

# Youth Justice Plan 2021-23

Barnet  
Youth  
Offending  
Team





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# Foreword

**by Tina McElligott**

As chair of Barnet's YOT Management Board (Youth Justice Matters), I am pleased to set out the 2-year strategic partnership plan for Youth Justice Services in Barnet. The 2021 – 2023 Plan sets out our key priorities which have been shaped by our achievements, and learning, in meeting the aims of the 2018-2020 Plan, whilst recognising the additional complexities in the delivery of Youth Offending Services in a Covid/post-Covid context.

Our focus on children and young people over the past two years has facilitated co-production activities, culminating in the development of on-line user materials and has facilitated positive experiences for young people through our residential programme. The 2021 - 2023 Plan continues to hold our core value of placing children and young people at the front and centre of all we do. Through this Plan we want to see our First Time Entrants, re-offending rate and the number of young people in custody continue to fall as we continue to invest in prevention and diversion activities and interventions that enable young people to participate, learn and thrive.

Within our well-established and effective local partnerships with statutory partners and our growing partnership with a range of grassroots and community providers, we share an uncompromising commitment to creating 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 within our 2021 – 2023 Plan.

Our strong performance outcomes against both London and National Youth Justice Performance Indicators and the critical reflection set out in our self-assessment, highlight our strengths and areas for strategic and operational focus and development. This 2021 - 2023 Plan provides the framework within which we will build on our progress, drive our innovative community and school-based prevention programmes and deliver our range of young people focused intensive and targeted activities.

The Plan makes clear our intention to coordinate partnership efforts and draw on our collective creativity, expertise and practice strengths so we can continue achieving our shared ambition for a resilient, safe and thriving population of children and young people in Barnet. Our efforts will be further strengthened by the alignment of Serious Adult Violence with our Vulnerable Adolescents Team, the join up of Reducing Re-Offending and Integrated Offender Management Services with our YOS and the transfer of Violence Against Women and Girls to Family Services. These changes promise service development and further innovation in our work going forward.

On a final note, the YOT Management Board would like thank the staff and managers working within and supporting the Youth Offending Service who have demonstrated relentless commitment in working with young people over what has been a particularly challenging period, we recognise that the achievements of the partnership are only made possible with your help.

**Tina McElligott**

Chair, YOT Management (Youth Justice Matters) Board

# 1. Introduction

The Crime and Disorder Act 1998 Section 40 sets out the need for Local Authorities to provide an annual Youth Justice Plan. The legislation sets out the responsibilities of the multi-agency youth offending partnership in producing the plan and requires that it includes:

- 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

This plan will set out the ambition for Youth Offending Services in Barnet, the YOS service structure, governance arrangements, resources and partnership arrangements. The Plan will identify risks against meeting the aims of the Plan and in meeting the Youth Justice outcome measures setting out mitigations to manage known and future risks.

## **Barnet's Youth Justice Plan 2021-2023 sets out 8 strategic priorities:**

<b>Priority 1:</b>	<b>Strategic and Operational Multi-Agency Leadership</b>
<b>Priority 2:</b>	<b>Keeping Children and &amp; Young People at the Centre</b>
<b>Priority 3:</b>	<b>Tackling disproportionality in the Criminal Justice System</b>
<b>Priority 4:</b>	<b>Prevention and Diversion</b>
<b>Priority 5:</b>	<b>Reducing Re-Offending</b>
<b>Priority 6:</b>	<b>Protecting the Public</b>
<b>Priority 7:</b>	<b>Recognising and Responding to Child Exploitation and Serious Youth Violence</b>
<b>Priority 8:</b>	<b>Resettlement and Transitional Safeguarding</b>

The Youth Justice Plan 2021 – 2023 should be read alongside the London Borough of Barnet’s:

- **Children and Young People’s Plan 2019 - 2023**
- **Vulnerable Adolescents Strategy 2020 – 2022**
- **0-19 Early Help Strategy 2019 – 2022**

This Plan recognises that youth offending occurs in a context of wider harm, vulnerability, inequality and disadvantage which can have a negative impact on children and young people’s outcomes. The YOT Management Board will routinely consider the interface between the Youth Justice Plan and wider local plans and strategies as they relate to:

- **Violence Against Women & Girls**
- **Mental Health including suicide and self-harm**
- **Substance misuse**
- **Radicalisation**
- **Trafficking and Modern Slavery**
- **Community Safety**
- **Housing & Youth Homelessness**
- **Corporate Parenting**
- **Adult Safeguarding**

## Our Vision

Barnet’s Children and Young People’s Plan 2019 – 2023 sets out the strategic vision to be a ‘Family Friendly’ borough by 2023. The aspiration is for children and families to be:

- **Safe & Secure** – Children and young people are safe and protected from harm
- **Family & Belonging** – Families and children can be together and part of a community that encourages resilience
- **Health & Wellbeing** – Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience
- **Education & Learning** – Children and young people can learn about the world around them
- **Culture** – Our attitudes and behaviours enhance the way we work with children and young people
- **Cooperation & Leadership** – We include children and young people in decision making
- **Communication** – Information is shared effectively to children, young people and families across the borough

The strategy to achieve Barnet’s vision is focused on developing families’ resilience, which evidence tells us is pivotal to delivering the best outcomes for children and young people. Barnet wants all its children, young people and families to be safe, healthy, resilient, knowledgeable, responsible, informed, listened to and involved. In recognising the structural and societal disadvantages that children from racially minoritized backgrounds face, there will be particular focus in this Plan on tackling systems that perpetuate disadvantage.

This Youth Justice Plan aims to ensure in Barnet we have:

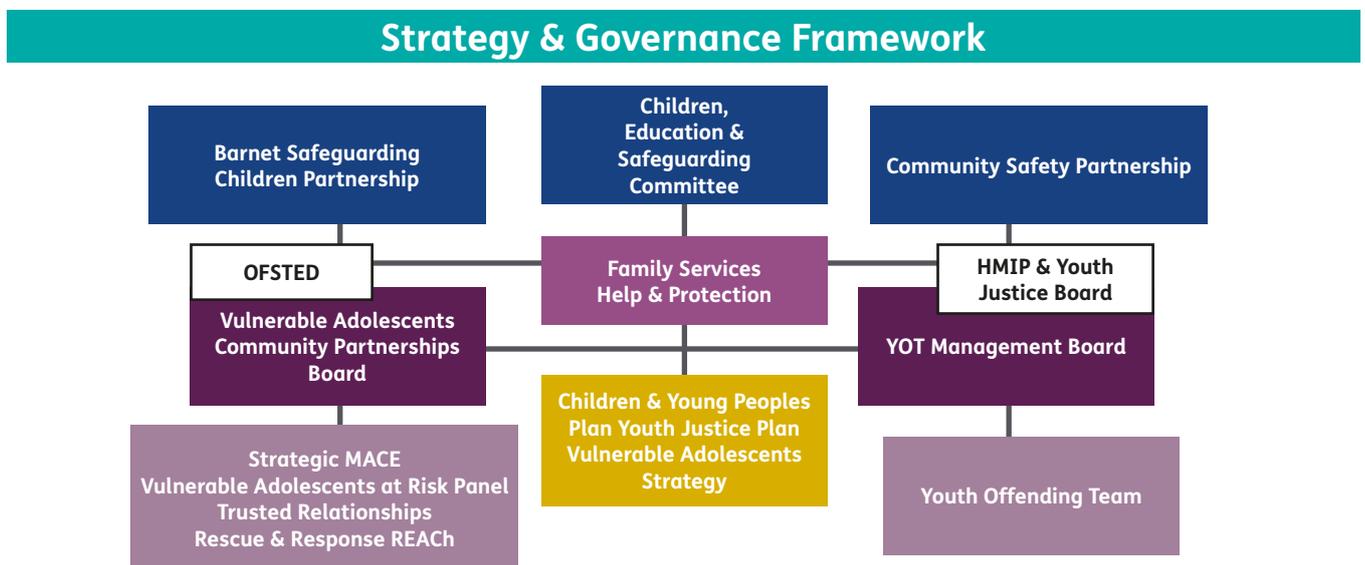
- A collective understanding of Youth Offending Service and the structural, racial, social and educational inequalities that underpin offending behaviours
- Collaborative, informed and focused leadership across the range of agencies working to with young people involved in offending and the criminal justice system
- Recognised that young people hold solutions to the challenges they face
- Listened to and responded to the wishes and views of young people 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 offending and including them in finding solutions to prevent offending and keep young people 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 drugs
- Recognised and responded to ensure children and young people with additional vulnerabilities to exploitation are effectively safeguarded
- Supported young people to successfully transition to adulthood

## 2. Structure and Governance

The YOT Management Board is chaired by the Director, Early Help & Children’s Social Care, who holds a broad view of service provision from both a preventative and statutory perspective and is therefore well placed to drive partnership commitments to the strategic objectives of the plan.

The YOT Management Board has representation from key agencies involved in the delivery of the Youth Justice Plan including Police, Public Health, Education, Probation, Health, Housing, Magistrates, Victim Support, Community Safety and Children’s Social Care.

The governance arrangements are set out below





The YOT Management Board receives 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 and young people.

The Chair of the YOT Management Board reports to the Community Safety Partnership Board and Children Education & Safeguarding Committee, whilst also chairing the Performance & Quality Assurance Group; Barnet's Safeguarding Children Partnership, 0-19 Early Help Strategic Board, Violence Against Women & Girls Delivery Group and jointly chairs the Vulnerable Adolescents Community Partnership Board. These arrangements allow for a broad oversight of information across services and promotes coherence in the strategic reporting framework.

The Board is committed to driving a plan that promotes innovative and solution focused leadership in meeting the strategic priorities of the plan.

## 3. Resourcing and Value for Money

### Resourcing and Value for Money

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

#### 2021/22 Budget:

**NB:** This years' Youth Justice Grant has been uplifted by a one-off 8.8% increase which is not guaranteed for future years.

Contributing Organisation	Amount £	In Kind
Youth Justice Board	<b>£292,939</b>	(inclusive of 8.8% uplift)
Local Authority	<b>£496,974</b>	
Probation	<b>£5,000</b>	0.5 PT Probation Officer £20, 531
Police		1.5 FT Police Officers £108,033
NHS England CCG	<b>£101,000</b>	1.0 FT Clinical Practitioner 1.0 Liaison and Diversion Specialist Worker
Supporting Families Grant (formerly TF)	<b>£51,500</b> <b>£27,367</b>	Educational Psychologists Speech & Language Therapist
Public Health		Change Live Grow Substance Misuse Service
CLCH		School Nurse Sexual Health Services
Total	<b>£974,780</b>	

The unprecedented financial challenges imposed by the impact of the Covid-19 pandemic may increase financial pressures on agencies involved in the delivery of this Plan; this may result in reductions to financial contributions and services provided in-kind. The YOT Management Board will work collaboratively to minimize the impact of financial pressures arising on delivery of vital services to children, at all times keeping children and young people at the centre of decision making and ensuring contingencies are in place to maintain expected standards of service, ensuring, at all times, that disadvantaged children do not experience further marginalization and exclusion.



## 4. Staffing

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

The YOS 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 offending experience, knowledge and skills are appointed. The service will continue recruitment efforts to secure a permanent workforce and whilst will not compromise on expected quality, will ensure all staff are equipped to deliver effective services through training and one-to-one supervision that encourages reflective and reflexive practice on a minimum of monthly intervals.

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

The multi-agency YOT team is comprised of a rich range of skills, knowledge and experience which are appreciated and 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 YOT Management Team undertake regular reviews and analysis of staff training needs to ensure the YOS workforce is equipped to meet the diverse range of needs young people present with. Monthly supervision and bi-annual appraisal processes identify areas of good practice to share learning and support career progression pathways for staff alongside consideration of the practice development needs of the workforce.

Regular team meetings, briefings and multi-agency partnership meetings and joint group supervision between YOS and the REACH (Adolescents at Risk) Team ensure the YOS workforce are informed, supported and engaged in service delivery reflections and developments. This is further supported by the Barnet Integrated Clinical Service (BICS) who create a regular safe and reflective space for YOS staff.

### Staffing (volume, gender and ethnicity)

The YOS is comprised of 18 staff members inclusive of: Head of Service, Service Manager, 2 Operational Team Managers and 15 youth justice practitioners. There are also 20 volunteers supporting delivery. (Appendix 1 -YOS Structure Chart).

The YOS is a multi-agency team which is supported through contributions of statutory partners including Police, National Probation Service and Health services, secondees are co-located with the YOS workforce. There are 3 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 YOT Nurse offering twice weekly consultations with young people open to YOS. 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 and a Clinical Practitioner (Forensic Psychologist) are funded via NHS England.

The Education, Employment and Training Adviser from BEETS supports young people who are post-16 in accessing Education, Training and Employment (0.1) half a day a week.

The 0-19 Early Help Service leads on delivery of Out-of-Court Disposals; the service undertakes Triage, Youth Caution (YC), Community Resolution, Onset Assessments and delivers the Community Resolution, Triage, YC and YCC Intervention Plan on behalf of the YOS. This approach enables a strong interface with prevention, diversion and positive activities delivered across the borough for all young people in need of universal and targeted support. The YOS holds the lead for completion of AssetPlus Assessments for Youth Conditional Cautions (YCC).

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 and the Restorative Justice Coordinator (Victim Liaison Officer).

Case allocation uses a weighting system to ensure that staff are not unfairly burdened and to 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 young people and families. The experience of case officers is also taken into consideration when allocating particularly complex or high-risk cases.

There is a lower ratio of male youth justice officers within the YOS when compared to female, the staff group is comprised of a total of 11 male workers including the Service Manager, 6 Youth Justice Practitioners and 4 Community Panel Volunteers. As young people open to the YOS are predominately male and the proportion of male staff and volunteers is 39%, this needs further consideration.

Representation of Black, Asian and staff from other ethnic backgrounds within the YOS including multi-agency partners is comprised of 2 staff defined as Asian, 8 staff defined as Black British, 3 staff defined as white European and 14 staff defined as of white British background. The ethnic backgrounds of staff within the service is reasonably diverse but does not yet reflect the higher proportion of children and young people from Black, Asian and other ethnic backgrounds who are open to the service.

Barnet's volunteers are largely comprised of individuals defined as being from a white British background (13), there are 2 volunteers defined as being from a mixed ethnic background, 2 volunteers defined as being from a Black British background and 1 volunteer who is defined as Asian. There is 1 volunteer who has not declared their ethnicity. It is recognised that volunteer recruitment needs to engage more effectively with communities that are representative of the richly diverse backgrounds of young people engaged with the YOS.

## 5. Partnership arrangements

The primary duty of the Local Authority and statutory partner agencies involved in the delivery of Youth Offending Services (Police, Probation, Education and Health) is to oversee and coordinate the provision of local services aimed at meeting a shared objective: to reduce young people offending and re-offending.

### Family Services:

<p><b>Prevention &amp; Diversion</b></p>	<p>0-19 Early Help Services are delivered through locality-based Hubs which are situated across the borough providing accessible and integrated support to families close to where children live and go to school. The Early Help model is focused on strong partnership engagement facilitated through weekly Multi-Agency Early Help Panels and the formulation of Team Around the Family (TAF) interventions and plans at the point of referral. The model aims to minimize duplication of effort through coordinated information sharing and joined up assessments and interventions.</p> <p>The 0-19 Service provides targeted Youth Support Services including MOPAC funded mentoring for children and young people at risk of exclusion.</p> <p>RISE provide group work for young people engaged in violent relationships at home or in the community.</p>
<p><b>Out of Court Disposals</b></p>	<p>The Out of Court Disposal (OOC) Panel is a multi-agency forum comprised of representatives from Police, 0-19 Early Help Services, Children’s Social Care and the YOS Restorative Justice Coordinator, Liaison and Diversion Specialist Worker, Educational Psychologist and other relevant partners as appropriate. The weekly panel enables young people to be diverted from statutory engagement with Youth Offending Services and entry into the criminal justice system through engagement in positive activities and targeted 1:1 support where the Evidential Reviewing Officer (ERO) believes it would not be the best interest of the public to prosecute a young person for the offence(s) committed.</p>
<p><b>Vulnerable Adolescents</b></p>	<p>See Barnet’s Vulnerable Adolescents Strategy 2020-22.</p> <p>The local authority provides oversight and steer to the work of the partnership in delivery interventions for children and young people at risk of exploitation and serious youth violence, including tracking and monitoring of children missing from home and care, and oversight of effective multi-agency forums (MACE, Vulnerable Adolescents at Risk Panel (VARP)) focused on building inter/ intra- agency information sharing enables identification of thematic risk and effective targeting of resources and coordinated risk management and disruption activities.</p>

<b>Serious Youth Violence</b>	<p>The Serious Incident Response Protocol (SIRP) 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 perpetrator including young people who are receiving services as Care Leavers.</p> <p>YOT Multi-Agency Planning meetings facilitate the seamless transfer of information as relative to risk and vulnerabilities to the VARP, 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 Serious Adult Violence Panel (18+).</p>
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## Metropolitan Police

<b>Prevention &amp; Diversion</b>	<p>Operation Turning Point was launched in July 2018 and is a deferred prosecution scheme. OTP is a randomized control trial that is aimed at low level offenders who are offered tailor-made programmes to support desistance from future offending.</p>
<b>Young people in police custody</b>	<p>Operation Harbinger aimed at ensuring effective information sharing during the 'golden hour' of a young person's arrest.</p>
<b>Out of court disposals</b>	<p>Barnet Police will organise local OOCSD Scrutiny Panels attended by Senior Managers in Early Help and YOS. The Panel aims to ensure transparency and accountability and to increase public understanding, confidence and trust on the appropriate and proportionate use of OOCSD'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.</p>
<b>Knife crime prevention</b>	<p>A Police-led initiative 'No Knives, Better Lives' which takes place at the Old Bailey with groups of young people, 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&amp;E surgeons to drive home the consequences of knife crime.</p> <p>The High Risk and Intensive Supervision and Surveillance (ISS) Coordinator is also delivering a Weapon Awareness Programme (WAP)- Behind the Blade which provide a series of skills-led exercises which support young people 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><b>Safer schools/ Youth Engagement Teams</b></p>	<p>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 (though each officer will work across a number of schools on a full time or part time basis).</p> <p>Safer School Partnerships encourage the Police, children, young people, 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 (young people, school staff and parents) and the Police, improve safety and enhance safeguarding within the school and the wider community, develop prevention strategies to help young people deal with risk, deliver early intervention and diversion, promoting positive pathways for young people and support victims of crime.</p> <p>The NW BCU Youth Engagement Team are working with partners to set up Youth Independent Advisory Groups for young people aged 13 – 25 across the 3 boroughs of Barnet, Brent and Harrow. Brent Youth IAG has gone live in Feb 2021 and the intention is to formulate a Youth IAG in Barnet and Harrow by the end of 2021.</p> <p>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 young people from across the NW BCU. Of the 83 young people referred 69 have been offered diversionary programs suited to their personal interests and preferences.</p>
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## NPS/CRC

<p><b>Prevention &amp; Diversion</b></p>	<p>The Troubled Families Service Transformation Grant funds a secondee from probation services to support practitioners in Early Help Services and Children’s Social Care to coordinate planning and intervention activities for families attached to the Troubled Families Programme under the adult offending domain.</p>
<p><b>Youth Offending Service</b></p>	<p>There is Seconded Probation Officer capacity within the Youth Offending Service working three times weekly to support YOS with regards to case management of all Young People who transition to the Adult Probation Service.</p>
<p><b>Resettlement, After- care and transitions</b></p>	<p>An effective Service Level Agreement is in place, which supports monthly Resettlement and After-Care Panel (RAAP) which provide scrutiny and oversight of young people transitioning from the YOS, the meeting determines whether the NPS or CRC should assume responsibility and the level of support required.</p>



## Education

<b>Alternative Education</b>	YOS Operational Managers attend monthly meetings with the Pupil Referral Unit and other key education partners to advocate and support the return of young people to inclusion in statutory education.
<b>Educational exclusion</b>	<p>The 0-19 Early Help Service is providing MOPAC funded detached youth workers to engage with young people at risk of educational exclusion and support their engagement with education provision.</p> <p>Fresh Start in Education has been commissioned to support children and young people 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.</p> <p>The Pupil Referral Unit in partnership with Saracens will be delivering mentoring support to young people attending PRU's in Barnet funded by Violence Reduction Unit (VRU), MOPAC.</p>
<b>Education, Training and Employment (ETE)</b>	BEET are co-located with Barnet YOS 1 day a week, supporting young people who are 16+ and not in Education, Employment or Training(EET). This work provides Careers Guidance and helps support young people to access appropriate Education, Employment and Training opportunities. Through this provision it assists them move into a sustainable form of EET.
<b>Looked After Children</b>	<p>A Service-Level Agreement is in place with the Virtual School to ensure the educational needs of young people on remand and serving custodial sentences is met.</p> <p>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.</p>
<b>Educational Needs Assessment</b>	The YOS has access to two part-time Educational Psychologists (EPs). The EPs work closely with the YOS and partners through a range of levels including consultation with professionals and stakeholders, individual work with young people and contribution at multi-agency panels to support the identification and learning needs of young people 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 young people in YOS to inform effective provision.

## Voluntary, Community & Faith Sector

<b>Home Office Trusted Relationships</b>	The Trusted Relationships Project ‘Barnet Creative Spaces’ is delivered by Art Against Knives, Growing Against Violence and MAC-UK in partnership with the local authority. The project is funded until March 2022 and provides for school and community- based services (nail bars, music labs) in which young people can access support and contribute to the design and delivery of services.
<b>Youth Endowment Fund</b>	St. Christopher’s Siblings Mentoring Project provides for targeted-mentoring services for 10-14 year-olds who have an older sibling involved in the criminal justice system with the aim of diverting young people from following a similar trajectory of their older siblings.
<b>Grassroots Organisations</b>	4Front, Youth Realities, FUSE and other grassroots organisations provide valuable perspective and insights into neighbourhoods and communities. The Local Authority and key stakeholders engaged in delivering the aims of the Youth Justice Plan are committed to supporting, listening to, working with and responding to the voice of young people and their communities as represented through VCFS organisations across the borough.
<b>MOPAC</b>	Parent Champions Project delivered in partnership with Khulisa to engage parents of young people involved in risk or exploitation and offending to develop a parenting network of support and advocacy.
<b>Young Barnet Foundation</b>	Membership movement that helps grow local activities and opportunities for children and young people in Barnet.

## Health

<b>NHS England</b>	Funding for a Liaison and Diversion (L&D) Officer and a Forensic Psychologist to support the work of the YOS in identifying and supporting the mental health needs of young people involved in offending.
<b>Public Health</b>	Change, Grow and Live (CGL) substance misuse services are co-located with the YOS on a weekly basis to facilitate access to services harm reduction.
<b>School Nursing</b>	The Central London Community Healthcare NHS Trust are co-located with the YOS on a weekly basis for health assessments/screening on the set days of Tuesdays and Thursdays. This is to ensure children and young people health and well-being are promoted.
<b>Barnet Integrated Clinical Service</b>	Provide Integrated Clinical Support to children and young people open to Children’s Social Care Services, Early Help Services. Mental Health Support Teams are located 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.

Multi-Agency Planning Meetings coordinate resources and approaches to ensure all children and young people entering into the Youth Justice System are supported through a single Multi-Agency Plan. Multi-Agency Planning Meetings provide a forum for YOS, Clinical Practitioner, CAHMS, Speech & Language Therapist, Educational Psychologist, Liaison & Diversion Officer, Substance Misuse Specialists, REACH Team Manager, Police, Early Help and Probation and other professionals within and supporting the Youth Offending Team to contribute to the development of the AssetPlus assessment and intervention plan using the Signs of Safety approach risk assessment approach and trauma-informed approaches.

## 6. Risks to future Delivery

The impact of the worldwide COVID-19 pandemic has placed unprecedented challenges on local communities, public services and delivery partners. The financial implications of supporting children, young people and their families through the pandemic has placed increased financial pressures upon the local authority which may adversely affect the funding and delivery of services in time to come.

The restructure of NPS/CRC and the reduction in NPS personnel could impact upon the future delivery of the service; alternative delivery models may need to be considered with statutory partners.

A number of posts and services supporting the YOS are grant funded or time-limited including:

- Educational Psychology and Speech and Language provision is funded through the Supporting Families Programme until March 2022; beyond this point alternative funding options may need to be considered.
- Clinical Practitioner and Liaison and Diversion provision is funded through NHS England until March 2022; beyond this point, alternative funding options will have to be considered.
- Sibling Mentoring (Youth Endowment), Trusted Relationships (Home Office), School exclusions projects (MOPAC/VRU) plus many other community based services are funded by grant awards, the long term sustainability of these innovative projects will need to be considered in the context of pressures on the local authority, and partner agencies in achieving savings and/or meeting shortfalls created in the Covid-19 context.

# 7. Performance data 2018-2020

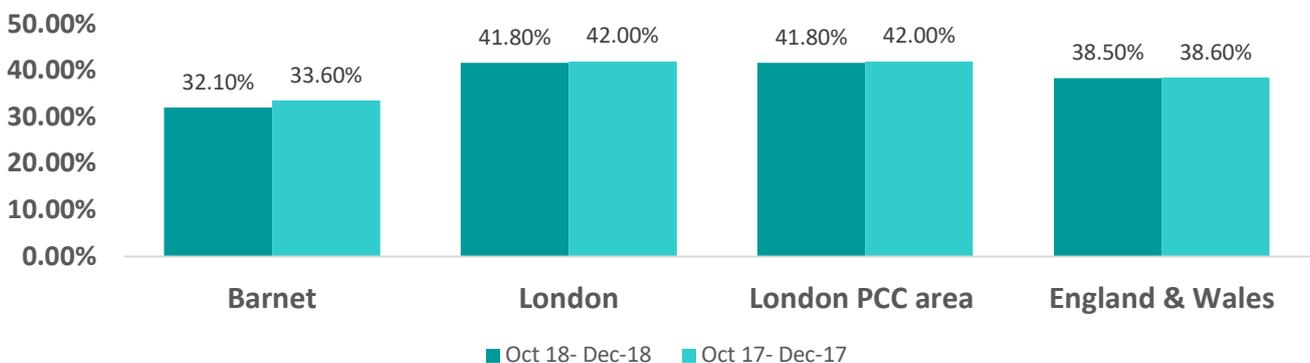


The latest available performance information from the Youth Justice Board (YJB) for First Time Entrants (taken from PNC) shows a 28% reduction in First Time Entrants to the Youth Justice System, dropping from 221 in the period between January to December 2017, to 157 from January to December 2019. Barnet’s FTEs per 100,000 rates continues to outperform London (PCC area), YOT statistical neighbours and National (England and Wales) rates.

The reduction of the volume of children and young people entering into the criminal justice system (FTE) is supported by an effective diversionary and prevention focus across the partnership including Out-of-Court Joint Decision-making Panel, Community resolutions, Operation Turning and the link between these and the 0-19 Early Help Service supports young people to access the universal, universal plus and targeted support.

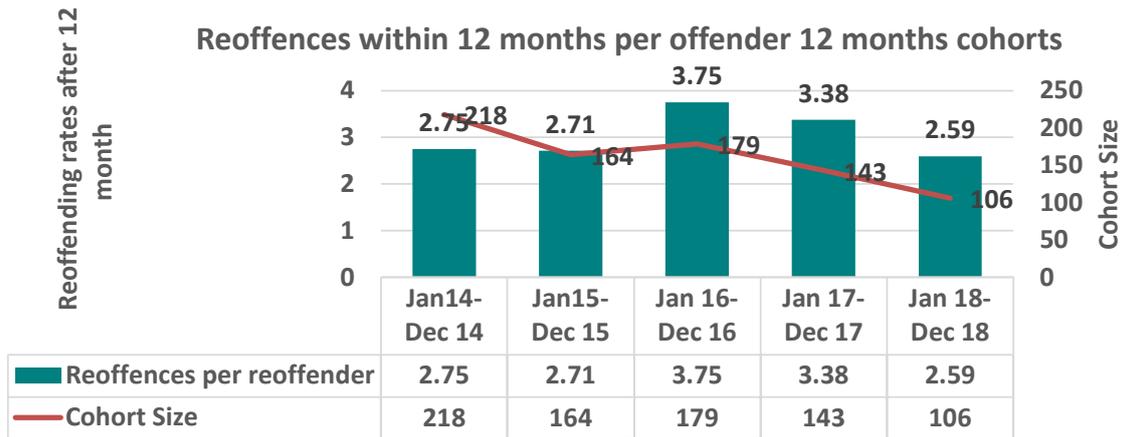
## Reduction in re-offending – Binary Reoffending Rate

The YJB reoffending data calculates that Barnet’s YOT’s binary reoffending performance for the latest period for January 2018 to December 2018 cohort was 32.1%, a 1.5% reduction from the equivalent cohort for January 2017 to December 2017 which was 33.6%. This is below 6.4% of the national average of 38.50% for January 2018-December 2018 cohort and 9.7% below the London average was 41.8% for January 2018-December 2018 cohort.



The reducing re-offending rate is supported by effective offence-focused interventions delivered by the YOS and multi-agency oversight of child exploitation risks via the Vulnerable Adolescents at Risk Panel (VARP). All incidents of serious youth violence are risk managed within the Serious Incident Response Protocol.

## Reduction in re-offending –Reoffences Per Offender



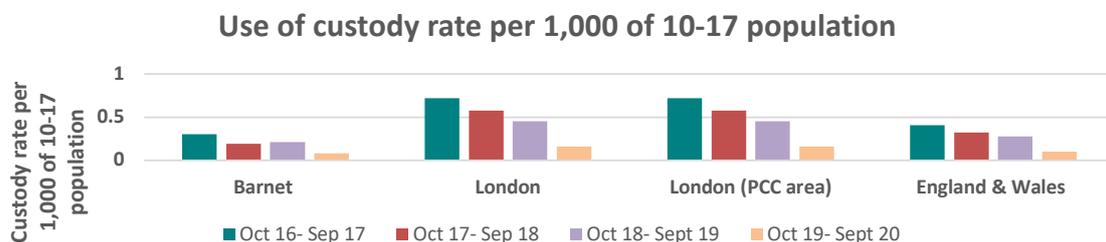
The rate of reoffences per offender decreased in the equivalent period in the previous year (tracking the January 2018 to December 2018 cohort for 12 months, using PNC data) from 2.59 reoffences per young person in the cohort to 106 reoffences. This was due to a relatively small number of young people committing a higher number of offences when they reoffended.

The establishment of the Multi-Agency Planning Panel also contributes to the reduction of the re-offending rate through discussion to identify additional needs, barriers for engagement, coordinate approaches and receive input from the multi-professional system; this approach has enabled stronger cross-service collaboration. Child Planning Review Meetings (CPRM) and Compliance Panel Meetings are held with parents/carers when young people fail to attend appointments which encourages engagement and desistance.

## Rate of Custody

Performance information from the YJB shows that the rate of Custody (young people sentenced per 1,000 of the 10-17 youth population) has decreased marginally (0.08 for the period October 2019 - September 2020 compared with 0.21 from October 2018 - September 2019).

There is a slight increase (0.18) for the period April 2019 - March 2020 compared with 0.16 from April 2018 - March 2019). This is on a par with statistical neighbours, and the rate of change between the two periods.



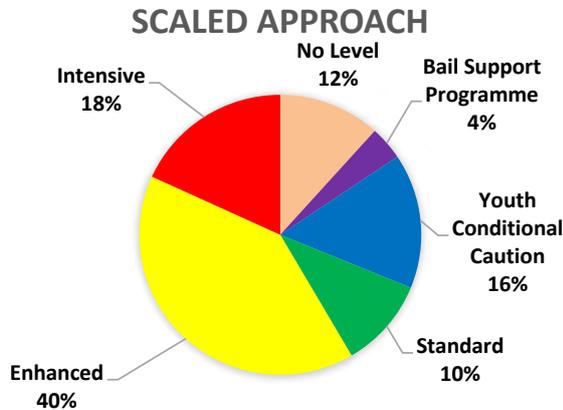
Barnet’s Custody rate continues to fall, lower than the London PCC Area (0.35 for the period April 2019 - March 2020 compared with 0.49 from April 2018 - March 2019), National level-England and Wales (0.22 for the period April 2019 - March 2020 compared with 0.30 from April 2018 - March 2019).

Over this year, the YOS has strengthened Resettlement and Transition work with the HMPPS Youth Custody Service, attendance at the local Resettlement and After Care Panel (RAAP) is helping to ensure all young people leaving custody have a smooth transition to the community on their release.



Barnet’s data reflects our shared view that custody should be the last option for young people and to improve Barnet YOS has recently joined the ‘alternative to custody pathfinder’ led by the West London Alliance to develop an alternative to custody residential unit in Barnet which is planned to open in spring 2021.

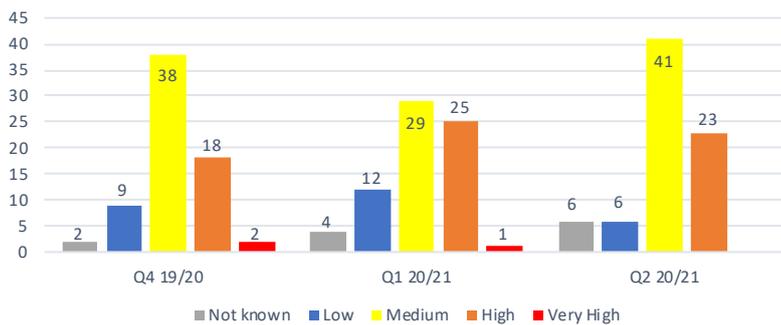
### Rate of open statutory cases assessed as intensive on scaled approach



- 10% (8) Standard frequency of reporting
- 40 % (13) Enhanced frequency of reporting
- 18 % (18) Intensive frequency of reporting
- 12% (9) in AssetPlus Assessments
- 16 % (12) subject to Youth Conditional Cautions
- 4 % (3) subject to Bail Support Programme

### Summary of Performance and Case Complexity

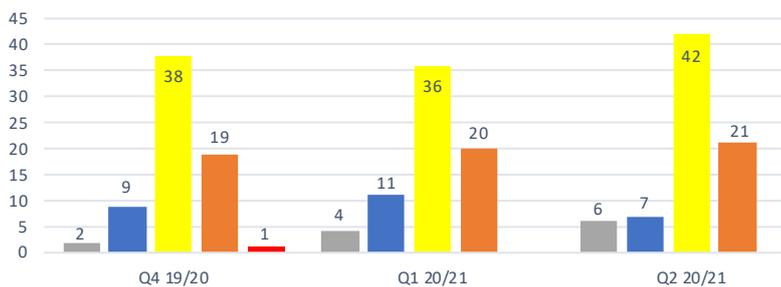
#### Risk of Serious Harm



There has been slight increase in the risk of harm at a high level (4%) with a decrease for very high (-3%) and low (-5%).

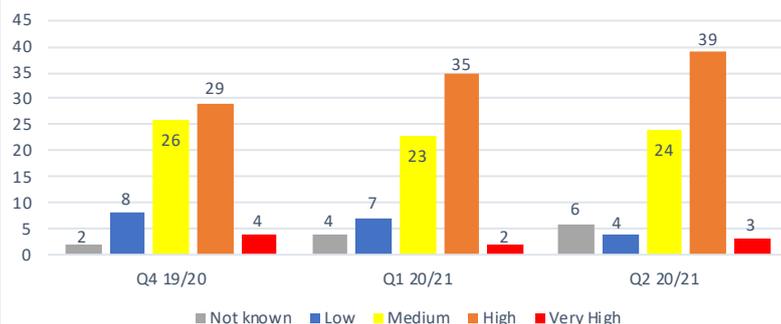
The likelihood of reoffending has remained fairly stable with most clients being at the medium level.

#### Likelihood of Re-offending



High Safety & Wellbeing concern ha increased by 9% in the last 3 quarters.

#### Safety and Wellbeing



The most prolific types of crimes are offences of violence against the person (including knife possession), robbery, drug possession and supply and thefts offences). Many of these offences relate to serious youth violence and criminal exploitation as such increases the need for high intensity support, frequent contact and partnership liaison. The YOS has through, comprehensive risk and vulnerability assessments, stringent ISS Bail Support Packages and partnership working instilled confidence from the Court in delivering community-based sentences safely.

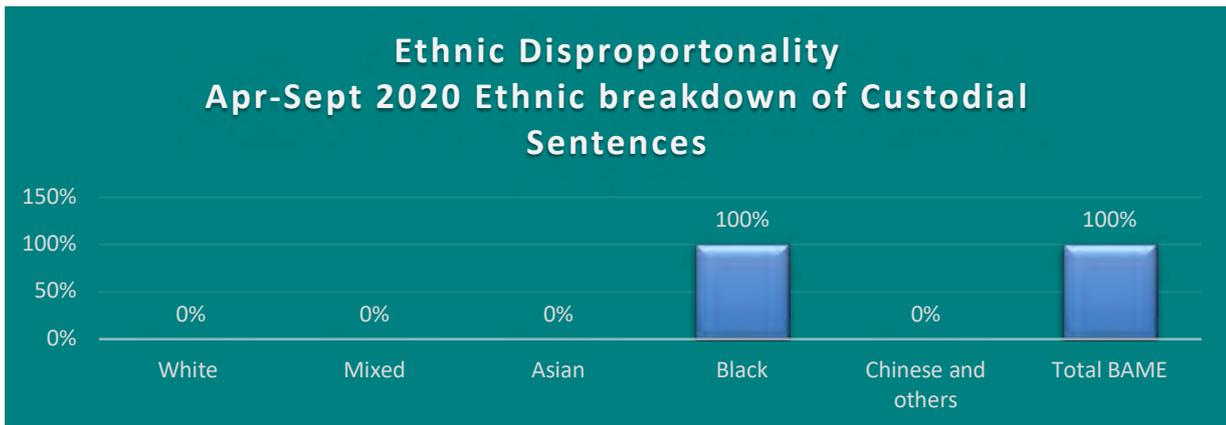
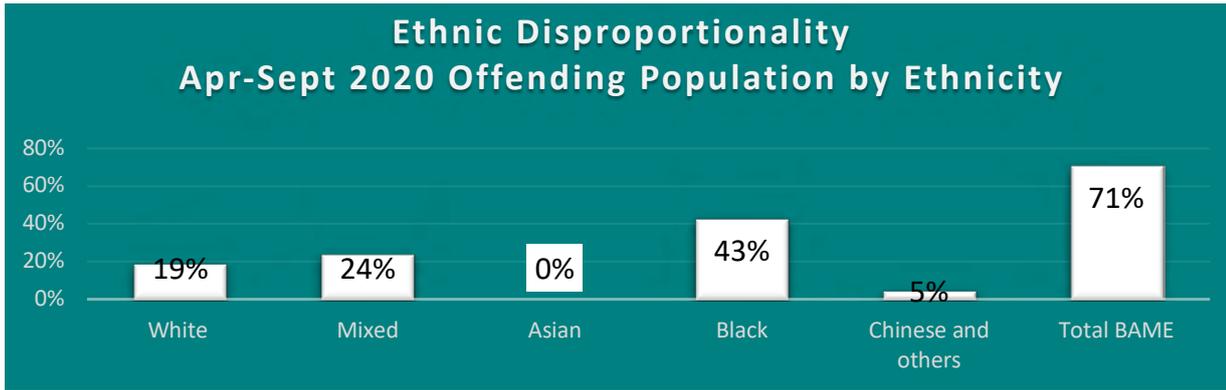
The young people open to the YOS are recognised as having an increasingly complex range of needs, with noted increased in knife crime and drug related offending. The close alignment of 0-19 Early Help Services and Children's Social Care, REACH (adolescents at risk social work team), Barnet Integrated Clinical Services (BICS) and the YOS has enabled strong through system support for young people.

During 2019, a Residential Programme was developed aimed at diverting young people from offending and regulate their behaviour by building on their strengths and resilience, boosting their self-esteem by offering them new opportunities for personal growth, skill development and learning. The programme aimed to encourage participant to become local mentors for other young people within the borough.

The YOS has kept young people at the centre through co-production activities including the creation and design of Court Leaflets, Court Induction Pack and Whiteboard Project; a short-animation video using their own voices and designs to describe the YOS, Orders, support and expectations. Other initiatives such as **The Old Bailey Project, Flower bank, Men's Shed, Wipers Programme (focusing on racially minoritized young people), RAP, St. John Ambulance, plus Referral Order Panels, Court Orders**, completing SurveyMonkey questionnaires at the end of the Order/ group sessions provide opportunities for user satisfaction feedback to help shape future practice and service delivery. Some engagement and participation activities have been rewarded with vouchers.

The YOS has managed the additional complexities of the COVID-19 pandemic well with praise from the local Court for quality assessments and reports, the YOS maintained contact with young people and implemented Business Continuity and Recovery Plans, utilising rota systems with boroughs across the BCU which has enabled young people subject to Youth Court remand to be supported and processed efficiently.

## Disproportionality



Disproportionality is apparent in the latest figures relating to custody, with 100% of those sentenced to custody being Black or Black British in April-September 2020. 71% of the Offending Population by ethnicity in April-September 2020 are Black, Asian, and Minority Ethnic (BAME), which explains why one of the Strategic Priority in this Youth Justice Action Plan 2020-2023 is to tackle Disproportionality.

### Education, Training and Employment 2018-2020

On a positive note, the ETE rate remains higher than the national average at 58% and the figure increases when those who are receiving up to 16 hours are included.



## 8. Strategic Priorities 2021-2023

**Barnet's Youth Justice Plan 2021-2023 details our response to our agreed partnership strategic priorities:**

### Strategic 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 YOS. 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 and young people in the criminal justice system from harm.

Our leaders must model engagement and advocate and promote understanding of the work of the YOT in their own agencies and as members of the YOT Management Board facilitate the effective delivery of youth offending services in the borough. It is our expectation that leaders remain, at all times, curious about what life is like for children and young people in Barnet who are at risk offending or involved in the criminal justice system and provide challenge to the systems and practices in their own organisations that that exclude, stigmatise and blame children and young people who are at risk.

The YOT Management Board must set the direction and strategy for Youth Offending Services and ensure the services provided are of a good quality, utilizing data and feedback from children and young people, their parents/carers and the professional agencies that support them, facilitate change in children and young people's circumstances, support desistance and prevent harm, supporting integration with wider services for children and young people and pay attention to diversity factors and issues of disproportionality.

The YOT Management Board will oversee the implementation of the Youth Justice Plan and update in accordance with developments outlined by the Youth Justice Board, national and local research, policy, practice and guidance.

The YOT Management Board will provide quarterly reports to the Community Safety Partnership, and updates as required to the Executive Director of Children's Services, the Chief Executive of the London Borough of Barnet, the Lead member for Children and Chairs of wider Partnership Boards to ensure ongoing connectivity between policy and practice as they relate to prevention and risk management of young people who have offended in Barnet.

#### Outcomes Sought

- The safety of children and young people is prioritised across the entire council including partner agencies, political and community leaders and this is reflected in their respective strategic ambitions and plans
- Young people 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 and young people 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 and young people (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, young people entering custody and the promotion of public protection
- Oversight of the delivery and performance of a high-quality YOS
- Value for money

### **To achieve this we will:**

- Ensure the YOT Management Board functions effectively with active involvement, contributions and participation from all members
- Involve young people in monitoring the effectiveness of youth justice provision and shaping the future delivery of services
- Challenge practices that exclude, marginalize and discriminate against young people 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 together in youth offending services
- Take a whole system approach to problem solving and driving innovation

## **Strategic Priority 2 – Placing Children and & Young People at the Centre**

This strategic priority sets out our commitment to see children and young people involved in the youth justice system as ‘children first and offenders second.’ This second strategic priority is aligned with the Barnet’s Children and Young People’s Plan 2019-23 and Barnet’s Vulnerable Adolescents Strategy 2020-2022, which aims that as a Local Authority, we ensure that children and young people’s voices are heard and included in all of our decision-making processes.

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

Children and young people in Barnet have told us that they are worried about their safety (Youth Perception Survey), through this will aim to build and strengthen their resilience and confidence and promote their engagement in decision making and design of services, through to monitoring and evaluation.

## Outcomes Sought

- Interventions approaches recognise that children and young people who have offended are seen as children first and interventions and plans developed with them and focused on their strengths
- Young people are, through interventions with the YOS, provided with opportunities to grow their talent, reach their potential and express their creativity as well as their capacities for positive future choices
- Information is written in child-friendly language and co-produced with young people
- Children and young people are empowered to define and guide how they engage with agencies and services
- Engagement is systematic and structured and provide children and young people with opportunities to influence and develop policy, programmes and practice
- Young people are seen as experts in their own lives and enabled to speak for themselves and tell their own stories about their experiences and relationship with help
- Agencies listen to and respond to the diversity of children and young people's issues
- Young people are seen as partners and agents of change for their communities
- Agencies adopt a range of mechanisms to engage children and young people, including digital platforms
- Children and young people are safeguarded and equipped with the skills to thrive in critical social contexts such as school, family and their community
- Young people are enabled and empowered to share their individual voices and experiences of crime, violence and exploitation by shining a light on systemic problems in their communities and used to help shape strategy and design of services
- Agencies provide children and young people with opportunities and platforms to influence, problem-solve and hold services to account

## To achieve this we will:

- Be open and honest with young people and their families
- Communicate promptly, clearly and in a language that children and their families understand
- Develop trusted relationships with young people to empower them and engage them in their assessments, plans and outcomes
- Ensure that young people's views, wishes, experiences and aspirations are heard and embedded in their AssetPlus Assessments, reports and Intervention Plans
- Be alongside young people from arrest until the end of their youth offending journey, advocate their views and work effectively and collaboratively to safeguard them from harm
- Listen to CYP's stories and feedback to improve our practice, match service provisions based on their expressed needs within the 'youth offer'
- Encourage young people's engagement and participation in positive activities aimed at building their resilience and strengths
- Ensure young people access education commensurate with their learning needs and which aims to help them excel
- Utilise young people's skills and positive attributes so they can participate and contribute to the development of the service i.e. youth/peer mentoring

## Strategic Priority 3 – 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 young people 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 overrepresentation of Black and brown children, and those from other marginalised groups i.e. Gypsy Roma Travellers from exploited by criminal gangs, entering into the criminal justice system and becoming perpetrators and victims of serious youth violence.

Local data, as set out within the Vulnerable Adolescents Annual Report 2020 and Youth Offending data, demonstrates an overrepresentation of Black and brown boys who are victims to criminal exploitation. Our local data shows, they are more likely to be victims and/or perpetrators of serious youth violence, enter into the criminal justice system and receive custodial sentences.

Whilst the numbers of children are relatively low, there is a need for the partnership to 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.

### Outcomes Sought

- All agencies work to create opportunities for Black and brown 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 risks factors and social inequalities that Black and brown young men experience and work effectively and purposefully to tackle disadvantage and structural racism
- Children and young people from racially minoritized 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 brown children and young people 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, young people and families from racially minoritized backgrounds

## To achieve this we will:

- Raise awareness and recognise our unconscious bias
- Challenge discrimination within our own agencies in the youth justice system
- Promote equality and fairness
- Adopt anti-racist practices and include anti-racist statements in our publications and business plans
- Implement Barnet Family Services Anti-Racism Action Plan 2020 and ensure active representation of Barnet YOS
- Develop a working group within the YOS to champion good practice in working with Black and brown children and marginalized communities
- Ensure the YOS employs a workforce, including volunteers that is reflective of the communities we serve
- Support the development of the parent champion network to develop insights and representation of parents from marginalized communities in the development of services
- Ensure young people receive fair treatment at all stages of the youth offending system and their rights are promoted
- Recognise the adversity faced by marginalized groups and communities and strive to ensure our activities are inclusive and aimed at ensuring equality of service including access to services i.e. education, mental health, substance misuse, safeguarding, health
- Ensure young people are recognised as victims of criminal and sexual-exploitation and enforce the use of Modern Slavery Legislation through referral to the National Referral Mechanism
- Ensure Black and brown young people are considered 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 brown young people 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 brown young people have been discussed at the YOS 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 brown young people who are known to YOS 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

## Strategic 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 multiagency information and intelligence is gathered and shared to identify early, those children and young people at the greatest risk of entering into the criminal justice system.



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 and young people from entry into the criminal justice system by building resilience and preventing vulnerabilities from escalating into offending, social or educational exclusion, neglect and abuse.

## 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 and young people
- 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 are able to recognise and respond to the contextual factors that increase the risk of children and young people entering into 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

## To achieve this we will:

- Ensure children and young people from marginalized backgrounds and communities access universal and universal plus services aimed at improving their outcomes
- 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 offending teams"
- 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 young people engaging in crime and anti-social behaviour
- Promote effective multi-agency working, joint decision-making, planning, and set expectations with children and young people subject to Community Resolution, Turning point, 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 0-19 Early Help Services and the wide range of intervention that support and compliment the work of YOS, 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

## Strategic Priority 5 – Reducing Re-offending

The Crime and Disorder Act 1998 section 5 states that it the responsibility of the local authority to have a strategy in place to reduce offending and anti-social behaviour.

Legislation, guidance and reviews such as Charlie Taylor’s in 2016 highlight that the best way to reduce the levels of youth crime is to intervene early to prevent children and young people from committing offences in the first place.

As noted earlier in the report, the London Borough of Barnet has local strategies and services in-place to ensure positive outcomes for children and prevent them from becoming involved in crime and/or anti-social behaviour. The Strategies are cross-cutting and seek to identify the primary and causal factors of children and young people achieving poor outcomes.

The HMIP Thematic Inspection Report of May 2016 entitled “desistance and young people” referenced the importance of 8 key domains which have been incorporated into a Team Desistance Action Plan.

Incorporating the 8 key domains fully into practice could help contribute to the decrease in local re-offending and harm-related behaviours. It will enable the team to focus on strength-based approaches in line with the Local Authority’s resilience-based model.

Appendix 2 shows the Desistance Action Plan 2021-2023 which will be overseen by the Management Board and based on the 8 areas identified below and linked with the National Standards for children in the youth justice system 2019.

### Outcomes sought

- Young people have access to professionals in their communities who they can build positive relationships of trust with and who are equipped to support them to strengthen their core life skills
- Young people involved in offending behaviour are supported to re-engage, re-integrate or attend school
- Less children at risk of re-offending are excluded from school
- The multi-agency partnership works effectively together to prevent violence and exploitation and address the complex needs of young people including their mental health needs
- Parents and communities are involved in finding solutions
- Children and young people at risk of re-offending are prioritized and supported using whole system intervention plans
- Agencies recognise and disrupt structural and organizational systems that create disadvantage and actively promote social inclusion of marginalized groups and communities
- Restorative justice approaches are widely understood and employed
- High quality learning opportunities and home and school
- Children and young people’s conditions are improved by recognising and addressing parental mental health, domestic abuse, poverty, substance misuse, criminality and the quality of relationships parents have with their children which can affect their outcomes
- Young people are provided with good quality housing and appropriate support on release from custody

## To achieve this we will:

- Adopt a whole systems approach to re-offending by working closely with the multi-agency partnership
- Use data from a range of sources to measure local activity as it relates to crime, violence, poverty, health inequalities, school exclusions and access to preventative services to understand the causal and secondary factors that influence re-offending
- Reduce the risk of young people being excluded from school and improve their opportunities and access to higher/further education
- Ensure early planning is in place for young people leaving custody
- Engage parents in young people's plans and interventions
- Work closely with substance misuse, domestic abuse, housing and welfare advice services to ensure parents have access to support that improves their capacity to support children and young people in their care
- Strengthening desistance opportunities through education, training and employment and other means of promoting self-esteem and future opportunities
- Staff training, development and support to work towards a fully integrated trauma- informed model of practice
- Court Improvement Plan to support Magistrates in their understanding of issues related to trauma, social media and BAME over-representation
- Quarterly Case Audits to ensure quality of assessments, plans, interventions and that enforcement is being managed appropriately

## Strategic Priority 6 – Protecting the Public

The HMIP Inspection Report entitled “The Work of Youth Offending Teams to Protect the Public, 2017” found that the impact of traumatic experiences and the influence of social media were particular areas that YOS’ should focus on, in order to reduce the levels of harm committed by young people. Our plan moving forward will consist of Recommendations in the report, linked with Barnet’s own Vulnerable Adolescents Strategy 2020-2022.

## Outcomes Sought

- Good quality reports to judges and magistrates that provide clear information about the young persons risk and history
- Ensure a clear community plan is available for the court to consider
- Victims are considered and risks are managed
- Complex cases are reviewed and thinking about risk and risk management is challenged
- Reparation is considered
- Transfer to Probation Services is timely and in consideration of the impact of change on the young person
- Joint working with Multi-Agency Public Protection Arrangements and domestic abuse Multi-Agency Risk Assessment Conferences
- Quality of planning is sufficient to protect the public

## To achieve this we will:

- Ensure YOS practitioners work holistically with multi-agency partners in the YOS and wider professional systems to build accurate and informative assessments about young people and their circumstances
- Produce high quality reports that clearly set out how risk will be managed in the community
- Ensure victims are provided with opportunities to engage in restorative justice approaches and they are safeguarded from future harm
- Ensure the YOS interfaces with MARAC and MAPPa and other risk management forums i.e VARP to understand and plan to manage risks as they are identified
- Complete robust assessments of Risk of Serious Harm (ROSH)

## Strategic Priority 7 – Recognising and responding to child exploitation and serious youth violence

The Youth Justice Board for England and Wales Strategic Plan 2019-2022 include Serious Youth Violence and county lines as their priorities. Local data suggests that children and young people involved in offending are more likely to be involved in criminal exploitation and at a greater risk of becoming a victim and/or perpetrator of serious youth violence.

### Outcomes sought:

This Plan will interface with the aims and outcomes as set out within Barnet's Vulnerable Adolescent Strategy 2020 – 2022.

### To achieve this we will:

- Continue to present CYP cases that meet the thresholds of VARP, IOM and Serious Adult Panel and work with partners in terms of information and intelligence-gathering to identify and intervene CYP's risk of serious harm, safety and well-being at the earliest opportunity
- Continue to access risk and screen all CYP open to YOS using the SEAM tool to identify children and young people who are vulnerable to exploitation and criminal activity, including 'county lines'

- Strengthen our partnership with the Police, Rescue and Response, National Referral Mechanism and National Crime Agency
- Represent YOS in community events, gatherings and initiatives to tackle Serious Youth Violence and County lines
- Continue to attend the single, multi-agency Vulnerable Adolescents Panel, MACE or Multi- Agency Child Exploitation Panel to track and monitor the needs and risk of CYP known to YOS within the range of exploitation
- Ensure that all staff and partners seconded to the YOS are knowledgeable (relevant and proportional) on the risk and vulnerability factors relating to exploitation of vulnerable adolescents, capable to effectively intervene with CYP involved in complex criminal exploitation/ abuse networks and assist CYP's safe exit, disclosure, physical and psychological recovery
- Participate in the Serious Incident Risk Meeting to share information and draw a joint Intervention Plan with multi-agency partners to manage CYP's risk of serious harm and safety and well-being for them to desist from offending and re-offending
- Coordinate and respond with intelligence-led disruption in the community, utilising available Youth Justice Orders with their conditions to protect children and young people (i.e. Referral Order Contracts, YRO requirements, etc.)
- Support young people demonstrating harmful sexual behaviour and address their behaviour using evidence-based approaches and interventions
- Continue to ensure CYP's subject to early release and DTO License and post-conviction have effective intervention strategies to reduce the risk presented to the public and victim

## Strategic Priority 8 – Resettlement & Transitional Safeguarding

The joint thematic inspection report of HMI Probation and Prisons in October 2018-April 2019 on youth resettlement highlights “some examples of excellent resettlement work which offered children the best opportunities to change their lives and successfully reintegrate into their communities.” A common feature of the good example was a ‘team around the child’ approach.

“However, HMI Probation and Prisons found that while children were in custody, there was not productive resettlement work; this had detrimental consequences for them when they were released.” HMI Probation and Prisons set out recommendations for the all agencies involved in the joint thematic inspections, which highlight the importance of “information sharing, the role of Youth Custody Service, YOS, Probation, Children’s Social Care and partners” in the resettlement process.

The Youth Justice Board Strategic Plan 2019-2022 had likewise recognised the importance of the “resettlement of children from custody, as a priority” and they published “Constructive Resettlement” (September 2018), which outlines three key elements to support young people 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, too 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.

## Outcomes Sought

- Young people will receive 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 young people
- Services will be developed to enable young people 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 young people understand the individual and community impact of violence and offending behaviour
- Young people 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 young people transitioning to adulthood receive support to access employment, training and education opportunities
- All partners will work to engage young people in the design, delivery and monitoring of service delivery aimed at supporting transitions
- Young people 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
- Young people will be supported to access psycho-educative approaches for substance misuse and be provided with support to access recovery support and treatment services
- Young people will benefit from practical support aimed at housing and benefits, independent living skills, employment, training and education opportunities
- Young people 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
- Young people will be supported to build upon their existing strengths and strengthen their social, personal and community

## To achieve this, we will:

- Ensure Specialist Workers (i.e. YOS Clinical Practitioner, Educational Psychologist, ISS and High-Risk Coordinator, Fresh Start in Education) provide wrap-around support to assist in the planning and management of transition
- Ensure consistency of Review Planning Meeting with CYP and their parents/carer whilst in custody
- Plans are to use child-friendly language, highlighting CYP strengths and protective factors and utilising their 'factor for desistance', including structural systems of support available around the CYP
- Establish a Tri-borough approach to developed work across YOI, STC and YDA to promote resettlement processes
- Strengthen further Management Oversight of resettlement and transition cases and monitor this monthly via Supervision and RACM process
- Provide additional practice development sessions around Planning and Review
- Make sure all partner-agencies consistently attend the RACM
- Continue to ensure those CYP serving their Community and Custodial sentences, those remanded in Custody and remanded in the Care of the Local Authority and those due to be sentenced, receive smooth transition and effective end-to-end service provisions for them to reintegrate back into the community
- Make sure YOS Partnership is held accountable through the YOS Management Board
- Strengthen practice through a programme of YOS Observations and wider support for Board Members including induction, development and delivery of YOS Multi-Agency RACM
- Further strengthen our practice by ensuring all CYP that are eligible are brought to the RACM to ensure Planning is set-in-place at the earliest opportunity
- Learning from Serious Further Offence Review, Transitions Working Group with NPS and CRC and LCRC to support improvements in practice
- Review impact on 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 LCRC
- Review the National Standards on Transition to ensure Barnet's YOS compliance
- Reduction in Key Performance Indicators- monthly case audit on Out-of-Court Disposal cases, evaluation of Community Resolution, Operation Turning Point and impact on reducing first-time entrants. Fewer young people committing repeat offences, reduction in our already low custody rates and reduction in serious incidents
- Increase in Liaison and Diversion contacts and referrals. Cases to be evaluated after 12 months to see if any of those receiving interventions have re-offended
- Increased referrals via the Clinical Panel to appropriate emotional/mental health/substance-misuse services
- Reduction in Breaches and an increase in the number of successfully completed Conditional Cautions and Court Orders
- Strengthened partnership support and development of a Transitions strategy reducing the numbers of young people committing further offences. Transitions include those going in/out of custody, in/out of borough, in/out of care homes, from YOS to Probation
- Examples of co-production and how young people are incorporated into the design and delivery of the service
- Evidence of a consistent Multi-agency Exit Planning process via the 0-19 panels

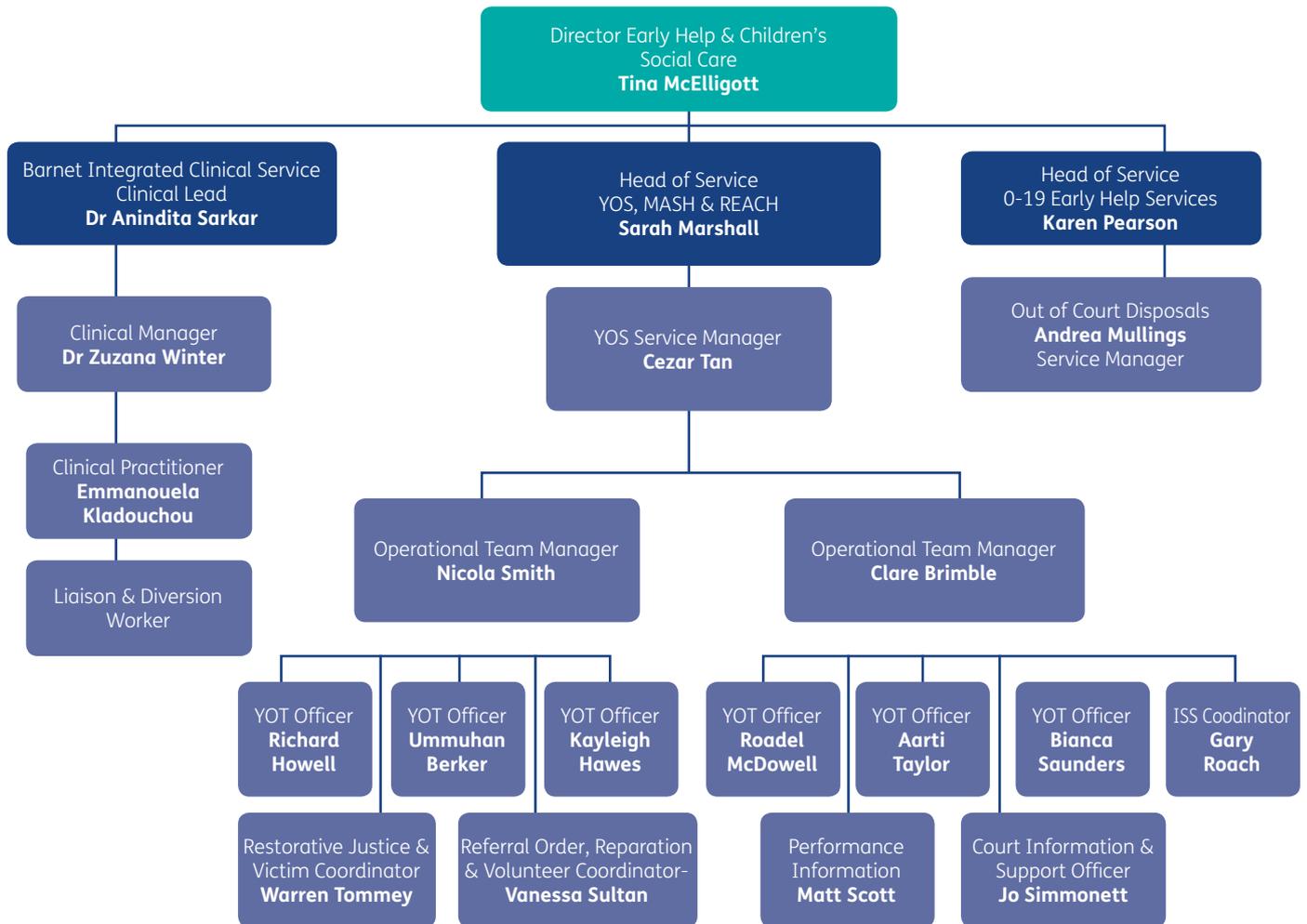
# Approval and Sign Off

<b>Tina McElligott</b>	<b>Director Early Help &amp; Children's Social Care</b>	<b>Chair of YOT Management Board</b>
<b>John Hooton</b>	<b>Chief Executive</b>	<b>London Borough of Barnet</b>
<b>Chris Munday</b>	<b>Executive Director Children's Services</b>	<b>London Borough of Barnet</b>
<b>Phil C Davies</b>	<b>Detective Chief Inspector</b>	<b>Metropolitan Police Service</b>
<b>Claire Green</b>	<b>Director of Assurance/ Community Safety</b>	<b>London Borough of Barnet</b>
<b>Val Crookes Mike Herlihy</b>	<b>Chair of the Youth Bench</b>	<b>Willesden Youth Court</b>
<b>Kathryn Hunt</b>	<b>Head of Service, National Probation Service- Barnet,</b>	<b>National Probation Service</b>
<b>John Roberts</b>	<b>Commissioning Officer, Children and Young People's Commissioning</b>	<b>North Central London Commissioning (CCG)</b>
<b>Luke Kwamya</b>	<b>Head of Public Health Commissioning</b>	<b>Public Health</b>
<b>Alison Dawes</b>	<b>Assistant Director School Access &amp; Corporate Services</b>	<b>Barnet Education &amp; Learning Service</b>
<b>Kauser Mukhtar</b>	<b>North Area Contracts &amp; Partnerships Manager (Barnet, Camden, Enfield, Hackney, Haringey &amp; Islington)</b>	<b>Community Rehabilitation Company (CRC)</b>
<b>Ian Helcke</b>	<b>Head of Housing Options</b>	<b>Barnet Homes</b>

# Appendices

## Appendix 1

# YOS Structure Chart





# Appendices

## Appendix 2

# Barnet Youth Offending Service Desistance Action Plan – 2021 - 2023

<b>AIM 1: Building professional relationships, effective engagement and re-engagement, evidence of genuine and collaborative working.</b>				
<b>Target Area</b>	<b>Desired Outcome</b>	<b>Actions</b>	<b>Action owner</b>	<b>Target completion</b>
Assessments	<p>Children and Young People's voices are embedded throughout the AssetPlus assessment, planning, intervention and supervision (APIS), paying particular attention to the self-assessments/ learning styles, questionnaires and information on wider family and societal context, engaging parents/ carers and significant others as appropriate.</p> <p>AssetPlus assessments are well-informed with greater emphasis on factors linked to desistance for-and- against, safety and well-being, risks of harm to others, as well as strengths and protective factors.</p> <p>AssetPlus assessments are multi-systemic in approach with a wide range of sources (from partners) and comprehensive analysis.</p>	<p>To ensure CYP and their parents/carers are actively involved in the APIS process.</p> <p>To co-produce with children and young people and encourage contributions to their own induction, planning, review, exit work and incorporate this within the AssetPlus assessments.</p> <p>All CYP must have a Safety Mapping Exercise as part of their supervision sessions.</p> <p>Robust risk of serious harm and safety and well-being assessments- embedding external factors, contingency planning and involving with other agencies/partners.</p>	YOS, CYP and their Parents and Carers	January 2023
	Increase appropriate referrals to partner agencies of CYP and their parents/carers for access to specialist provisions that will address key issues to help reduce barriers to their engagement.	<p>Staff to continue to utilise the Universal referrals following completion of an AssetPlus assessment.</p> <p>YOS Officer to support CYP and Parents/ Carers with their attendance at the Child Review Planning Meeting (CPRM), Multi-agency Planning Panel, Referral Order Panel and Custodial Review Meetings.</p> <p>Young Person Induction Pack to be utilised, updated and required to be more user-friendly, to include personal safety/diversity assessment information.</p>	YOS with partners (Police/ CGL/0-19 Early Help/ BEETS, BICS, SALT, YOS Nurse, Ed Psych-BELS)	January 2023
	Barnet Family Services Quality- Assurance framework and Practice Standard to continue to be utilised within the YOS to ensure that needs around relationships and engagement are highlighted.	Current QA process to be reviewed and developed.	Head of YOS, Service Manager, Head of Safeguarding, Quality Assurance & Workforce Development YOS Ops Manager	January 2023

## AIM 1: Building professional relationships, effective engagement and re-engagement, evidence of genuine and collaborative working.

Target Area	Desired Outcome	Actions	Action owner	Target completion
Assessments	Efficient and robust quality- assurance processes and effective management oversight of all YOS and OOC cases.	<p>Barnet Q&amp;A and Workforce Development to provide QA Training to YOS and 0-19 Early Help Managers to enhance and strengthen QA Skills.</p> <p>Quality Assurance processes and procedures are understood and implemented by the staff.</p> <p>Quarterly QA process to continue implementation with YOS and 0-19 Early Help (OOC) to strengthen effective management oversight and recorded on Childview to provide for HMIP inspection-ready baseline.</p> <p>Process and timescales followed and recorded in a timely fashion by Case Managers and Management.</p> <p>QA of the Pathways and Planning to be rigorous, particularly on diversity &amp; wider familial and social context, desistance information to include CYP's strengths, protective factors, level of maturity, ability and motivations. To provide feedback to staff in the regularly monthly meetings or case supervision.</p> <p>QA of reports such as AssetPlus Assessment, Pre-Sentence Reports and Referral Order Reports needs to be rigorous, particularly regarding analysis of controls and interventions on how to manage risk of serious harm of CYP to safeguard the public and their potential victims.</p>	Head of YOS and Safeguarding, Quality Assurance & Workforce Development, Service Managers, YOS Ops Manager and staff	January 2023
	YJB Re-Offending Live Tracker and YOS data performance are utilised to look at themes linked to CYP's offending and "factors for-and- against desistance" to promote future training and practice development.	<p>Data set to be established and process for developing and highlighting themes.</p> <p>Head of Service and Service Manager to ensure monthly Performance Indicators are relayed to the Management Team for them to address the gap within staff performance.</p>	Head of Service-Strategy, Insight & Commissioning Head of YOS and Safeguarding, Quality Assurance & Workforce Development, YOS Service and Ops Managers, Senior Data Analyst	January 2023

## AIM 1: Building professional relationships, effective engagement and re-engagement, evidence of genuine and collaborative working.

Target Area	Desired Outcome	Actions	Action owner	Target completion
Assessments	<p>Staff access and engagement to various training materials and resources, competencies and support to do their jobs well and deliver quality service.</p> <p>Regular supervision, performance management and acknowledgement on staff success and achievements.</p>	<p>YOS Training Plan to be finalised and incorporated in the Barnet Quality Assurance &amp; Workforce Development and work with partners to facilitate the training and delivery of staff support.</p> <p>YOS staff trained in Trauma Informed Practice, Good Lives Model of Offender Rehabilitation (GLM), Desistance approach, Systemic and Restorative Justice Model and incorporating strengths-based approaches.</p> <p>All Staff to undergo AssetPlus Assessment Training with relevant Refreshers Training, as needed.</p> <p>Supervision involving managing performance, training and development opportunities.</p> <p>Staff handbook to be finalised.</p> <p>Staff Induction Program to be completed.</p>	Head of YOS and Safeguarding, Quality Assurance & Workforce Development, YOS Service and Ops Managers, BICS Clinical Lead/Manager, Ed Psych- BILS and Partners	January 2022
INDUCTION INTERVENTION AND PLANNING	<p>Consistent use of Whiteboard Project Videos, OOCd and Court leaflets/booklets following Police Station and Court appearance, so that young person and their parents/carers know what they need to do and what to expect from professionals.</p>	<p>Annual Review with Ops and 0-19 Early Help Manager, YOS Police, SALT, EP specialists, YJ Liaison and Diversion to ensure information is updated correctly.</p> <p>YOS Case Managers to consistently obtain feedback from CYP/Parents/carers to assess usefulness and its impact.</p>	SALT/EP/YOS Case Managers/ YOS Police/ Ops Managers and Service Managers/ Service User's Evaluation/QA& Safeguarding	January 2022
	<p>To continue to develop the young person induction process and intervention package that involves relationship-based approaches and activities.</p>	<p>To review induction process for young people that involves Behavioral Contract, Safety Mapping, written info, introductions to key staff, tour of Barnet Family Friendly Hub, finding-out significant factors that may impact on engagement.</p> <p>YOS Case Managers/Early Help Practitioner to continue to identify CYP eligible to participate in the YOS Residential Program.</p>	YOS Operational Managers and YOS Case Managers	February 2022

## AIM 1: Building professional relationships, effective engagement and re-engagement, evidence of genuine and collaborative working.

Target Area	Desired Outcome	Actions	Action owner	Target completion
INDUCTION INTERVENTION AND PLANNING	Use of community-based hubs, local libraries, and the YOS office; thus, fostering relationships, as well as engagement and access to local amenities in the area.	To review induction process for young people that involves Behavioral Contract, Safety Mapping, written info, introductions to key staff, tour of Barnet Family Friendly Hub, finding out significant factors that may impact on engagement.	0-19 Early Help Hubs/ Libraries/ Units, Facilities Manager, YOS Service Manager, YOS Operational Managers and YOS Case Managers	March 2023
	High-quality, well-focused, personalised and coordinated services are delivered to effectively support CYP's desistance and promote their safety and safety of the public.	Evidence of creativity in terms of locations and activities whilst still addressing relevant factors. Ops Manager and Case Managers to utilize the Safety Mapping Exercise.	Partnership with Art Against Knives, RISE, YOS	March 2023
	Intervention plans are co-produced and tailor-made for the individual, with all parties signing to confirm their shared agreement.	All cases are presented in all Departmental meetings (i.e., MAPP, RAAP, CPRM, VARP, IOM, MAPPA, MARAC) where appropriate, to create a joint-up plan.	Police, ISS &RO Coordinators, Local Mentors and partners	March 2023
		Developing and Purchasing resources/ training and work with partners.	YOS Ops Managers and Service Managers	Ongoing
		CPRM Reviews chaired by Ops Managers to oversee quality and progress, impact and outcome of the Plan Implementation.	Operations Team Managers/YOS Case Managers	December 2023
	Planning is determined by the AssetPlus assessments, holistic and personalized with parents/carers and relevant professionals to be fully involved in the work from the onset and the young person to determine how their wishes and feelings are incorporated into one plan.  Primary focus on the following: Supporting the CYP's desistance Keeping the CYP safe from risk of significant harm Keeping the public and other people safe.	Parent to have a similar Induction program and view sought consistently and evidenced in planning/reviews/exit.  Analysis of parental self-assessments to inform staff training.  YOS Officer to work with the CYP and the RJ Victim Coordinator about victim engagement and restorative justice approaches.  YOS Officers to ensure that all partner and service provisions are considered within planning to meet the "personalised" needs of CYP.  Ensuring a strong Intervention plan within a Community Order proposal with multi-agency involvement at the beginning of the orders to assist planning and interventions to promote compliance and positive outcomes.  Live tracker details of re-offending shared within the Team Meeting to assist planning activity.	YOS Operational Team managers YOS Performance Data Analyst/ Operational Managers, YOS Officers  CYP and their Parents and Carers	December 2023

## AIM 1: Building professional relationships, effective engagement and re-engagement, evidence of genuine and collaborative working.

Target Area	Desired Outcome	Actions	Action owner	Target completion
EXIT, RESETTLEMENT & TRANSITIONAL SAFEGUARD	<p>CYP will receive support to manage transitions and the complexities of housing/financial/education and employment.</p> <p>Agencies will work together to create an environment of structural support and CYP-focused goals that are developed in partnership with young people.</p> <p>Develop services to enable CYP-reaching- adulthood support towards mature-effect regulation, social relationships, executive functioning and minimize poor outcomes in mental health.</p> <p>Agencies will work effectively together to identify and implement programs of support that help CYP understand the individual and community impact of violence and offending behavior.</p> <p>Young people will have access 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.</p> <p>Agencies will ensure young people transitioning to adulthood receive support to access employment, training and education opportunities.</p> <p>All partners will work to engage young people in the design, delivery and monitoring of service delivery aimed at supporting transitions.</p> <p>Young people will benefit from co-produced personal development plans that set out their needs and goals</p> <p>Agencies will use psychologically-informed approaches to build social capital, develop positive identity, challenge perception and support personal change and success.</p>	<p>Ensure Specialist Workers (i.e. YOS Clinical Practitioner, Educational Psychologist, ISS and High-Risk Coordinator, BEETs) provide wrap-around support to assist in the planning and management of transition.</p> <p>Ensure consistency of Review Planning Meeting with CYP and their parents/carers, whilst in custody.</p> <p>Plans to use child-friendly language, highlighting CYP strengths and protective factors and utilising their 'factor for desistance', including structural systems of support available around the CYP.</p> <p>Strengthen a Tri-borough approach to develop work across YOI, STC and YDA to promote resettlement processes.</p> <p>Strengthen further Management Oversight of resettlement and transition cases and monitor this monthly via Supervision and RAAP process.</p> <p>Provide additional practice development sessions on Planning and Review and ensure all partner-agencies consistently attend the RAAP.</p> <p>Continue to ensure those CYP serving their Community and Custodial sentences, those remanded in Custody, remanded in the Care of the Local Authority and those due to be sentenced, receive smooth transition and effective end-to-end service provisions for them to reintegrate back into the community.</p> <p>Make sure YOS Partnership is held accountable through the YOS Management Board.</p> <p>Strengthen practice through a program of YOS Observations and wider support for the Board.</p> <p>Members including induction, development and delivery of YOS Multi-Agency RAAP further strengthen our practice by ensuring all CYP that are eligible are brought to the RAAP to ensure Planning is set-in-place at the earliest opportunity.</p>	<p>YOS Senior Management, Board Members, Staff, Partner Agencies i.e. Probation, Police, Education, Housing, CCG NHS, Children Social Care, Secure Estates</p>	<p>December 2023</p>

## AIM 1: Building professional relationships, effective engagement and re-engagement, evidence of genuine and collaborative working.

Target Area	Desired Outcome	Actions	Action owner	Target completion
EXIT, RESETTLEMENT & TRANSITIONAL SAFEGUARD	<p>Young people will be supported to access psycho-educative approaches for substance misuse and be provided with support to access recovery support and treatment services.</p> <p>Young people will benefit from practical support aimed at housing and benefits, independent living skills, employment, training and education opportunities.</p> <p>Young people leaving care will be recognized 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.</p> <p>Young people will be supported to build upon their existing social, personal and community strengths.</p>	<p>Reduction in Key Performance Indicators-monthly case audit on Out-of-Court Disposal cases, evaluation of Community Resolution, Operation Turning Point and impact on reducing first-time entrants. Fewer young people committing repeat offences, reduction in our already low custody rates and reduction in serious incidents.</p> <p>Increase in Liaison and Diversion contacts and referrals. Cases to be evaluated after 12 months to see if any of those receiving interventions have re-offended.</p> <p>Increased referrals via the MAAP to appropriate emotional/mental health/substance-misuse services.</p> <p>Reduction in Breaches and an increase in the number of successfully completed Conditional Cautions and Court Orders.</p> <p>Strengthened partnership support and development of a Transitions strategy reducing the numbers of young people committing further offences. Transitions include those going in/out of custody, in/out of borough, in/out of care homes, from YOS to Probation.</p> <p>Examples of co-production and how young people are incorporated into the design and delivery of the service, evidence of a consistent Multi-agency Exit Planning process via the 0-19 panels.</p>	YOS Senior Management, Board Members, Staff, Partner Agencies i.e. Probation, Police, Education, Housing, CCG NHS, Children Social Care, Secure Estates	December 2023

## AIM 2: Evidence of engagement with wider social context, including family, education provider, peers etc.

Target Area	Desired Outcome	Actions	Action owner	Target completion
APIS	Parent/carer self-assessments to be fully incorporated into the AssetPlus assessment. Themes from the assessments should be collated once every six months and the findings incorporated into staff training plan.	QA of Intervention and Planning (IP) to evidence voice of the child and info from AssetPlus Assessment to enrich learning and development.	Quality Assurance and Workforce Dev/YOS Ops manager	Include in supervision template by Sept 2021
	ETE pathways to support desistence and incorporated into intervention planning and delivery.	Partnership work to secure access to ETE provision and evidence decrease in NEET figures.	YOS/BEETS/ Education	May 2021
	Home and visits as part of induction.	Frequency of home visits to be set within supervision and reviewed, accordingly.	YOS Operational Managers	April 2021 and on-going
Staffing	Use of timelines and chronologies to draw out significant life events and influential people and for IP to consider how to develop these.	All staff to have a Refresher Training in chronologies/ timelines and utilize this as PSR or induction stages.	Head of Service/ Service Manager/YOS Operational Team Managers, Staff	March 2021
APIS	Evidence of multi-agency contributions to ISS timetables to always include parent/ carer, ETE and constructive leisure providers.	Review ISS/high-risk process and develop clear pathways to enable the 5 core elements.	YOS Ops Manager, CGL, Police, BEETS, PRU	March 2021 and on-going
Review and Plan Implementation	Reviews/compliance panels to be chaired by Managers and always include family, ETE and leisure and any other significant person.	Review of process. Clear evidence of effective reviews.	Service Manager /Operational Team Managers	March 2021



<b>AIM 3: The active management of diversity</b>				
<b>Target Area</b>	<b>Desired Outcome</b>	<b>Actions</b>	<b>Action owner</b>	<b>Target completion</b>
STAFF, PARTNERS & COMMUNITIES	To bring Staff awareness regarding their unconscious biases, provide tools to adjust automatic patterns of thinking to promote equality and fairness and eliminate discriminatory behaviours.	All Barnet staff to complete the 'Unconscious bias training'.	All YOS & REACH Staff and all Key Partners (i.e., Police, Probation, Health, Education, Early Help etc.)	April 2021
	Equality and diversity are promoted not only within the YOS, but across partner agencies.	Equality and diversity should be a feature of any organisation and profession's development approach.	Barnet with Cambridge Education, Educational Psychologist, Barnet Family Services Workforce Development	March 2021
	YOS & REACH working groups are formed to help tackle and address disproportionality among BAME and champion good practice. The working group will work towards identifying resources and interventions for BAME cohort.	Targeted recruitment of BAME people of the Police force, Legal profession, Magistracy, Judiciary, Referral Order Panel members, Youth Justice community and Custodial workforces to increase diversity and representation.	Head of Service, Service Manager and Operational Team Managers	October 2021
	The ethnic backgrounds of the Service are reasonably representative of the young people we work with. To continue supporting and mentoring BAME staff with an expression of interest in leadership. YOS & REACH Team Managers should work with BAME staff to set targets to support staff into leadership positions— recommendation 29, of the Lammy Review 2017.	Creating a YOS & REACH working group to address disproportionality.	NWL BCU, Early Help and YOS Senior Management, Chair of the Bench, CPS Managers, MOPAC, Operation Turning Point Project Manager	March 2023
	To review decisions made at the OOCJ Joint Decision-making Panel, Willesden Youth Court and identify good practice, gaps/areas of improvement and what we could have done better as partners.	Diversify recruitment of YOS & REACH Workforce.	Service Manager and Operational Team Manager (Court lead)	September 2021
	Case Studies of BAME CYP (showing their journeys within the Criminal Justice System) presented at the Court User's Forum with Magistrates and CPS.	Use of Scrutiny Panel for the Out-of-Court Disposal (OOCJ) and Court Disposal.		
	Magistrates and CPS can look, critique and reflect on sample cases and analyse threads and informed practice.	Working with the CPS and the Local Courts (use the Court User's Forum) to understand key aspects of Lammy Review 2017 and how we can locally monitor and address relevant issues.		

### AIM 3: The active management of diversity

Target Area	Desired Outcome	Actions	Action owner	Target completion
STAFF, PARTNERS & COMMUNITIES	<p>The breakdown of YOS &amp; REACH Data held within Childview is analysed by ethnicity to take account of CYP age, sex, or other relevant factors, including their income or socio-economic status and geography to identify disparities that have the most impact across all aspects of CYP lives.</p> <p>Improving data- More consistent and strengthened data-capturing and sharing arrangements among Youth Justice partners would facilitate enhanced analysis of over-representation for better informed policies and services, to address the issues and deliver positive outcomes for BAME children and young people in the YJS.</p> <p>YOS staff peer of peer quality assurance and practice development session to identify and address racial disparities, with a critical focus on solutions– striving for racial equality.</p> <p>Ethnicity data are collated, improved, standardised and scrutinised. YOS and Partner Agencies can use the principle of “Explain or Change” when evidence of inequality is found.</p> <p>Cases of BAME CYP are discussed in the Multi-Agency Resettlement and After Care Meeting, 6 months before CYP turn 18), before sentencing and to the Vulnerable Adolescent Risk Panel Meeting, 3 months before their release date. This is to ensure smooth resettlement and transition to the local community or adult estate and CYP-accessed support to manage risk and safeguarding needs.</p>	<p>Race Disparity Audit to understand current Youth Offending data.</p> <p>To record ethnic breakdown, including religious groups.</p> <p>Pre-Sentence Report Panel/QA of PSRs (YOS Operational Team Managers).</p> <p>More robust use of live tracker regarding disproportionality- to explore patterns &amp; trends on reoffending &amp; their association with ethnicity (Senior Data Analyst).</p> <p>Barnet YOS, REACH and key partners will work with the Youth Detention Services and Secure Estate to ensure all CYP, particularly the BAME cohort currently on remand or sentenced in Custody receives support and equal opportunities that include smooth and timely resettlement and transition back to the community upon release or transition to an adult estate.</p>	<p>Head of Service, Service Manager and Senior Data Analyst</p> <p>YOS &amp; REACH Senior Management, Operational Team Managers, Data Team and Partner Agencies</p> <p>Operational Team Managers and YOS Staff, Allocated Social Workers and Partners</p> <p>YOS Senior Management, Operational Team Managers, Data Team and Partner Agencies</p> <p>YOS &amp; REACH Senior Management, Operational Team Managers, YOS staff, YDS and Barnet Strategic Lead for MASE, CSE and Vulnerable Adolescent</p>	

**AIM 3: The active management of diversity**

Target Area	Desired Outcome	Actions	Action owner	Target completion
STAFF, PARTNERS & COMMUNITIES	<p>YOS and Partner Agencies demonstrate cohesive and consistent approach in tackling disproportionality, especially on LAC and exclusions.</p> <p>BAME children and young people at risk of school exclusion and with additional vulnerabilities receive targeted support aimed at keeping them in education, improving attainment, accessing positive activities and building trust relationships.</p> <p>YOS is represented at the Pupil Placement Panel.</p> <p>Barnet YOS is represented in all BAME forums organised by the Local Authority within the local community, Youth Justice Board, MOJ, Head of Service Meeting etc.</p>	<p>Learning from other sectors- The Criminal Justice System could benefit from considering learning, evidence and reforms in other sectors. Review other Agency responses across the partnership to disproportionality, especially on LAC &amp; exclusions. Deep dive of cases known to CIC and Onwards and Upwards Services and PRU.</p> <p>'A number of services across the Family Services, to identify and address the factors linked to disproportionality at an earlier stage.' To ensure strategies, approaches and interventions are linked with the Barnet Vulnerable Adolescent Strategy May 2020 and YOS Justice Action Plan 2021-23.</p> <p>Attendance at any convened regional forum organised by the Youth Justice Board/ Assistant Director network/ local YOSs.</p>	<p>CIC and Onwards and Upwards Services and PRU</p> <p>YOS, REACH and Key Partners to include PRU, Early Help and Cambridge Education Services Post 16</p> <p>YOS Senior Management, Operational Team Managers and BAME Champion (lead)</p>	

### AIM 3: The active management of diversity

Target Area	Desired Outcome	Actions	Action owner	Target completion
CHILDREN, YOUNG PEOPLE & PARENT / CARERS	<p>BAME parents provide insight &amp; support on disproportionality issues causing impact among BAME cohorts within the Barnet YOS &amp; REACH communities.</p> <p>Parents and Carers of BAME children to be offered Early Intervention support to identify the signs of grooming and exploitation and providing them support that will enable them to work with the services, to prevent and deter their children from exploitation and criminality.</p> <p>Children and Young People's (CYP's) safeguarding, welfare and diversity needs, interests, rights and entitlements are promoted. CYP are treated fairly and in a just manner whilst being detained or interviewed by the Police.</p> <p>Operation Harbinger: Aims to network with Local Authorities within an hour of CYP being booked into Police custody, Police information is shared directly with MASH, EDT or the most relevant representative. This includes details of who the Young Person is, why arrested, details of the AA as identified by the CYP, where Police think the investigation is likely to go.</p> <p>All CYP detained at the local Custody are screened and all CYP with identified needs such as: mental health needs, learning disability, substance-misuse or other vulnerabilities are sign-posted to agencies that could support and address their needs (i.e., MASH, Early Help, Forensic CAMHS, etc.).</p> <p>CYP and their parents are given a list of BAME Duty Solicitors and Barristers of their own choice. This is to make sure all CYP are fully represented, receive advice and guidance in terms of promoting their rights and best interests.</p> <p>BAME Champion to collate the list of Law firms that have Solicitor and Barristers with BAME background.</p>	<p>Establishment of a Youth Justice Service and REACH focus group of BAME parents within Barnet YOS &amp; REACH to include consultation with BAME communities and the voluntary, faith and community sectors.</p> <p>Use of Community Intermediary, interpreters and Appropriate Adults.</p> <p>Liaison and Diversion Specialist Worker to ensure all CYP detained at the local Custody are screened and sign-posted to a Tier 1 &amp; 2 Universal Services, for equality of treatment and of outcome for BAME.</p> <p>Give young people and their parents a choice between different Duty Solicitors and easier access to advice from Barristers.</p>	<p>Service Manager, Operational Team Managers and BAME Lead (NW, RMc) and Parents (i.e. Police, Probation, Health, Education, etc.)</p> <p>TAAS, Commissioning Team, Service Manager, Head of Service, Custody Sergeant, MASH and EDT</p> <p>Operation Harbinger: Russell Hughes – Safeguarding &amp; CYP Lead for CYP's in custody</p> <p>Liaison and Diversion Specialist Worker (CB), YOS Clinical Practitioner (EK), BICS Clinical Manager, Custody Sargent, MASH, EDT</p> <p>BAME Custody Sargent, BAME Champion, Service Manager, YOS Staff and Partners</p>	April 2021

### AIM 3: The active management of diversity

Target Area	Desired Outcome	Actions	Action owner	Target completion
CHILDREN, YOUNG PEOPLE & PARENT / CARERS	<p>CYP and their parents/carers are provided access on leaflets to understand better the types of OOC, its legality and expectations for CYP engagement to minimise early entry into the Criminal Justice System.</p> <p>Young people are not always aware of Out-of-Court Disposals. This leaflet will provide information on age-appropriate language to help them make informed decisions and ensure they know what an Out-of-Court Disposal entails. This will build upon the MPS' work to create a 'check in' and 'check out' brochure to ensure a consistent approach to providing information to people who have been arrested.</p> <p>To ensure BAME children and young people are safeguarded as victims of exploitation, Modern Slavery mechanisms are enforced, and adult perpetrators are prosecuted.</p> <p>Lammy review Recommendation 7: The CPS should examine how Modern Slavery legislation can be used to its fullest, to protect the public and prevent the exploitation of vulnerable young men and women.</p> <p>All CYP, particularly BAME who receive Community Resolution and those who had been referred to Operation Turning point receive support from Early Help Service.</p> <p>Lammy Review Recommendation 10: The 'deferred prosecution' model pioneered in Operation Turning Point should be rolled out for both adult and youth offenders across England and Wales. The key aspect of the model is that it provides interventions before pleas are entered rather than after.</p> <p>CYP and their parents/carers have access on the leaflets/Whiteboard projects to understand the different sentencing/Orders, the legality and its expectations for CYP to promote engagement.</p>	<p>Out-of-Court Disposal leaflets available at the Police Station for CYP and their families to access and understand the different types.</p> <p>The Metropolitan Police Sergeant will finalise an Out-of-Court Disposal leaflet for young people and include it in the brochure given to young people upon arrival in a Custody suite. The Youth Justice Board, London Heads of Community Safety and Youth Offending Teams will support the development of the leaflet.</p> <p>Use of Modern Slavery Legislation and referral to the National Referral Mechanism for CYP involved in gangs, criminal and sexual exploitations and their treatment as victims.</p> <p>To ensure all CYP, particularly BAME who receive Community Resolution and those who are eligible for Operation Turning point (deferred prosecution), Police &amp; 'No comment' interviews (from Charlie Taylor report) are able to receive intervention and support from Early Help 0-19 Services.</p> <p>Leaflets and Whiteboard project web links available in Court for CYP and their families to access and understand the different Sentencing/Orders.</p>	<p>YOS Police, Custody Sergeant, TAAS, Liaison and Diversion Specialist Worker</p> <p>All YOS, REACH and Key Partners (i.e. Police, Probation, Health, Education, etc.,</p> <p>YOS Police, Operation Turning Point Team, Early Help Service, OOC Panel Members</p> <p>All YOS &amp; REACH Staff, Operational Team Manager (Court lead), Court and Information Support Officer, Duty Officer</p>	

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CHILDREN, YOUNG PEOPLE & PARENT / CARERS	<p>CYP at risk of Custody had been given an opportunity to receive the Bail ISS Support Package which are stringent, legal and proportionate, instead of being remanded under the Care of LA or Remand in Custodial environment.</p> <p>BAME CYP cases have been discussed at the YOS Court Panel and undergone a fair QA Process to ensure they receive proportionate and legal sentencing options before their sentencing date.</p>	<p>Use of Bail ISS as an alternative to Custody, in consultation with partner agencies (i.e. Police, Social Care, etc.)</p> <p>Utilisation of the Pan London Pathfinder (LAP) Alternative to Custody.</p> <p>The case management of Community Orders and young people in custody to be in accordance with National Standards.</p>	Service Manager, Operational Team Manager (Court lead), Court and Information Support Officer, Duty Officer	April 2021

<b>AIM 4: Effectiveness in addressing structural barriers (exclusions, lack of resources etc)</b>				
<b>Target Area</b>	<b>Desired Outcome</b>	<b>Actions</b>	<b>Action owner</b>	<b>Target completion</b>
Governance & Leadership	Utilising YOS Management Board to understand the issues and to take joint responsibility in advocating for changes.	<p>To be coordinated and led by the Director of Early Help and Children's Social Care who chairs the Management Board.</p> <p>Ensure Induction arrangements for all new Board members &amp; any necessary Refresher Training for existing members.</p> <p>Monitor partner attendance &amp; contributions.</p> <p>Ensure that the YOS performs on all standards contained in national guidance &amp; protocol.</p>	Director and all Partners	April 2021 and ongoing
	To work with key influential figures (Magistrate Head and Court Manager, Local Authority link Exclusion and Safeguarding Lead (Education) who has path into Head Teachers), representatives from NHS England, representatives from YJB, Police seniors etc.	<p>All SLA's to be reviewed.</p> <p>Progress to be reviewed by the Management Board.</p>	Schools, Youth Court and Statutory Partners  Head of Service/ Service Manager	May 2021 and every six months thereon
	To explore how to exert more influence on shared issues and reduce costs by working as a consortium with others boroughs.	Work with Brent/Harrow in relation to shared Court (Appropriate Adult /Occasional Court etc.).	Head of Service/ Service Manager	April 2021 and on-going

<b>AIM 4: Effectiveness in addressing structural barriers (exclusions, lack of resources etc)</b>				
<b>Target Area</b>	<b>Desired Outcome</b>	<b>Actions</b>	<b>Action owner</b>	<b>Target completion</b>
Staffing	<p>To develop relationships and Service Level Agreements with organisations that will promote and support the work of the Youth Offending Service.</p> <p>Staffs are engaged- necessary resources, competencies and support to do their jobs well and deliver quality service.</p> <p>Regular supervision/managing performance– staff training – recognise achievements.</p> <p>Reviews of progress is well-informed, analytical and personalized, actively involving the child or young person, their parents/carers and significant others.</p> <p>Reviews focus sufficiently on supporting the child or young person's desistance and keeping keeping the CYP or other people safe.</p>	<p>Recruiting, training and supporting more volunteers.</p> <p>Training schedule for YOS staff to be devised &amp; spreadsheet of training completed.</p> <p>YOS staff trained in Signs of Safety– the trauma-informed approach– relevant parenting &amp; family work and the desistance approach.</p> <p>In particular, the YOS needs to have a Trauma-Informed Implementation Plan.</p> <p>Supervision involving supervision/managing performance– training &amp; development opportunities– case formulation provided to all staff.</p> <p>All YOS staff trained in ASSET plus &amp; with relevant Refresher Training, as needed.</p> <p>Monthly Practice Development Workshops-Topics to include:</p> <p>Assessment Planning &amp; reviews Controls and interventions and how these promote the safety and wellbeing of CYP/ skills in identifying and analysing risk of harm to others posed by the CYP, including identifying who is at risk and the nature of that risk.</p> <p>Social Care database, LCS; recording legal status; summarising information from Social Care Case Chronology– linking this in the 'Understanding Offending Behaviour', particularly 'Significant life events, interconnections and interactions between CYP's past behaviour and factors affecting/preventing desistance.</p> <p>Recording ASB, significant life events, and where to attach/records information received from Police and IOM.</p> <p>User evaluation feedback Plan evaluations at the end of panels/ Court orders/ groups.</p>	YOS Ops Manager	Ongoing
Information / Facilities	<p>Staff have the necessary tools do their jobs well and deliver quality service- well-designed safe and decent physical environments- efficient and robust quality assurance processes- meaningful mix of performance measures- effectiveness of service delivery being evaluated, and success and failures being openly communicated– YP's views &amp; participation.</p>	<p>All individual or group work sessions with young people- whether in the Colindale Offices/ home visits or elsewhere- to be risk-assessed &amp; where necessary adequate provision has been made.</p> <p>To ensure that the Covid-19 Recovery Plan, Risk Assessments and Court Covid-19 Arrangements are well-implemented.</p> <p>Explore ways of increasing YP's participation in activities within the YOS, especially in matching service provisions with the needs of young people.</p>	Head of Service/ Service Manager/ Ops Managers/ YOS staff	On-going



<b>AIM 5: Creation of opportunities for change, participation and community integration</b>				
<b>Target Area</b>	<b>Desired Outcome</b>	<b>Actions</b>	<b>Action owner</b>	<b>Target completion</b>
Partnerships & services	Developing our Volunteer provision and providing them more opportunities for direct and indirect work with young people.	Recruit, train and support volunteers. Source further reparative schemes. RJ Victim Volunteers.	YOS Ops Manager/ RO Coordinator	April 2021 and ongoing.
	Further developing our reparation projects to allow for an even broader range of education-based activities which allow young people to give back to the community in a positive way.	Seeking more positive and educational forms of reparation.	YOS Ops Manager/ RO Coordinator and community groups	April 2021
	Training for staff in motivational interviewing techniques and refresher on desistance/good lives model.	Enable skills to engage and improve direct work. Delivery of workshops and any external training. Monitoring via QA and Staff supervision. Monthly Practice Development.	Head of Service/ Service Manager/ Operations Managers/ Early Help Managers, Staff	April 2021
Planning and Intervention	Allowing young people to fully contribute to the design of their tailor-made intervention plans and an agreed reward system.	One-to-one sessions designed to induct, engage and give young people ownership.	YOS Officers/ Ops Managers/ Specialists - Specialist Workers/ YOS Police	April 2021
Staffing	Staff and managers to respond to any issues highlighted within 24 hours to assist in resolving issues quickly and enabling a desistance-based approach.	Protocol to be created or updated.	Head of Service/ Service Manager/ Operations Managers/ Early Help Managers, Staff	May 2021.
Planning & Intervention  Partnerships & services	Supporting young people to meet any family, education or emotional/mental health barriers that may impact upon their ability to achieve and maintain motivation to comply.	Review programmes related to self-esteem. Review EP/SALT offer. Increase referrals to RISE, Art against Knives, BEETS which are all designed to develop self-confidence/esteem and link with ETE. Create protocols where necessary. Ensure new & existing services (Liaison & Diversion). (L & D)/ Speech & Language Therapy/ Substance misuse provision/ group & programme activities) are monitored & subject to the requirements of 'treatment integrity'.	Head of Service/ Service Manager/ Ops Managers  EP Service/ SALT Service and Specialist Services	April 2021
Planning and Intervention	Compliance meetings to look at how barriers can be overcome, and motivation improved; where safe and necessary Breach action can be stayed.	Review current process to ensure being utilised effectively. Track and increase volume.	YOS Managers and Staff, Senior Data Analyst	November 2021
Planning & Intervention  Partnerships & services	Breach action to be taken where engagement methods have failed, but with an agreement as to what needs to change to enable the young person to attend.	Review current process. Training for staff. Work with Court to ensure confidence in recommendations (Improvement plan).	YOS Ops Managers	November 2021

**AIM 5: Creation of opportunities for change, participation and community integration**

Target Area	Desired Outcome	Actions	Action owner	Target completion
Planning, Intervention and Reviews	Aim to increase the number of young people who have had their orders revoked for good progress and a significant reduction in their risks.	Review process to highlight and monitor. Revocation to be one of the aims from beginning of the order and young people encouraged to think about how to achieve this in IP. Engagement/MI strategies to be utilised.	YOS Managers and Staff	November 2021
Implementation, Delivery & Joint Working	Exit strategy via the 0-19 hub to ensure that young people remain linked into the local community with corresponding support to maintain motivation to desist.	Embed 0-19 panel as part of exit planning for those on license/ coming off remand/ on Court orders who need more support. Process to be agreed upon.	Head of Services, Service Managers YOS/ Early Help Managers	May 2022

**AIM 6: Motivating Children and young people**

Target Area	Desired Outcome	Actions	Action owner	Target completion
Improve staff skill set	To equip staff with the skills to assess and improve a young person's motivation and increase their engagement.	Motivational Interview Training techniques for staff Tightrope training. IP design and delivery training.	Head of Service, Service Manager, Ops Manager, Workforce & Development	September 2022
Improved engagement with ETE, health, constructive activity	Support and encouragement for Young people to contribute on their own plans, with praise-and-reward methods established to improve relationships and self-esteem.	Review IP tools to enable greater engagement (utilising SALT/EP/ YOS staff) Work as a team to establish reasonable rewards to mark progress.	Team	
Success completion of court orders Reduction in breaches	Reduce breaches and increase revocations.	Review compliance and enforcement procedures with the team and incorporate desistance themes.	Head of Service/ Service Manager /Team	December 2022
Supported transitions to support and reduce risk in the 3 domains	Smooth transition to Adult services with supervision uninterrupted. Engagement with 0-19 Multi-agency Panel to support Exit strategies. Clear Pathways to Adult Mental Health to access provisions.	Review transition arrangement with NPS/ CRC/ Onwards and Upwards Service/ Adult Mental Health, but also step down from YOS process.	Head of Service/ Service Manager /NPS/ CRC/ Corporate Parenting/Early Help/Custodial Facilities/BICS / Adult Mental Health	December 2022

<b>AIM 7: Address young people's sense of identity and self-worth</b>				
<b>Target Area</b>	<b>Desired Outcome</b>	<b>Actions</b>	<b>Action owner</b>	<b>Target completion</b>
DELIVERY & JOINT WORKING	QA to ensure that themes are drawn out in the assessment and anything related that arises from young person self-assessment or parent/carer is incorporated.	QA evaluation at Quarterly intervals and findings disseminated and used in training.	YOS Managers	
	Maintain good relationships and information-sharing with other agencies, including BICS/CAMHS and incorporate information into assessment.	Outcomes of MAPP to be reviewed after 12 months – including partners evaluations.	YOS Senior Data Analyst / Specialist Partners (CGL/ BICS/ CAMHS/ EP/SALT/YOS Nurse)	
	High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.  The implementation and delivery of services effectively support the child or young person's desistance - the safety of the CYP and other people.	Managers within YOS/ staff within other agencies to be kept informed immediately of escalating risk/ SWB concerns by YOS Officers & relevant referral to the VARP, MAPPA, IOM, SAVP, SIRM.  YOT Officers able to evidence their use of various interventions including Signs of Safety/ Trauma Informed within their work with CYP and across case records.  Demonstrate joint planning in case management with other Agencies -showing Agency tasks & roles – and the sequencing of activity & targets - clearly recorded on case files.  Adapt programme interventions, where possible with other agencies- to meet the needs of a differing offending cohort involving more serious youth violence and associated needs around CSE, CCE & wider safeguarding issues.  All CYP attending at the local Police Station will be screened by the Liaison and Diversion Worker and sign-posted to appropriate agencies, where necessary.	YOS Managers, YOS Officers, and Partners	
	Intervention planning to think about modes of communication and how interventions can be delivered. Explore creative approaches (art, music, media clips etc.) and incorporate SALT practitioner and Educational Psychologist, as needed.	Staff training.  Review and purchase resources.  Create pathways to access provision.	Head of Service/ Service Manager/ Ops Managers and Management Board	March 2022



<b>AIM 8: Constructive use of restorative justice approaches</b>				
<b>Target Area</b>	<b>Desired Outcome</b>	<b>Actions</b>	<b>Action owner</b>	<b>Target completion</b>
ASSESSMENT 'PLANNIN' INTERVENTION	Young people to engage in preparatory work to understand the principles of RJ and to be supported to think about how to incorporate this into their Intervention plan.	Victim, RO and Volunteer Coordinator to start group work to support understanding of RJ.  YOS Officers to be encouraged to consistently use RJ as primary focus in intervention planning for all cases and captured in the RJ Module of the AssetPlus Assessment.	Restorative Justice and Victim Coordinator/ Referral Order and Volunteers Coordinator/ Ops Team Manager/ YOS Officers	September 2021
	All Staff and Referral Order Panel Volunteers are fully aware of the Restorative Justice process within Barnet YOS.	RJ and Victim Coordinator to amend the RJ Flowchart to include RJ Process for Court and Out-of-Court Disposals.	Restorative Justice and Victim Coordinator/ Ops Team Manager	January 2021
	All Policies and Procedures relating on RJ to be updated within a specific timeframe and cross-referenced with the Victim code of practice and RJC standards.	RJ and Victim Coordinator and Operational Team Manager to review Service-wide Policies and Procedures, updated in line with Victims code of practice and RJC Standards.	Restorative Justice and Victim Coordinator/ Ops Team Manager/ Service Manager	March 2021
	Comprehensive RJ Plan to improve the RJ Offer which reflects Restorative Service Standards, as specified by the RJC.	RJ and Victim Coordinator and YOS Managers to develop a Service-wide RJ improvement Plan.	Restorative Justice and Victim Coordinator/ Ops Team Manager	March 2021
	Parents/carers to be encouraged to understand and promote RJ and support their young person to engage in any programme of work.	Explore potential of parenting groups.  Reparation offers– Ensure reparations provide for indoor and outdoor activities and all reparation activities are well- supervised.	Restorative Justice and Victim Coordinator/ Ops Team Manager	October 2021
	Group work to enable young people to think about RJ-based activities and support locating, setting-up and participating in a project.	Engage young people in sourcing and setting-up reparation.  Ensure that prompt contact is made with the victim of the offence(s) to assess the possibility of any restorative justice approaches.	Restorative Justice and Victim Coordinator/ Referral Order and Volunteer Coordinator, Ops Team Manager	July 2021
	Staff & Volunteers	Volunteers and YOS staff to receive RJ training and support and think about how to positively incorporate it into practice.	Recruit, train and supervise Volunteers.  Community Panel Volunteers representation at the OOC Panel.	Restorative Justice and Victim Coordinator/ Ops Team Manager/ Volunteers