS and Early Help Services.

Our focus is to ensure that early help systems are effectively mobilized to enable multi-agency intervention to be targeted at children at risk of experiencing adversity arising from exposure to familial violence, poverty, parental mental health or substance misuse and school exclusions. Our aim is to ensure that early help is effective in diverting children from entry into the criminal justice system by building resilience and preventing vulnerabilities from escalating into offending, social or educational exclusion, neglect and abuse.

To achieve this, we will:

- Continue to ensure children from marginalized backgrounds and communities' access universal and universal plus services aimed at improving their outcomes
- Continue to ensure Out of Court Disposals are managed in accordance with the recommendations of the HMIP Inspection report March 2018 "Out-of-court disposal work in youth Justice teams"
- Ensure our assessment tool supports effective and early identification of risk and vulnerabilities
- Continue partnership efforts in ensuring First time entrants are offered targeted and effective crime prevention and diversion interventions
- Ensure information is exchanged to identify the causes and risk factors of children engaging in crime and anti-social behaviour so we can act promptly to address causal factors
- Continue to promote effective multi-agency working, joint decision-making, planning, and set expectations with children subject to Community Resolution and Out-of-Court disposal (i.e., Triage, Youth Caution and Youth Conditional Caution)
- Strengthen our coordinated process for the use of point-of-arrest resolution and well-coordinated offer for targeted-prevention activities available via Child & Family Early Help Services and the wide range of intervention that support and compliment the work of YJS, Police and wider-partner agencies.
- Strengthen desistance opportunities through education, training and employment and other means of promoting self-esteem and future opportunities

- Maintain our strong partnership/interface with Health (GP, School Nurses, Speech and Language Therapy, Sexual Health), Education, Early Help, key stakeholders and a wide range of VCFS thorough Multi-Agency Early Help Panels

Outcomes sought

- Multi-agency information and intelligence is gathered to identify risks and vulnerabilities in groups, communities and individuals as they relate to exploitation of children
- Whole family approaches are used to engage the child's whole system of support at the earliest opportunity
- Prevention and diversion activities are focused on reducing risks and vulnerabilities to offending
- Agencies can recognise and respond to the contextual factors that increase the risk of children entering the criminal justice system
- Early help is delivered in local communities by professionals who are equipped to intervene, build resilience, promote healthy friendships and relationships, and prevent problems escalating
- Primary school transitions are managed for children at risk of exclusion safely and with wrap around support
- The need for statutory youth offending and/or safeguarding interventions is reduced

Priority 5. Serious violence and exploitation

Recognising and responding to child exploitation and serious youth violence

The Safer Communities Partnership is undertaking a Serious Violence Strategic Needs Assessment to inform a Serious Violence Action Plan to be published under the Serious Violence Duty (2023). This will be aligned with the Strategic Needs Assessment of the Combatting Drugs Partnership (From Harm to Hope) and inform the Tackling Violence & Exploitation Strategy 2024-2027 that is currently in development.

The Youth Justice Board, Key Performance Indicators from April 2023 includes Serious Youth Violence. Local data suggests that children involved in offending are more likely to be involved in criminal exploitation and are at a greater risk of becoming a victim and/or perpetrator of serious violence.

Barnet YJS has well-developed strategic and operational responses to preventing incidents of violence and supporting children vulnerable to exploitation. A specialist social work team (REACH) that works with children at risk of gangs, exploitation and violence in partnership with speech and language therapists, family therapist and educational psychologists was established in 2017. There is significant cross-over between REACH and YJS and through intensive and targeted interventions, the team has successfully reduced the number of children entering into care, going missing and offending.

The Tackling Violence & Exploitation Annual Report 2022/23 sets out the close working relationships that have developed with police and the council's Community Safety Team. Daily briefings and a robust Serious Incident Response Meeting (SIRM) Protocol facilitates rapid mobilisation of protection and support to victims and coordinated approaches to managing suspects and the impact on local communities.

Coordinated meetings take place between Community Safety, Police, YJS and Family Services to identify habitual knives carriers and children engaged in Anti-Social Behaviour to ensure that the appropriate sanctions can be applied for by the Police, alongside support. Criminal Behaviour Orders (CBO) are considered as a recommended outcome through the Adults at Risk Panel and Tackling Violence & Exploitation Panel, where appropriate.

In the last 12 months, learning from a Critical Learning Review (CLR) identified:

- Consideration for use of exclusion zones or prohibited activity requirements in the Pre-Sentence Report
- Risk of serious harm to be more robust and informed by all known concerns about behaviour and risks
- Defensible decision making to be evident when reporting frequency is reduced
- Breach actions to be timely
- Child's full educational history to inform assessments
- Substance misuse interventions to be consistently recorded
- Child exploitation to be investigated as a crime and children with conclusive grounds National Referral Mechanism (NRM) to have improved support as victims.
- Consideration for Police to implement a Community Protection Notice (CPN) or Criminal Behaviour Order (CBO) to help add additional controls to prevent further offending behaviour
- Ensuring Youth Conditional Cautions (YCC) complete full 12/16 weeks intervention when risks are sufficient

To achieve this, we will:

- Align priorities of the Youth Justice Plan to the Tackling Violence & Exploitation Strategy (2024 – 2027) and the Combatting Drugs Partnership Strategy
- Deliver effective early interventions to divert children from exploitation related offending early through Turnaround and Engage Programmes
- Ensure children in the YJS are presented to the Tackling Violence & Exploitation Panel (TVEP), Integrated Offender Management (IOM) and Adults at Risk Panel (AARP) to coordinate multi-agency risk management and disruption activities promptly
- Use the CEAM Tool to identify and assess risk of exploitation
- Implement the aims of the Serious Violence Strategy and action plan
- Refer children to the National Referral Mechanism and appropriate services when exploitation is suspected

- Ensure that all YJS staff and seconded partners have a good understanding of risk and vulnerability factors relating to child exploitation and know what to do when exploitation and harm has been identified
- Participate in the Serious Incident Response Meeting (SIRM) contributing to safety planning and risk management strategies
- Coordinate, respond and cooperate with police-led operations aimed at disrupting perpetrators of exploitation
- Ensure conditions are in place on Youth Justice Orders to safeguard children from further harm (i.e., Referral Order Contracts, YRO requirements)
- Support children to address harmful sexual behaviour using evidence-based approaches and interventions.
- Ensure children who are exploited are recognised as children and victims by removing victim blaming language in multi-agency assessments and Plans

Outcomes will be aligned to the Tackling Violence & Exploitation Strategy 2024 – 2027.

Priority 6. Resettlement & Transitional Safeguarding

Barnet's current custody per 1,000 is 0.02%, this is lower than the London rate (0.14%) and the England and Wales average (0.11%). Although rates of custody are low in Barnet, our YJMB recognises that a disproportionate number of Black boys have received custodial outcomes in the borough, as such we are committed to reducing use of custody and the Youth Justice Service ensures robust community-based alternatives are available including Intensive Supervision & Surveillance options.

Resettlement planning starts at the point of entry into the secure estate and a robust transitions and resettlement policy has been developed to ensure children and partner agencies are clear on our expectations for resettlement and aftercare panel.

Our approach is multi-agency and multi-faceted considering the range of opportunities, risks and support needs of every individual in need of resettlement and transitional support, our YJS have successfully engaged Feltham Young Offenders Institute (YOI) to support the work of the panel which enables insights into the challenges of preparing children for release and actions to mitigate against these.

Our strong strategic alignment ensures that the widest context of resettlement is considered as relative to risk of future harm, victim impact and need. Our partnership work together to ensure there is effective and substantial wrap around that is tailored, agreed with children and their families and clear ahead of release from custody.

Release on temporary license is used to support resettlement so children can make applications for housing, register with healthcare providers and prepare to access education, training or employment opportunities.

Constructive resettlement

The published “Constructive Resettlement” (September 2018), outlines three key elements to supporting children in custody to achieve pro-social identity.

These are: “Constructive Casework,” “Five key characteristics for effective practice (known as the 5Cs)” and lastly, everyone working with the CYP should be knowledgeable on “identity awareness,” by being conscious of the message each child gives us about the way they see themselves. These three evidence-based approaches have clear over-all roles for agencies to work collaboratively with the CYP to build on their strengths and goals and help CYP shift their identity from pro-offending to pro-social.” The Five key characteristics for effective practice are as follows:

1. **Constructive** - strengths-based and future-focus on identity shift and empowering positive choices
2. **Co-created** with the child, their family, and supporters at every stage of the process
3. **Customised** - individualised wrap-around support, incorporating diversity
4. **Consistent** - all agencies focused on resettlement from the start, enabling seamless transitions
5. **Coordinated** to ensure all support works towards the same aim and manage widespread partnership across agencies and sectors

In the London Borough of Barnet, we promote Constructive Resettlement process, utilising local systems and approaches to ensure that CYP open to the Youth Justice System experience smooth resettlement and transition from community to custody, between placements, new school and into adulthood.

To achieve this, we will:

- Continue to ensure the YJS Clinical Practitioner, Educational Psychologist, ISS, and High-Risk Coordinator provide wrap-around support to assist in the planning and management of transition
- Ensure consistency of Review Planning Meeting with children and their parents/carer whilst in custody
- Manage risk to older adolescents and young adults through the Adults at Risk Panel
- Ensure Plans highlight children’s strengths and protective factors, utilising their ‘factors for desistance’, including structural systems of support available
- Establish a Tri-borough approach to developed work across the secure estate to promote resettlement processes
- Strengthen Management Oversight of resettlement and transition cases and monitor this monthly via Supervision and Resettlement and Aftercare Meeting (RACM) process
- Ensure children serving community and custodial sentences, those on remand and/or remanded to the care of the local authority and those due to be sentenced, have smooth transitions and effective end-to-end service provisions that help them reintegrate back into the community
- Use learning from Serious Further Offence Review, Transitions Working Group with Probation Service to support improvements in practice

- Review impact of the launch of the intervention developed by HMPSS in 2015 'Choice & Changes Resources Pack' (Pro-social Maturity), which is being piloted in the North Area.
- Review the National Standards on Transition to ensure compliance
- Strengthen partnership support and development of a Transitions strategy reducing the numbers of children committing further offences. Transitions include those going in/out of custody, in/out of borough, in/out of care homes, from YJS to Probation
- Co-produce our plans with children, including experts by experience and ensure their ideas and incorporated into the design and delivery of our resettlement services
- Develop consistent Multi-agency Exit Planning processes via the Early Help Panel

Outcomes Sought

- Children will receive effective support to manage transitions and the complexities of housing, financial and education/employment
- Agencies will work together to create an environment of structural support and young person focused goals that are developed in partnership with children
- Services will be developed to enable children reaching adulthood to be supported to develop mature affect regulation, social relationships and executive functioning and minimise poor outcomes in mental health
- Agencies will work effectively together to identify and implement programmes of support that help children understand the individual and community impact of violence and offending behaviour
- Children will have access to support to combat loneliness, isolation, poor physical/ mental wellbeing, substance misuse, managing negative peer or family pressure, boredom, awareness of opportunities and choices, lack of confidence and coping skills
- Agencies will ensure children transitioning to adulthood receive support to access employment, training, and education opportunities
- All partners will work to engage children in the design, delivery and monitoring of service delivery aimed at supporting transitions
- Children will benefit from co-produced personal development plans that set out their needs and goals
- Agencies will use psychologically informed approaches to build social capital, develop positive identity, challenge perception and support personal change and success
- Children will be supported to access psycho-educative approaches for substance misuse and be provided with support to access recovery support and treatment services
- Children leaving care will be recognised as a group that are particularly vulnerable to exploitation, poor mental health and custodial outcomes in the criminal justice system and supported at key transitions to improve their outcomes



Priority 7. Restorative Justice (RJ) and Victims

Restorative Justice (RJ) approaches, including RJ Conferences with victims of crime, are a powerful way of empowering victims to explain the personal impact of offending and for children to acknowledge their experience, take responsibility and make amends.

Barnet Family Services developed a Victims Care Hub and a Restorative Justice Coordinator in 2022 with London Crime Prevention Funding which provides support to victims and training in the use of RJ approaches. The approach meets the proposed aims of the Draft Victim's Bill (May 2022) and Code of Practice for Victims.

The Bill aims to:

- amplify victims' voices and make sure victims are at the heart of the criminal justice system.
- improve support for victims to cope and recover from the impact of crime and enable them to engage with the criminal justice system.
- strengthen transparency and oversight of criminal justice agencies at local and national level so that victims' experiences support them to engage, and remain engaged with, the criminal justice system.

Restorative approaches/practice are a way to give victims (or those harmed) an opportunity to meet or communicate with those that have created the harm. Restorative practice can take many different forms i.e., mediation, restorative meeting, or an apology letter. In the process children, when they are also safe from harm, are supported to consider the impact on others of their actions and behaviour, and where appropriate start repairing some of the harm caused.

Victims contacted between December 2022- April 2023

Despite a change in Police policy on the release of victim contact information, the Restorative Justice Coordinator received 11 victim requests, 7 of which agreed for the Restorative Justice Coordinator to facilitate contact with them. There is one case where both the victim and young person agreed to meet to resolve the harm through a Restorative Justice Conference, which was held and published by a National Charity 'Why me?' as one of the good practice examples of Restorative Justice Conference during the COVID-19 period. Please click here to access the true to life story.

[Sheldon's Story – Why Me? Restorative Justice \(why-me.org\)](https://www.why-me.org/)

Over the last year Barnet YJS has been strengthening contact with victims and has developed a victim awareness programme which reduced the assessment process for Restorative Justice processes and changed how we evaluate success. An RJ Improvement Plan 2023-24 was created and this was approved and endorsed by the YJMB in June 2023. To build on this work the

To achieve this, we will:

- Build on the training course with Restorative Thinking to strengthen practitioners skills and knowledge of the RJ Victim Awareness Programme so they can deliver RJ approaches in group or individual sessions.
- Deliver the newly developed 14 exercise course on Victim Awareness to support intensive victim-focused interventions with children.

- Use the revised RJ screening tool to capture victim safety, improve quality of completed RJ forms and reduce duplication in practice and assessment.
- Use the screening tool to undertake prompt assessments and decide if victim awareness sessions or intensive courses with the RJ Coordinator are needed.
- Roll out training to develop RJ Champions across schools and community groups with the aim of embedding the approach across the borough.
- Continue using the Referral Order steering group to improve quality, victim interaction and input.
- Ensure all children have an RJ leaflet with the initial contact letter to promote earlier conversations about RJ approaches and victim contact options.
- Continue to build upon the successful RJ Conference approach to support repair of the harm to victims.
- Use the Victim Contact Form to support engagement with victims and work with the victims thoughts, feelings (and at the time of the offence) and what the victim would like from the young person.
- Support and build upon the network of RJ volunteers supporting contact with victims.
- Continue promoting best practice and training to build upon Case Managers knowledge and understanding in relation to victim safety and the purpose of the RJ Screening Tool.
- Use the RJ Screening Tool and so all records include the RJ Module created on the Childview recording system, regardless of whether it is a victimless offence

**BARNET
YOUTH
JUSTICE
SERVICE**

By taking part in **Restorative Justice** with the support of your worker, we can help you **explain why** you did what you did, **how you feel** about this and how **you would like to make things right** with the person who has been hurt or harmed.

Caring for people, our places and the planet

**BARNET
YOUTH
JUSTICE
SERVICE**

- With your worker, think about how the person may feel about what has happened and what would be the best thing to put this right.
- Your victim/s will be contacted and if they want to take part, they will say what might make them feel better.

What could this look like?

- They may have some questions they would like you to answer – this could be written or they may like to do this with you face to face (Don't worry, this will be planned with someone specially trained).
- They may wish for you to write a letter to them about why you did what you did.
- They could ask for you to complete reparation hours in the community or for a charity of their choice.

Most important...
We want to help **you** and **your victim** to **move forward** from what has happened in a **safe way**. If you change your mind, that's ok too.

Youth Justice Service London Borough of Barnet, 2 Bristol Avenue, Colindale, NW9 4EW
Duty Phone: 020 8359 5535 • www.barnet.gov.uk/young-people/youth-justice-service

10. National standards

All Youth Justice Services are expected to comply with the 'National standards for Children in Youth Justice Services' published in 2019. The YJB requires YJS to undertake periodic self-assessments of their compliance with national standards. Barnet's last national standards self-assessment was completed in March 2020 and a copy of this Self-Assessment Form was submitted to the Youth Justice Board and its corresponding actions were reported to the YJMB and have been added to this Youth Justice Plan 2022-24.

Standard	Strategic self-assessed results	Operational self-assessed results
NS1	Requires improvement	Requires improvement
NS2	Good	Good
NS3	Good	Requires improvement
NS4	Good	Requires improvement
NS5	Requires improvement	Requires improvement

The following areas of activity were identified as requiring further development

National Standard 1- Out-of-Court Disposal

- Review of OOC Policy and Procedures – completed
- Development of OOC Assessment and Quality Assurance Tools – completed

National Standard 2- At Court

- Robust Risk Assessment, Analysis and Contingency Planning
- Timeliness and strengthening of quality of assessments – completed
- Management of Risk and Safety and Well-being – completed

National Standard 3- In the Community

- Timely Review of Planning and implementations – on-going
- Evidencing strategic partner confidence in the YJS supervision of children on justice outcomes in the community – on-going

National Standard 4- In secure settings

- Holding local partners to account for their part in the successful transition and resettlement of children released from custody – on-going
- All staff attending Transitional Safeguarding – on-going

National Standard 5- On Transition and Resettlement

- Use to ROTL – completed
- Robust and timeliness of sentence planning – completed

Barnet will update its self-assessment in 2023 to reflect the progress made and align this to our Improvement Plan.

11. Challenges, risks, and issues

As we continue to recover from the disruptive impact of the pandemic and manage a cost-of-living crisis, the impact of the challenges facing families becomes increasingly evident. The local authority and its partners, including the Voluntary, Community, Faith and Social Enterprise Sector are working to support families that have been adversely affected by these unprecedented events.

Information has been made available for residents on the Council Webpages [Cost of living support | Barnet Council](#) and Family Services have increased capacity of the Welfare Advisors in the Early Help system. The correlation between poverty and offending is well understood and it is our aim to ensure offending, exploitation and harm in the borough does not increase during these difficult times.

The high volume of children released under investigation presents a potential future risk to capacity in the YJS if these outstanding matters are processed too rapidly, whilst the negative impact of having an outstanding matter for a significant period of time is also a concern. The Child & Family Early Help Service and Youth Justice Service will offer targeted support to all children meeting the Turnaround eligibility criteria (i.e. awaiting an RUI outcome, under Youth Caution following arrest or subject to a criminal investigation attending a voluntary interview; subject to No Further Action (NFA) decision (including Outcome 22), subject to a Community Resolution, first-time youth caution, those subject to pre-charge bail (PCB), discharged by a court, acquitted at court and who are fined by a court) to ensure that they are engaged in positive activities to reduce to the risk of future offending.

There is a national shortage of placements for children, this challenge is particularly acute for children affected by violence, offending and exploitation. There is a risk that children remain in unsuitable care arrangements whilst long-term placements are sought. Barnet's Executive Director of Children's Services is the ALDCS lead for Resources and Sustainability, as such is working to secure improved provision for children nationally..

The short-term nature of some funding streams places resources and services at risk:

- MOPAC/VRU and London Crime Prevention Funding is limited to short/medium term delivery framework which supports development of new services, although sustainability of projects is at risk without a plan for delivery and/or contingencies when funding ceases to be available. This is considered in the context of medium-term financial savings and the need for savings.
- This Strategic YJS Action plan for 2023/24 will continue to address these issues and work in collaboration with our partners and utilises our resources to mitigate the impact of the identified challenges, risks, and issues.

12. Service Improvement

Barnet Youth Justice Services were inspected by Her Majesty’s Inspectorate for Probation (HMIP) in February 2022 and received an overall rating of ‘Good’. The resettlement policy and provision were separately rated as ‘Good’. The quality of partnerships and services under Domain 1 Organisational Delivery were graded ‘Outstanding’. Eight of thirteen graded areas were found to be “Good” with four identified as “Requiring improvement” these are:

- Domain 1 Organisational Delivery Information & Facilities
- Domain 2 Court Disposals i) Assessment ii) Reviewing
- Domain 3 Out of Court Disposals Assessment

Seven recommendations were made which are contained within our service improvement plan (Appendix 5) which has been developed by the YJS partnership; this has been approved by HMIP.

The Inspection overall reflected positively on the quality of services and the capacity of Barnet’s Youth Justice Services to improve outcomes for children involved in the Youth Justice system and support desistance from future offending. The Inspectors noted the proactive and innovative approaches used to tackle disproportionality and engage children in co- production activities and residential activities. Inspectors further noted the high quality of safeguarding and governance arrangements. Barnet YJS will continue to work together with our partners to further strengthen delivery of our Youth Justice Action Plan 2022-24 and HMIP Improvement Plan-2022-23

13. Workforce Development

Barnet YJS recognise the need for practitioners to be trained in key concepts and models in order to effectively address the needs of children.

Transitional Safeguarding approaches are informed by evidence of the distinct developmental needs of older adolescents transitioning into young adulthood². All children require support to transition into adulthood, particularly when they are in receipt of multiple services which end on their 18th Birthday. To ensure children do not ‘fall off a cliff edge’ support to manage and support transitional points is needed to buffer the impact of moving between child focused and adult-focused systems of help. The approach requires YJS practitioners to be forward looking, identifying, and linking current and future risk and support to children early i.e., probation, health care, education, training and employment, mental health and leaving care services, to enable safe transitions.

Barnet Family Services operate a ‘Learning in Context’ approach, shifting the focus of training beyond the traditional classroom and course-based training to a learning through experience, i.e., “know what” to “know how” supported by one-to-one development opportunities, live learning workshops, co-produced practice seminars and service days. This more contextual way of learning is effective in bridging the gap between theory and practice and connecting practitioners to our resilience-based practice approach. All training activity is aimed at developing the workforce by increasing capacity to work in an evidenced-informed way.

²*Transitional Safeguarding from adolescence to adulthood | Research in Practice*

The YJS workforce have been trained in Trauma Informed practice (Trauma Recovery Model) to aid understanding of the impact of trauma on children who enter the youth justice system and to ensure trauma-informed and child-focused plans are developed to meet their needs.

All members of the YJS have completed the Youth Justice Effective Practice Certificate (YJEPC); all new members of staff will be completing the YJEPC in 2022 cohort.

Barnet YJS also has yearly access to training commissioned and accessed via INSET including topics such as AIM 3 Harmful Sexual Behaviour, Disproportionality and Youth Justice and Effective Transitions. Barnet have secured several places prioritising YJ practitioners with training gaps in these areas. AIM 3 has been commissioned and delivered to all YJS Case Managers and Child & Family Early Help practitioners who deliver Out of Court Disposals.

Resilience-based tools and approaches are embedded in the core offer of Signs of Safety, the Advanced Certificate and Diploma in Systemic Practice, Graded Care Profile and Adaptive Mentalisation-Based Integrative Treatment (AMBIT). Barnet YJS have access to all Family Services training.

Barnet YJS have created an Advanced Practitioner role to support career progression pathways between practitioners and management roles with the aim of succession planning and workforce retention.

14. Board Development

Barnet's YJMB is a mature partnership that drives effective services for children at risk of offending and reoffending in the borough. Partnership meetings are purposeful and focused on the experiences of children living in the borough; our Child First principles are firmly embedded.

The YJMB will have planned mixer and development days in 2023/24. These days enable the youth justice workforce to mix with the strategic partnership leads and provides the YJMB members with an opportunity to get closer to the work of the service, supporting informed system leadership.

A development day provides an opportunity for reflection on the impact the YJMB is having on local practice and outcomes for children, engage in learning about national practice, policy, and best practice principles so we can collectively drive improvements in the way we work together. The focus for the day will be agreed by the YJMB membership in advance so gaps in knowledge can be considered and the intended outcomes for the day are understood and agreed in advance.

The Chair of the YJMB circulates the YJMB Induction Pack 2023 and Terms of Reference to all new members joining the YJMB to ensure new board members are supported and inducted into the role ensuring they are informed of the requirements of the role.

The YJMB will continue to invite children and parents to share their experiences of services with the partnership and YJMB members have the opportunity to meeting children attending our residential programme and undertaking reparation work in the community so they can hear first-hand the experiences and issues facing children in Barnet as shared by them in their own words.

The Barnet YJS welcomes YJMB members for visits and to shadow/ observe practice-based panels, forums, departmental meetings and delivery of interventions with children. These opportunities build understanding of delivery opportunities and challenges and support focused strategic planning across the partnership.

15. Evidence-based practice and innovation

In 2019, Barnet YJS developed a Residential Programme for children involved in the Youth Justice system. The 3- 5 day Residential Programme is for children aged 10 to 18 years who are subject to an Order, Out-of-Court Disposals or at risk of offending. The Programme was developed to provide children involved in offending in positive activities away from home in activity-based environments where they have the opportunity to play, learn and grow like other children.

The Programme provides a unique opportunity for YJS caseworkers and multi-agency partners to spend quality time building relationships with children and support them to develop skills, prosocial behaviours, and confidence. The Programme involves learning sessions, including gang exit and weapons awareness work and counts towards the completion of their Order. Children who do well on the Programme can be supported to become peer mentors to other children attending future Programmes.

In 2021, Barnet YJS became an accredited provider of the AQA- Unit Award scheme, providing children who have experienced disrupted education and who may have under-developed self-esteem, an opportunity to take steps to build their self-confidence and improve their chances of accessing education, training, or employment. AQA certificates can be achieved via completion of reparation activities such as the Flower Bank or through 1:1 sessions with case managers.

Barnet YJS worked with the educational psychologist attached to the YJS to co-produce a Whiteboard Video with children as a participation project. The creation of Whiteboard videos has enabled children to lead, create and produce user-friendly materials for other children, building self-esteem and engaging children in creative activities. Two videos have been produced which are short animations utilising the voices of the children involved and their own illustrations. The videos explain to other children what to expect when they are in contact with the YJS.

Evidence-based programmes such as 'Behind the Blade' and 'Restorative Thinking' which can be run in a group setting or delivered on a one to one has been purchased to address knife carrying offending.

Barnet Resettlement and Aftercare Panel was set up in 2019, to ensure effective multi-agency planning is in place for children leaving custody on licence or following a remand period. The Panel identifies early, gaps such as accommodation, education/training ahead of release to promote seamless transitions and coordinated constructive resettlement planning. The Panel has evolved to enhance closer working arrangements with the Youth Custody Service who now attend regularly.

Barnet is involved with five other local authorities in North Central London in an Accommodation Pathfinder project which will provide for therapeutic accommodation as alternative to remand. The Accommodation will have wrap around support including education and mental health support and will be targeted at Black boys who are over-represented in the secure estate. The first provision in London opened in Barnet in May 2023.



16. Looking forward

The Barnet Youth Justice Service Desistance Action Plan – 2022 - 2023 sets out a detailed and SMART Plan with clear objectives that Barnet YJS will continue to implement. This will be updated for 2023 -2024

Priorities for the next three months:

- Child Q – the Hackney Safeguarding Practice Review examined the harmful impact of discriminatory practice. Barnet’s Safeguarding Children’s Partnership and the YJMB will closely examine stop and search, strip search, overnight detention, and broader disproportionality data to ensure we have a strong understanding of practice in our area, and we have in place robust plans to address shortfalls and discriminatory practices against Black girls and boys.
- School Exclusions - Barnet YJMB will develop a tracker to measure progress against actions to reduce exclusion of Black boys from education
- The new Out of Court Disposal assessment tool will be reviewed for impact on practice
- A stand-alone resettlement policy will be presented to the YJMB for sign off.
- Completion of the third Residential Programme
- Facilitating a YJMB mixer event with YJS workforce

Priorities for the next three to six months

- Implementing an agreed process and protocol for completing and deriving multi-agency learning from YJS practice issues
- Engaging and inducting a young person representative on the YJMB
- Engaging a parent champion as a representative on the YJMB
- Ensuring children are engaged in service development, quality assurance and feedback about the YJS

Priorities for the next six to 12 months

- Reducing the number of First Time Entrants, children who reoffend and children who are handed down custodial sentences.
- Building on the early success of the Victim Hub
- Delivering training in Restorative Conferencing to develop a Restorative Justice Champion Network across the borough
- Placing children in the London Accommodation Pathfinder (LAP) home as an alternative to custody

In delivering this Plan our Youth Justice partnership will continue to innovate and develop our services and in doing so we will involve, collaborate and co-produce with children. We will strive to ensure that the changes we want to see, benefit most those that use our services, making it easier for them to access and engage with support and positive and relationship-based activities. We want children to repair harm, develop their skills and reach their potential so they can realise their dreams.



17. Sign off, submission and approval:

Chair of Youth Justice Matters Board - name Tina McElligott

Signature

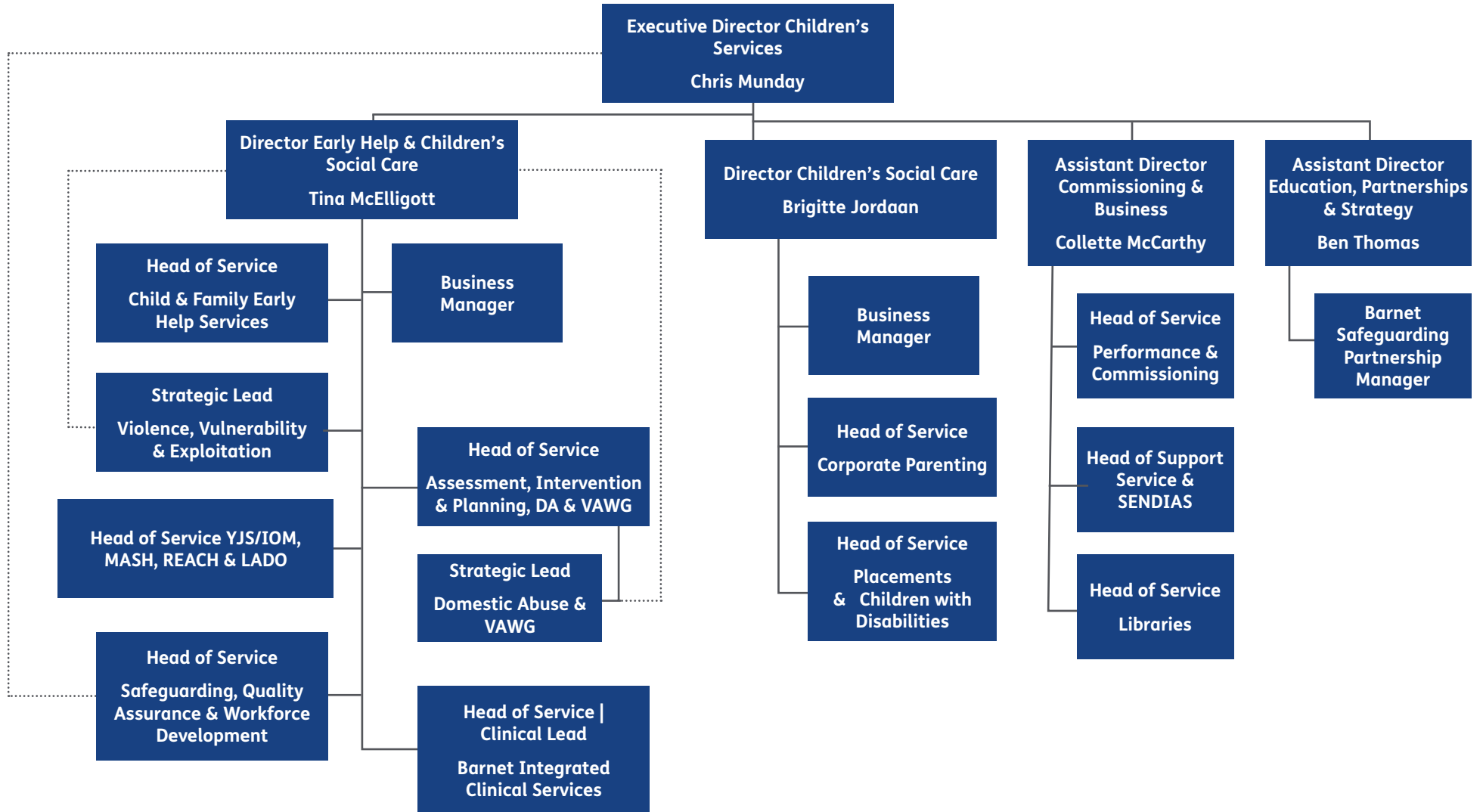
A handwritten signature in black ink, appearing to read 'Tina McElligott', written over a horizontal line.

Date

10 July 2023

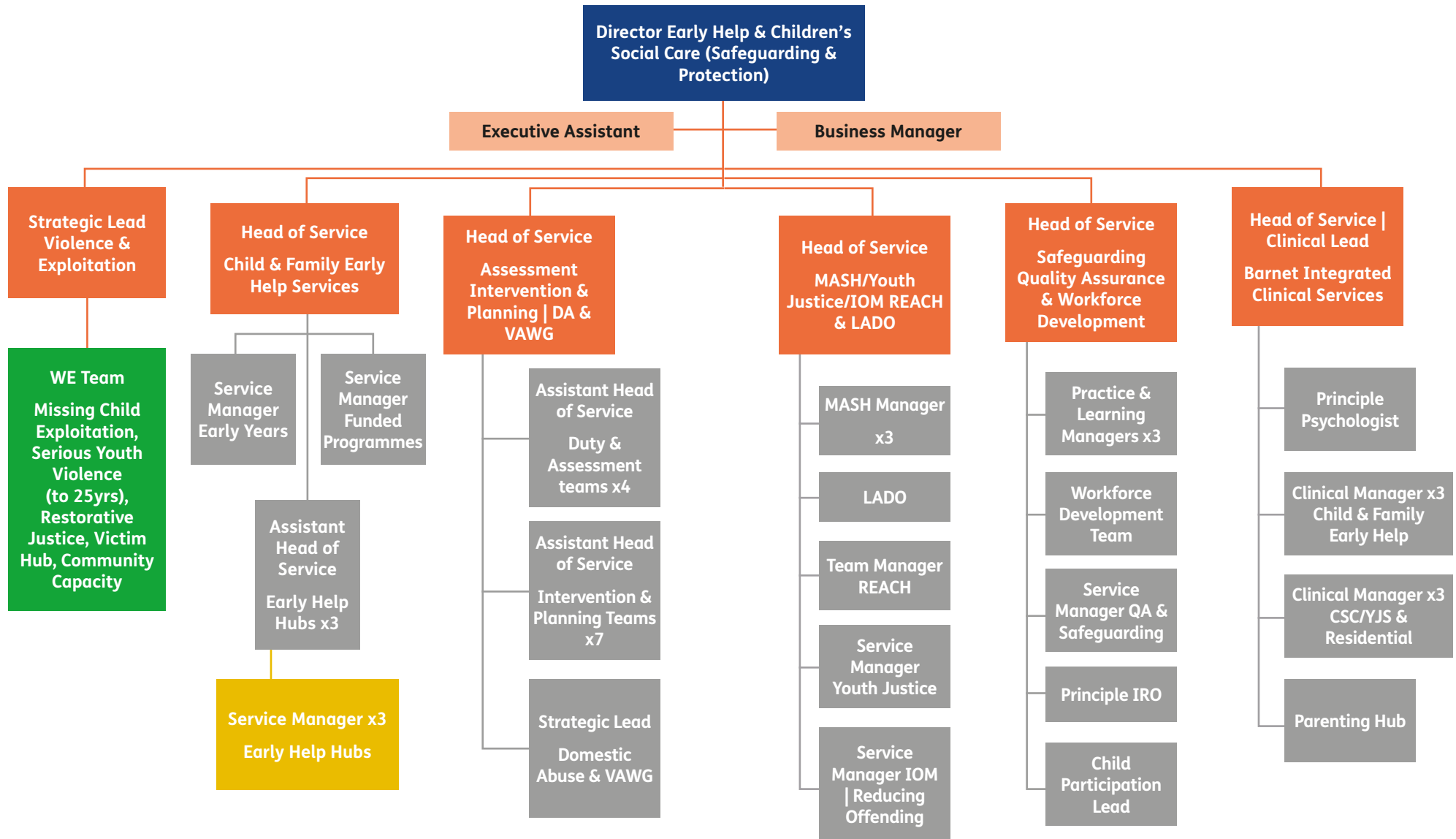
Appendix 1 – Service Structure Charts

London Borough of Barnet Family Services Directorate



Appendix 1a

Family Services Directorate: Early Help and Children’s Social Care Services

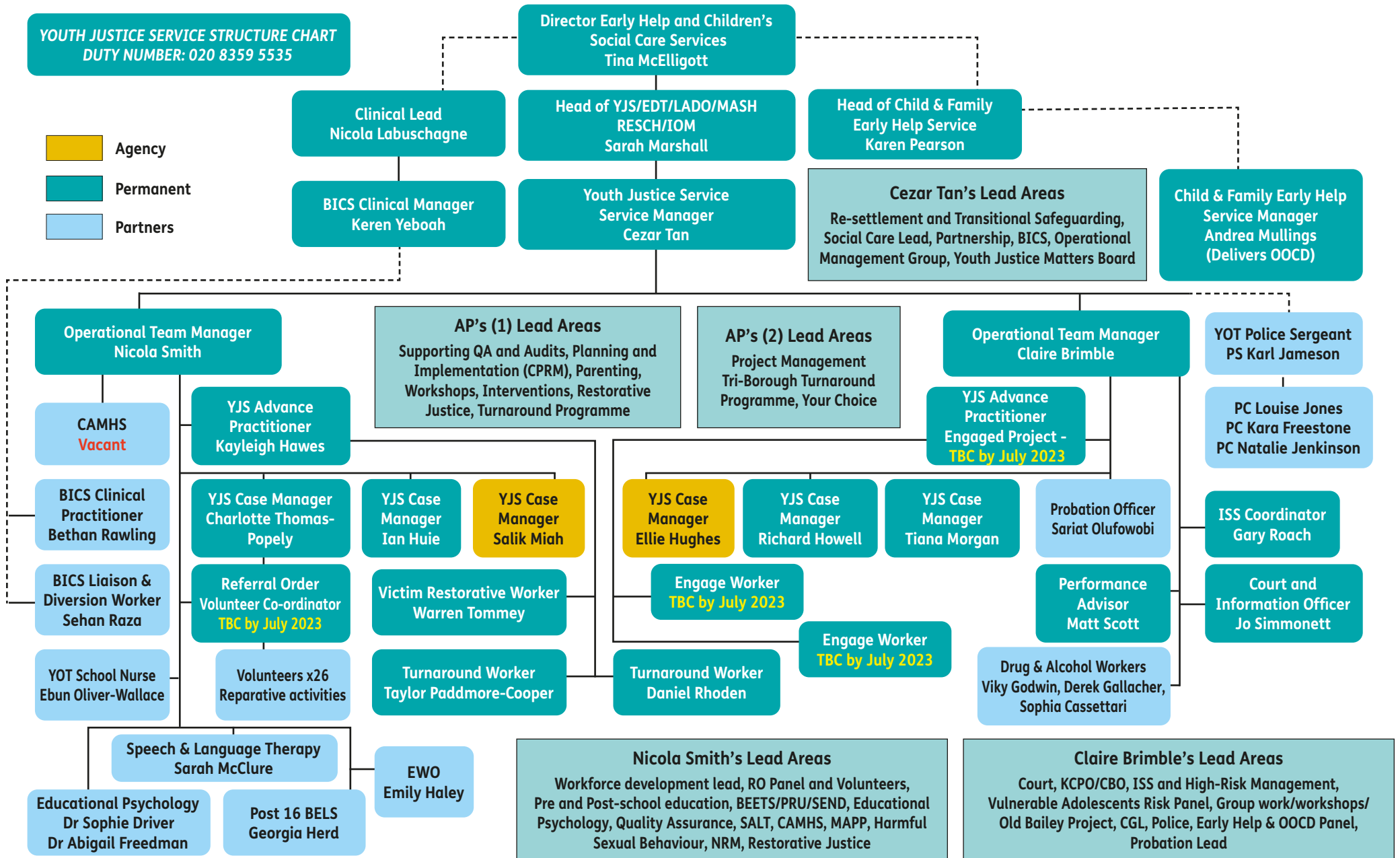


Appendix 1b

Youth Justice Service Structure Chart

YOUTH JUSTICE SERVICE STRUCTURE CHART
DUTY NUMBER: 020 8359 5535

- Agency
- Permanent
- Partners



Appendix 2: YJMB membership and attendance

Name of Attendee	Agency	Role	03/03/2022	16/06/2022	15/09/2022	01/12/2022	27/04/2023	15/06/2023	
Statutory Agencies									
Tina McElligott	Local Authority	Director Early Help & Children's Social Care & Board Chair	Y	Y	Y	Y	Y	Y	
Adam Rowland	Metropolitan Police NW BCU	Detective Chief Inspector Offender Management							Y
Naz Rana	Metropolitan Police NW BCU	Detective Chief Inspector Offender Management	Y	Y	Y			N/A	
Cheryl Frost	Metropolitan Police NW BCU	Detective Inspector Offender Management	Y	Y	N	N	N	Y	
James Halliday	Metropolitan Police NW BCU	YJS Police Sergeant	Y	Y	Y	Y	Y	Y	
Karl Jameson	Metropolitan Police NW BCU	YJS Police Sergeant							Y
Caroline Loake	North Central London Clinical Commissioning Group	Designated Nurse for Safeguarding Children	Y	Y	Y	Y	Y	Y	
Koreen Logie	London Probation Service	Head of Service, Harrow & Barnet Probation Delivery Unit	Y	Y	Y	Y	Y	Y	
Luke Kwamya	Public Health	Head of Public Health Commissioning	Y	Y	Y	N	Y	Y	
Cathy Honnah	Associate Director for the Healthy Child Programme - Solutions 4 Health	Solutions 4 Health	Y	Y-Replaced by Monica King	Y	N	N		
Rachel Burrell	CYP Commissioning Manager, NCL, ICP	NHS ICP	Y	Y	Y	Y	N	Y	
Victoria Wickes	Assistant Director CYP Commissioning, NCL ICP	NHS ICP	Y	Y	Y	Y	Y	Y	
Liam Foote	Barnet Education & Learning Service (BELS)	School Safeguarding Lead	N/A					Y	Y
Jane Morris	Barnet Education & Learning Service (BELS)	School Safeguarding Exclusion Lead	Y	Y	Y	Y	Replaced by Liam Foote	N/A	
Jasmine West	Barnet Education & Learning Service (BELS)	Post-16 Education & Skills Manager	Y	N- (Replaced by Marsha Latrous)			Y	N	
Sarah Deale	Barnet Education & Learning Service (BELS)	Head of the Virtual School	N/A			Y	Y	Y	
Nicola Axford	Barnet Education & Learning Service (BELS)	Virtual School Education Lead	N/A			Y	Y	Y	

Name of Attendee	Agency	Role	03/03/2022	16/06/2022	15/09/2022	01/12/2022	27/04/2023	15/06/2023	
Other board members									
Ian Helcke,	Barnet Homes	Head of Housing Options	Y	N (Replaced by Tariq Ahmed)	Y	Replaced by Neche Ihesiene	N/A		
Kate Laffan	Barnet Homes	Head of Housing Options	N	N	N	Y	Y	Y	
Valerie Crookes,	Willesden Magistrates Court	Magistrate & Chair of the Youth Panel, Willesden Magistrates Court	Y	Y	Replaced by Caroline Walsh	Y	Replaced by Caroline Walsh		
Caroline Walsh	Willesden Magistrates Court	Deputy Chair of the Youth Panel, Willesden Magistrates Court			Y	N	Y	Y	
Richard Norfolk	Local Authority	Reducing Offending Partnership Co-ordinator	Y	Y		Y	Y	Y	
Karen Pearson	Local Authority	Head of Child & Family Early Help Services	Y	Y		Y	Y	Y	
Chris Kelly	Local Authority	Strategic Lead Vulnerability, Violence & Exploitation	Y	N		Y	Y	Y	
Sehar Raza	Local Authority	YJS Liaison & Diversion Officer	Y	Y	Y	Y	Y	Y	
Dr Keren Yeboah	Local Authority	Clinical Manager, Barnet Integrated Clinical Service, Children's Social Care						Y	N
Helen Rankin	Local Authority	Clinical Manager Barnet Integrated Clinical Service, Children's Social Care	N	Y	N/A replaced by Dr Keren Yeboah				
Kate Jeffrey	Local Authority	Head of Service Corporate Parenting	Y	Y	Y		N		
Sarah Marshall	Local Authority	Head of MASH/YJS/IOM REACH & LADO	N	Y	Y	Y	N	Y	
Cezar Tan	Local Authority	YJS Service Manager	Y	Y	Y	Y	Y	Y	
Matt Scott	Local Authority	Senior Data & Systems Officer, YJS Service	N	Y	Y	Y	Y	Y	
Presenters/Observers/Support roles									
Nicola Smith	Local Authority	Barnet YJS Operational Manager		Y					
Kayleigh Hawes	Local Authority	Barnet YJS Advance Practitioner						Y	
Dr Sophie Driver	Barnet, Education & Learning Service (BELS)	Educational Psychologist			Y	Y			
Warren Tommey	Local Authority	Restorative Justice Co-Ordinator				Y	Y	Y	
Lauren Jefferson	Barnet Education & Learning Service	Education Welfare Officer							
Lucy Kennedy	Public Health	Public Health Commissioner, Substance Misuse		Y					

Appendix 3: Partnership Support & Services

Prevention & Diversion	Barnet's Child & Family Early Help Strategy 2023 – 2027 was launched in May 2023. Early Help Services are delivered through three locality-based Hubs which are situated across the borough providing place-based, accessible and integrated support to families close to where children live and go to school. Barnet Youth – Child and Family Early Help Service - Home - Home
MOPAC Violence Reduction Unit (VRU) - Reducing Exclusions (2019-2023) Project Engage Programme (2023-2025)	Barnet's Child & Family Early Help Services have recruited detached youth workers to build trusted relationships and support children to remain in education where there is a risk of exclusion. In June 2023, Barnet has assumed the lead for the implementation of the Engage Programme across the NWBCU. Barnet YJS is recruiting to three Project Engage Workers and an Advanced Practitioner who will engage with children during the teachable, reachable moment when they are held in Police custody, to prevent them from heading down to future paths of criminality.
Ministry of Justice - Youth Justice Board (YJB) - Turnaround Programme (2022-2025)	3-year funding from the Ministry of Justice received in December 2022 to deliver the Turnaround Programme aimed at early interventions for children on the cusp of the Youth Justice System, to prevent them from offending and offering a needs-led assessment and opportunity for support.
Out of Court Disposals	The Out of Court Disposal (OOC) Panel is a multi-agency forum comprised of representatives from Police, Child & Family Early Help Service, Children's Social Care and the YJS Restorative Justice Coordinator, Liaison and Diversion Specialist Worker, Educational Psychologist and other relevant partners as appropriate. The weekly panel enables children to be diverted from statutory engagement with Youth Justice Services and entry into the criminal justice system through engagement in positive activities and targeted 1:1 support
Adolescents at risk of Violence and Exploitation	Barnet's Vulnerable Adolescent's Strategy 2020 -2022 sets out the multi-agency partnership response to children at risk of violence and exploitation which interfaces with the work of the YJS. The 2020 – 2022 Strategy remains operational in 2022/23 as its intended aims could not be fully met during the Covid pandemic and a new Tackling Violence & Exploitation Strategy is being developed for 2023-26 for publication in December 2023. The borough has a multi-agency violence and vulnerability action plan to address Serious Violence in the borough which is overseen by the Safer Communities Partnership The Child Exploitation & Missing (CEAM) Tool, Tackling Violence & Exploitation Panel (TVEP) and Strategic MACE are multi-agency approaches to assess and manage risk and coordinate disruption activities. Serious Incident Response Meeting (SIRM) Protocol facilitates rapid multi-agency information sharing and safety planning activities to every incidence of serious youth violence where a child is connected to incident of community violence or a household of the victim and/or suspect. YJS Multi-Agency Planning meetings facilitate the seamless transfer of information as relative to risk and vulnerabilities to the TVEP, Strategic Multi-Agency Child Exploitation Meetings (MACE), Multi-Agency Public Protection Arrangements (MAPPA) Multi-Agency Risk Assessment Conference (MARAC), Integrated Offender Management (IOM) and the Adults at Risk Panel.
Youth Endowment Fund - Your Choice Programme (2021 – 2024)	A targeted programme of Clinical Intervention aimed at children at-risk of violence. Practitioners in the YJS and REACH (Adolescents at Risk) Social Work Team have been trained to deliver psychologically informed interventions with children. This training was rolled out to the Youth Justice Service in 2022/23. Barnet is involved an efficacy trial of the Your Choice Programme
London Crime Prevention Funding (LCPF) Multiple Projects (2022 – 2026)	Three-year funding is being used to deliver three programmes: <ul style="list-style-type: none">• Mentoring support for 17–25-year-olds at risk of violent offending, the programme supports free gym membership and mentoring support towards accredited personal trainer qualification• A Victim Hub has been developed through recruitment of a Victim Coordinator to support children affected by crime and violence ensuring a trauma-informed response is coordinated• A Restorative Justice (RJ) Coordinator has been recruited to lead on training in RJ approaches across the borough. The post holder will develop a network of RJ Champions across schools and community projects to embed the approach across the borough

Domestic Abuse and Violence and Women & Girls (VAWG)	<p>Barnet's Domestic Abuse & VAWG Strategy 2022 – 2025 was launched in March 2022. The are partnership priorities are:</p> <ul style="list-style-type: none"> o Early intervention and prevention of Domestic Abuse and VAWG o Support all victims and survivors to report, access help and recover o Pursue perpetrators and engage them in behaviour change interventions to eliminate harm to victims and their families o Strengthen the partnership response to improve multi-agency working and information sharing to deliver improved outcomes o Working together for safer streets, community and public spaces <p>The DA & VAWG Strategy overlays with delivery of YJS in the borough in respect of female and male victims and perpetrators of violence.</p>
---	--

Metropolitan Police

Children in police custody	Operation Harbinger aimed at ensuring effective information sharing during the 'golden hour' of a young person's arrest.
Out of court disposals	Barnet Police organise local OOCDC Scrutiny Panels attended by Senior Managers in Early Help and YJS. The Panel aims to ensure transparency and accountability and to increase public understanding, confidence and trust on the appropriate and proportionate use of OOCDC's. The Scrutiny Panel also supports the identification of areas for development and supports partnership-based approaches. Barnet Police are committed to organizing two scrutiny panels per year.
Knife crime prevention	<p>A Police-led initiative 'No Knives, Better Lives' takes place at the Old Bailey with groups of children, their parents and professionals following identification of a risk of knife enabled offending. The Old Bailey facilitates speakers who have been directly impacted by serious youth violence including victim's parents, previous gang members and A&E surgeons to drive home the consequences of knife crime.</p> <p>The High Risk and Intensive Supervision and Surveillance (ISS) Coordinator delivers a Weapon Awareness Programme (WAP)- Behind the Blade which provide a series of skills-led exercises which support children to think about the triggers of knife crime, learn about the impacts of knife related crime on victims and communities and develop social skills to manage pressures and resolve conflict without the use of knives.</p> <p>The WAP also covers sessions delivered by StreetDoctors, a charitable agency which provides children with the skills and confidence to deliver lifesaving First-Aid, if someone is bleeding or unconscious and helping children manage/overcome the impact of a traumatic event during and after the incident.</p>
Safer schools	The Safer Schools Police Team are committed to promoting a safe environment for students to learn and prevent crime. Every school who engages in a partnership will have a named, dedicated, Police "Safer Schools" Officer regularly working at their school. Safer School Partnerships encourage the Police, children, children, school staff and parents to build good relationships, based on trust and mutual respect. The aim is to provide positive engagement to build trust and confidence between the school community (children, school staff and parents) and the Police, improve safety and enhance safeguarding within the school and the wider community, develop prevention strategies to help children deal with risk, deliver early intervention and diversion, promoting positive pathways for children and support victims of crime.
Youth Engagement Teams	The NW BCU Youth Engagement Team are working with partners to set up Youth Independent Advisory Groups for children aged 13 – 25 across the 3 boroughs of Barnet, Brent and Harrow. The NW BCU Youth Engagement Team have newly established a Youth Referral System targeting early intervention aimed at children identified at the risk of offending. A recent audit shows that since inception the Integrated Early Engagement portfolio has attempted to engage and divert 83 children from across the NW BCU. Of the 83 children referred 69 have been offered diversionary programs suited to their personal interests and preferences.
Targeted Operations	Operation MakeSafe – test purchasing at hotels in the borough where children have been known to book rooms for 'parties' where illicit drugs and alcohol are consumed

Probation Service

Prevention & Diversion	The Supporting Families Grant funds a range of secondees posts into Early Help Services and Children's Social Care Services to coordinate planning and intervention activities for families attached to the Supporting Families Programme
Youth Justice Service Seconded Probation Officer	There is Seconded Probation Officer capacity within the Youth Justice Service working three times weekly to support YJS with regards to case management of all Children who transition to the Adult Probation Service

Resettlement, After-care and transitions	An effective Service Level Agreement is in place, which supports monthly Resettlement and After-Care Panel (RAAP) and provides scrutiny and oversight of children transitioning from the YJS, the meeting determines whether the Probation Service should assume responsibility and the level of support required.
Integrated Offender Management	Integrated Offender Management (IOM) and the Reducing Offending portfolio transferred to Family Services in May 2021 creating opportunity for stronger strategic alignment between Youth Justice Service, Serious Violence, Vulnerability, Exploitation and Domestic Abuse and Violence Against Women & Girls delivery areas. The transfer provides opportunities to effectively plan for the management of persistent and violent offenders at the earliest point in their offending journey, particularly when a high risk of continued offending into adulthood is evident

Voluntary, Community, Faith & Social Enterprise Sector

Young Barnet Foundation	Membership movement that helps grow local activities and opportunities for children in Barnet.
Art Against Knives	Delivery of creative safe spaces for children in Barnet, including nail bars and music labs
MOPAC (VRU) – Capacity Building Project - Community Responders	Following a partnership programme with Colindale Community Trust, 4Front, Youth Realities, FUSE and Orion and Saracens Schools during 2021-2023; a post has been developed to support capacity building in the community to improve responses to incidents of violence in the community
MOPAC (VRU) – Parent Champions (September 2020 – March 2024)	LB Barnet in partnership with Young Barnet Foundation and Khulisa. A programme to engage parents from racially minoritized communities caring for children at risk of exploitation, gangs and serious youth violence to become parent champions and deliver parenting training and/or take on advocacy and parent representation roles in strategic forums. Almost 100 parents from the west of the borough were reached during the initial phase and this is now being delivered in the East/Central part of the borough. Sixteen parents signed up to Empowering Parents, Empowering Communities parenting training being delivered via Child & Family Early Help Services.

Education

Alternative Education	YJS Operational Managers attend monthly meetings with the Pupil Referral Unit and other key education partners to advocate and support the return of children to inclusion in statutory education.
Educational exclusion	The Child & Family Early Help Service is providing MOPAC funded detached youth workers to engage with children at risk of educational exclusion and support their engagement with education provision. Fresh Start in Education has been commissioned to support children who are excluded or at risk of exclusion from statutory education to re-engage with learning so that students have opportunities to re-integrate them to Education, Training and Employment. The Pupil Referral Unit in partnership with Saracens will be delivering mentoring support to children attending PRU's in Barnet funded by Violence Reduction Unit (VRU), MOPAC.
MOPAC (VRU) – Pupil Referral Unit Mentoring Project (2020 – 2024)	Saracens are providing mentoring support to children attending the PRU to reduce the risk of exploitation by criminal gangs.
Education, Training and Employment (ETE)	BEET is co-located with Barnet YJS 3 days a week, supporting children who are 16+ and not in Education, Employment or Training (EET). This work provides Careers Guidance and helps support children to access appropriate Education, Employment and Training opportunities. Through this provision it assists them move into a sustainable form of EET.
Looked After Children	A Service-Level Agreement is in place with the Virtual School to ensure the educational needs of children on remand and serving custodial sentences is met. A Transitions Hub has been established with Youth Endowment Funding to support children looked after who are transitioning between placements and schools to minimize the disruptive impact of these significant moves.
Educational Needs Assessment	The YJS has access to two part-time Educational Psychologists (EPs). The EPs work closely with the YJS and partners through a range of levels including consultation with professionals and stakeholders, individual work with children and contribution at multi-agency panels to support the identification and learning needs of children involved in the Criminal Justice System and to support the development of dedicated strength-based plans. The EPs also offer training and support to Case Managers to enhance knowledge and understanding of key areas which impact the learning and wellbeing of children in YJS to inform effective provision.

Health

NHS England	Funding for a Liaison and Diversion (L&D) Officer and a Forensic Psychologist to support the work of the YJS in identifying and supporting the mental health needs of children involved in offending.
Public Health	Change, Grow and Live (CGL) substance misuse services are co-located with the YJS on a weekly basis to facilitate access to services harm reduction. Public Health deliver Healthy Relationships Programmes in schools
School Nursing	The Central London Community Healthcare NHS Trust are co-located with the YJS on a weekly basis for health assessments/screening on the set days of Tuesdays and Thursdays. This is to ensure children health and well-being are promoted.
Barnet Integrated Clinical Service	Provide Integrated Clinical Support to children open to Children's Social Care Services, Early Help Services. Mental Health Support Teams are in schools across the West Locality and are being developed in the East/Central Locality. Children's Wellbeing Practitioners are available to support children missing education and children who are electively home educated.
NHS London Vanguard Project (2021 – 2024)	Prevention funding for a part-time clinical psychologist and part-time Youth Worker co-located with Art Against Knives to deliver outcomes focused and preventative interventions. The prevention arm is to go live in Barnet in 2022, the funding covers different strands in Enfield, Haringey, Camden and Islington.

Appendix 4: Barnet Youth Justice Service Staff, Specialist Workers and Volunteers- ethnicity, sex and known disability of staff

Ethnicity	Female Staff members	Male Staff members	Female Volunteers	Male Volunteers	Total
White	13	4	9	3	29
Black	4	4	5	1	14
Asian	1	2	0	1	4
Mixed Heritage	3	0	0	0	3
Any other ethnic group	3	0	4	1	8
Not Known	0	0	0	0	0

No record of staff having disability.

Appendix 5: Barnet Youth Justice Service HMIP Improvement Plan 2022-23

Recommendation	Objective	Desired Outcome	Action owner/ Lead	Target date	Progress milestone and evidence
Domain 1 - Organisational Delivery					
Barnet Youth Justice Matters Board to ensure that all children's educational needs are understood and that they have access to high-quality services that are matched to their needs (Recommendation 6)	<p>Data on racial and gender disproportionality in educational exclusions to be presented by Barnet Education & Learning Service (BELS) to the Youth Justice Matters Board to ensure all stakeholders are clear on the issues affecting school exclusions and how agencies can support mitigation against the risk of exclusion.</p> <p>The Youth Justice Service & BELS will provide regular reports to the Youth Justice Matters Board pertaining to the progress and outcomes of the multi-agency activities below:</p> <p>Supporting Families funding for the YJS Educational Psychologist and Speech & Language Therapist to be secured to ensure continued focus and identification of learning and communication needs of young people involved in the Youth Justice System</p> <p>Young people aged 16+ who are at risk of NEET will have improved access to BELS post-16 Personal Advisor</p> <p>Young people involved in the Youth Justice system who are at risk of exclusion from education will be supported to improve their attendance and engagement in learning</p>	<p>The number of school exclusions for racially minoritised boys and girls will reduce</p> <p>The Youth Justice Matters Board will have oversight of the educational outcomes for young people involved in the Youth Justice Service and drive positive outcomes for them</p> <p>Specialist input of the educational psychology service and speech & language therapy service will continue to be available to young people involved in the Youth Justice Service and they will have access to tailored and individualised assessment and support that supports their access to high-quality educational services that is matched to their needs.</p> <p>The number of young people aged 16+ who are NEET will reduce</p> <p>Young people at risk of exclusion or attending the PRU will receive individualised mentoring support to promote their engagement and attendance in education</p>	<p>Lead: Tina McElligott, Chair Youth Justice Matters Board</p> <p>Supported by: BELS representatives (Jane Morris/Jasmine West) at YJMB YJS Management Team Karen Pearson, Head of 0-19 Early Help Services</p>	Dec-22	<p>Supporting Families funding for the educational psychology and speech and language therapy posts has been approved for three years (April 2022 - March 2025)</p> <p>BELS Post-16 Personal Advisor has increased to 3 days per week to improve the inclusion of young people open to the YJS aged 16+ who are not in Education, Employment or Training (NEET).</p> <p>As of January 2023, BELS Worker is now FTE 1.0. Additional 2 days will be funded by the Turnaround Programme (January 2023-25)</p> <p>The Supporting Families funded Educational Welfare Officer (EWO) is now based within Barnet YJS one day a week (Thursdays) to strengthen the support offered to CYP and families open to the YJS in dealing with the challenges and opportunities for improving school attainment, inclusion and attendance</p> <p>The MOPAC funded reducing exclusions projects in 0-19 Early Help and the Pupil Referral Unit have extended funding to continue supporting young people subject to Out of Court Disposals who are at risk of educational exclusion and support their engagement and attendance in educational provision.</p>
	Barnet Council to ensure that YOS staff have access to ICT systems that enable them to deliver a high-quality service and meet the needs of all children (Recommendation 7)	<p>ICT arrangements and firewalls do not prohibit or disrupt remote working activities and/or delay recording of important child level information</p> <p>Unexpected interruptions to ICT services are resolved promptly and/or escalated in accordance with the ICT SLA/Protocol.</p>	<p>Young people have timely access to resources that meet their needs and risks are swiftly communicated to ensure the whole system is able to effectively safeguard</p> <p>All staff working within Barnet Youth Justice Services have access to accessible and functional ICT systems that enable timely recording and effective information sharing.</p>	<p>Lead: Cezar Tan, YJ Service Manager</p> <p>Supported by: Barry May, Head of IT Grace Walker, Head of Strategy and Performance Kerit Patel- Capita Operational Service Manager</p>	01/09/2022

<p>Barnet YJS should provide the management board with timely information about the efficacy of its works with victims (Recommendation 2)</p>	<p>The Youth Justice Management Board is provided with regular information about the work being undertaken by the YJS to support victims</p>	<p>The Youth Justice Matters Board has a clear line of sight to the impact and outcomes for victims as a result of the implementation of Restorative Justice approaches</p>	<p>Lead: Warren Tommey- RJ Victim Coordinator</p> <p>Supported by: Nicola Smith- Operational Team Manager Steven Hunt, Victim Support</p>	<p>Quarterly reporting to commence September 2022</p>	<p>Added to the Youth Justice Matters Board Forward Plan. Victim Liaison Coordinator attends the YJMB quarterly to report works with victims. Victim Improvement Plan 2023-24 was authorised by the YJMB Chair and all the board members on June 2023.</p>
<p>Domain 2 - Court Disposals</p>					
<p>Barnet Youth Offending Services should ensure that robust contingency plans are in place for all children, which address their safety and wellbeing, and risk of harm to others (Recommendation 1)</p>	<p>“Barnet Youth Justices to improve oversight of the quality of assessments to ensure safety and wellbeing and risk to others is clearly articulated alongside explicit contingency plans to manage changes in circumstances.</p> <p>Reviews robustly examine changes in young people’s circumstances and changes to their safety and wellbeing and risk to others, including victims</p> <p>Appropriate tools are used with young people under supervision to understand, monitor and review risk i.e.Safety Mapping Exercise.</p> <p>Barnet Youth Justice Services have an updated Risk Policy that strengthens Risk Management and Contingency Planning</p> <p>Barnet Youth Justice Matters Board have assurance that the quality of Court Assessments and Reviews has improved</p>	<p>Young people and the public are effectively safeguarded from harm</p> <p>Young people and their parents carers are actively involved and their voices embedded within the AssetPlus Assessment, planning, intervention and review processes ensuring personalised and tailored risk management interventions</p> <p>The factors affecting young people’s safety and wellbeing and risk to others is considered in the context of their diverse and unique circumstances, learning and communication needs, mental health, familial and social circumstances.</p> <p>AssetPlus Assessments and reviews are informed by robust analysis of multi-agency information, factors affecting desistence, strengths and protective factors</p> <p>Quality assurance of AssetPlus Assessments and Reviews is timely and robust and this is reflected in audit outcomes</p>	<p>Lead: Cezar Tan, YJ Service Manager</p> <p>Supported by: Youth Justice Services, partner agencies and volunteers</p>	<p>Nov-22</p>	<p>An Advanced Practitioner post has been created to support management oversight and quality assurance activities ; the post is expected to be filled by October 2022. This has been completed. Kayleigh Hawes has been appointed last October 2022.</p>

Domain 3- HMIP Recommendation- Out-of-Court Disposals					
<p>Barnet Youth Offending Service and Barnet Early Help Services should ensure that assessments of children who offend are analytical, consider diversity factors and clearly record classifications of risk, and that actions are taken as required when assessments are reviewed (Recommendation 4)</p>	<p>Barnet YJS develop a robust Out of Court Disposal assessment tool that effectively supports analysis of Risk of Serious Harm, Safety & Well-being and Likelihood of Reoffending.</p> <p>Barnet YJS Managers to have oversight of the quality of O OCD assessments through arrangement of regular joint audit activity</p> <p>Barnet Youth Justice Matters Board to have assurance that the quality of assessments undertaken for young people receiving Out of Court interventions has improved</p>	<p>Young people and the public are effectively safeguarded from harm</p> <p>Young people and their parents carers are actively involved and their voices embedded within O OCD assessment, planning, intervention and review processes ensuring personalised and tailored risk management interventions</p> <p>The factors affecting young people’s safety and wellbeing and risk to others is considered in the context of their diverse and unique circumstances, learning and communication needs, mental health, familial and social circumstances.</p> <p>O OCD assessments and reviews are informed by robust analysis of multi-agency information, factors affecting desistance, strengths and protective factors</p> <p>Management oversight of the quality of O OCD is improved and reflected in audit activity and outcomes</p>	<p>Joint Leads: Cezar Tan, YJ Service Manager, Karen Pearson, HoS 0-19 Early Help Services</p> <p>Supported by: Police 0-19 Early Help Managers and Practitioners</p>	<p>Sep-22</p>	<p>The O OCD assessment tool will be implemented in June 2022.</p> <p>Joint audit schedule to be agreed to monitor quality of assessments using the new tool</p> <p>A training needs analysis is to be undertaken for all 0-19 Practitioners undertaking O OCD interventions. All completed as of 03.02.2023</p>
<p>Barnet Youth Offending Service, Barnet Early Help Services and the Metropolitan Police should ensure that initial out-of-court disposal screening processes facilitate allocation of the child’s assessment to a suitably skilled practitioner (Recommendation 5)</p>	<p>Robust processes are in place to effectively screen and allocate Out of Court Disposals (O OCD)</p> <p>Young people will benefit from support provided by appropriately skilled 0-19 Early Help Practitioners</p>	<p>Clear, robust and well-understood O OCD screening and allocation processes are in place</p> <p>0-19 Early Help Practitioners are equipped with the skills needed to effectively support young people subject to O OCD’s</p> <p>Young people are allocated to appropriately skilled professionals in accordance with assessed need and risk</p>	<p>Joint Leads: Cezar Tan, YJ Service Manager, Sergeant James Halliday, Met Police, Karen Pearson, HoS 0-19 Early Help Services</p> <p>Supported by: 0-19 Early Help Managers and Practitioners</p>	<p>Sep-22</p>	<p>Barnet’s O OCD Protocol is being updated to ensure clarity in the initial screening and allocation process. This has been completed in September 2022.</p>
HMIP Recommendation-Resettlement					

<p>Barnet Youth Offending Services should develop a standalone resettlement policy, with partners, to strengthen current arrangements (Recommendation 3)</p>	<p>Barnet to develop a stand-alone resettlement policy that builds on the positive local partnership arrangements</p> <p>Young people in need of resettlement and aftercare planning will benefit from clear multi-agency frameworks that are focused on ensuring their needs for secure housing, education, employment, training, health and wider resettlement support needs are met.</p> <p>Transitional Safeguarding arrangements will facilitate seamless and robust transitions aimed at reducing risk of young people falling through transition gaps</p>	<p>Young people will experience seamless transitions from custody to the community and to adult services at all times promoting their need for continued support during service handovers</p> <p>Barnet YJS will have a clear multi-agency Resettlement Policy that strengthens the Resettlement and AfterCare Panel (RAAP) Terms of Reference</p> <p>Transitional Safeguarding aims will be well understood by the YJS and partners</p> <p>Barnet YJS and partners will effectively work together to create an environment of structural support to tackle disproportionality/disparity, manage CYPs' physical/emotional, mental health and wellbeing, offer them suitable and sustainable education, training and employment, access continuity of specialist provisions and intervention such as substance misuse, receive support to manage transitions and the complexities of housing and post-custody accommodation arrangements prior to their release from custody to the community.</p>	<p>Lead: Cezar Tan, YJ Service Manager</p> <p>Supported by: Workforce Development Team Operational Representatives of: Children in Care/Leaving Care Children's Social Care Probation Barnet Homes Health Police Secure Estate Barnet Integrated Clinical Services</p>	<p>01/09/2022 - 31/09/2023</p>	<p>On 13 July 2022, the YJS Operational Managers attended the Pan London Transitional Safeguarding training delivered by LB Haringey. The training provided a space for colleagues from across London to share ideas and knowledge, address practice challenges and support the development of innovative local practices. The training enabled the YJS Management team to strengthen and focus on transitional safeguarding works across Family Services and partnerships.</p> <p>On 16 May 2023, further training was delivered by the YJS Management to all Staff members and Early Help Practitioners on how Transitional and Contextual Safeguarding could be embedded in the AssetPlus Assessment, Planning and Implementation.</p> <p>The Resettlement and Aftercare Panel will draft a Policy for the YJMB to review by September 2023.</p>
---	--	---	--	--	---

Appendix 6: Glossary of Youth Justice Terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
BICS	Barnet Integrated Clinical Services
C&F	Child & Family
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
CLA or LAC or CiC	Children Looked After, Looked After Children, Children in Care (local authority care)
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and Health Care Plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
EP	Educational Psychology
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
IOM	Integrated Offender Management
MAPPA	Multi agency public protection arrangements
MARAC	Multi-Agency Risk Assessment Conference (Domestic Abuse & Community Safety)
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OODD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court

Older Adolescent	We define an older adolescent as someone between the ages of 18 – 24 years.
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SALT	Speech & Language Therapy
SEND	Special Educational Needs & Disability
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young Person	Someone aged
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution