

Youth Justice Plan 2018-20

Barnet
Youth
Offending
Team



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Foreword

by Tina McElligott

Operational Director Family Services, London Borough of Barnet

As chair of Barnet Youth Justice Matters Board, I am pleased to set out our 2-year strategic partnership plan for 2018-2020. The Plan highlights our core achievements over the past year for young people in contact with the criminal justice system as both First Time Entrants and for those who have engaged with in single or repeat contact with our Youth Offending Team and range of statutory and community partners.

I have been impressed by the commitment demonstrated by our Board members and the organisations they represent over the year in sharing their valuable time, significant and varied expertise, information and ideas. This has promoted and sustained intra/inter-agency cooperation and collaboration towards the identification and protection of vulnerable young people so we can protect them from harm and meet their complex range of needs

Our focus on delivery of innovative community and school based prevention programmes alongside intensive, targeted and highly specialised multi-agency interventions over the past 18 months has enabled Barnet to buck the trend seen across London in incidences of serious youth violence. We have achieved a 30% reduction in knife related injuries in under 25's over the past 2 years which is an outcome we can be proud of.

We are achieving strong outcomes against London and National Performance Indicators with first time entrants, repeat offending data, victim data, custody data, re-offending data and this has been achieved in the challenging context of a changing strategic landscape, management and staffing changes and a year of intensive focus on practice improvements in Children's Services.

The next two years will provide further opportunity to deliver seamless and coordinated services as our Youth Justice Services become more closely aligned to Family Services including our locality based 0-19 Early Help offer supported by a continued commitment from all agencies towards achieving our aims to reduce youth crime, safeguard children and young people at risk of, or involved in offending and protect the public from harm.

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. This we must do by using our resources effectively to prevent and limit costs and navigating a criminal justice landscape in which young people from Black and Ethnic Minority backgrounds and Looked After Children are disproportionately represented.

Tina McElligott

Chair, 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 states how the youth offending partnership is responsible for producing the plan and outlines that it should include the following:

- how youth justice services in the area are to be provided and funded
- how the youth justice services will be composed, how it will operate and what functions it will carry out

The plan will address the YOT structure and governance, resources and value for money, the YOT's partnership arrangements and the potential risks to future delivery against the youth justice outcome measures.

Barnet's Youth Justice Plan will span the period 2018-2020 and reference the YOT's four strategic priorities, which are as follows:

- **preventing young people from offending**
- **preventing young people from re-offending**
- **protecting the public**
- **improving the lives of vulnerable adolescents**

It will be aligned to Barnet's Children and Young People's Plan 2016-20, which sets out Barnet's strategic vision to be a "Family Friendly" borough by 2020 and to promote young people and families to:

- **keep themselves safe**
- **achieve their best**
- **be active and healthy**
- **have their say**

In addition, safeguarding children and young people from harm caused by sexual and criminal exploitation is a core aim of Barnet's Safeguarding and Children's Partnership (BSCP) and the YOT Management Board (Youth Justice Matters Board).

In Barnet, there is evidence to show strong links between the supply of drugs, serious youth violence and exploitation. Our Vulnerable Adolescent Strategy (2018) sets out our approach to address these issues will be by working in a collaborative, multi-agency way, with strong leadership across the partnership to drive the strategic priorities, which in turn will serve to support the YOT in achieving its aims.

The Vulnerable Adolescents Strategy sets out agreed priorities for tackling exploitation and these are intertwined with those of the Youth Offending Team. As such, the four priorities outlined below will be incorporated into future planning and delivery:

- **strategic, operational and practice leadership**
- **predict and prevent**
- **identify and intervene**
- **disrupt and stopping perpetrators**

Our Youth Justice Plan will strive to build upon the progress which has already been made by responding to our developing knowledge of the needs of our young people with an integrated response to those who are gang affected, sexually and criminally exploited and who are at a greater risk of offending and having their safety and wellbeing compromised.

2. Structure and Governance

The YOT Management Board is chaired by the Director of Children’s Social Care, Early Help & Safeguarding. As strategic lead for prevention, safeguarding and youth offending, the chair has a broad view of service provision and inter/intra-agency priorities, as such is well placed to drive partnership commitments to:

reducing offending, re-offending, custody rates and improving safety and wellbeing.



The YOT Management Board reports to the Safer Communities Partnership Board and the Barnet Safeguarding Children’s Partnership and is comprised of senior representation from Social Care, Health, Police, Education, Probation, Housing, Community Safety, Magistrates and Victim Support.

The Board receives information on performance against the National Youth Justice Indicators and budget information. This allows scrutiny of the effectiveness of the YOT and contributions of partner agencies thereby ensuring accountability in planning and delivering key youth justice outcomes.

The Board is committed to a forward plan that requires innovative and solution focussed leadership which ensures that the priorities remain focused on issues of concern in our community and partners are actively seeking to achieve the goals through collaborative working and problem solving.

3. Resourcing and Value for Money

The Youth Offending Team is funded centrally and through the contributions of statutory partner agencies, in accordance with the Crime and Disorder Act 1998 with all funds being used to fulfil the delivery of youth justice services.

The current projected budget for 2019/20 budget:

Contributing Organisation	Amount £	In Kind
Youth Justice Board	£263,967	
Local Authority	£460,162	
Probation	£5,000	0.5 Probation Officer
Police		2 x full time Police Officers
CAMHS		4 hours CAMHS
NHS England	£97,000	
Total	£826,129	

The projected budget expenditure for 2019/20 is:

Staffing	£626,181
Employee related expenditure	£17,240
Central support services	£18,158
External services	£164,550
Total budget	£826,129

Given the financial challenges that all agencies are experiencing it is possible that during the lifetime of this plan, further financial cuts or reductions in payment in kind will take place. Hence the YOT management board will work collaboratively to keep reductions to a minimum and to ensure that a contingency plan exists to maintain the expected standard of delivery.

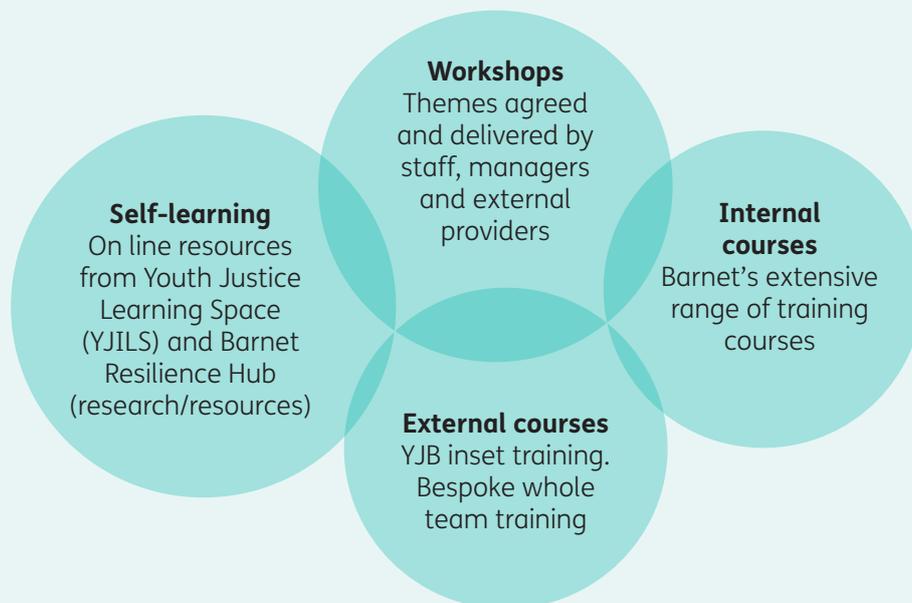
4. Staffing

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 vulnerable young people and their families.

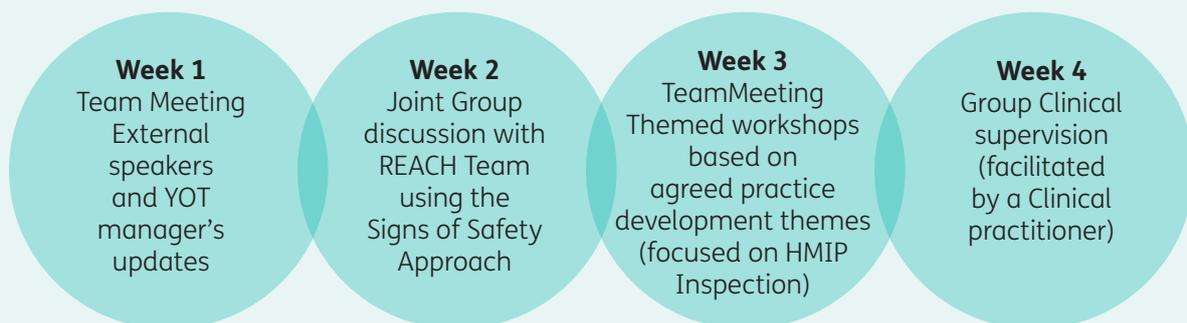
The YOT staff team is comprised of interim and permanent workers; it is important that recruitment is focused on ensuring only the highest calibre of candidates with relevant youth offending experience, knowledge and skills are appointed. Maintaining a high bar for recruitment has led to some challenges in securing a fully permanent workforce. The service will continue to drive creative recruitment campaigns that attract the high-quality workforce we endeavour to attain.

Staff have one to one supervision on a monthly basis, with performance review cycles taking place every six months.

A review of staff training needs has taken place and information gleaned from supervisions, performance targets and team meetings has been utilised to create a forward annual training plan that consists of:



To support this further, the YOT has developed a fortnightly Team Meeting, a joint supervision with the REACH Team once-a-month since 85% of the REACH Team caseloads are known to the YOS, with Group Clinical Supervision facilitated by the in-house Clinical Practitioner



Regular reviews and analysis of staff training needs will take place to ensure that there is continuity and that staff are able to enhance and develop their skills.

Highlighting good practice is reflected within supervision/appraisal and raised as a standing agenda item at team meetings.

Staffing (volume, gender and ethnicity)

The YOT currently has 18 staff members, comprised of a Head of Service, a Youth Justice Service Manager, 2 Operational Team Managers and 15 staff (one vacancy). There are also 20 volunteers and 1 sessional worker. (See Appendix 1 for YOT structure chart).

There are also two sessional workers and 10 volunteers. (See Appendix 1 for YOT structure chart). To promote joint strategic efforts of the YOT to prevent offending by children and young people, partner agencies from the Police, the National Probation Service, Education and Health have seconded their staff to work alongside the YOT. YOT currently has 2 full-time Seconded Police Officers from Metropolitan Police, 3 part-time Drug and Alcohol Workers from Westminster Drug and Alcohol Project, 1 YOT School Nurse who offers 2-day consultations with YOS cohort, 1 part-time Speech and Language Therapist both from National Health Service (NHS), 2 Educational Psychologists and half-a week Education, Employment and Training Adviser from BEETS.

Out of Court Disposals is delivered by the 0 – 19 Service, with the YOT actively involved in the disposal decision making as part of an OCD panel. YOT staff solely manage young people who are subject to court orders.

Case allocation uses a weighting system to ensure that staff are not unfairly burdened and to give them the opportunity to plan, be creative and maximise their skills. 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.

In terms of gender, there is a low percentage of male workers, represented by a total of 10, 2 Managers, 3 Staff, 1 Sessional Worker and 4 Community Panel Volunteers. The balance needs to be addressed, given that most young people convicted in the borough are male.

The ethnic breakdown of the YOT staff and partners includes 4 Asians, 14 White British, 11 Black British, and 1 any other ethnic group. The ethnic backgrounds of the team are reasonably representative of the young people we work with.

The volunteers comprise of 13 White British, 2 mixed ethnic background, 2 Black British, 1 Asian and 1 who has not declared his ethnic origin; more effort is needed for volunteers to reflect the ethnic diversity of the local population.

5. Partnership arrangements

The primary duty of the Local Authority and its statutory partner agencies (Police, Probation and Health) is to oversee and co-ordinate the provision of local youth justice services, with a shared objective to reduce offending and re-offending by young people.

Family Services

- new 0-19 Early Help Localities that work out of multi-agency 'Hubs' providing for a seamless and integrated prevention and early help services. The model aims to ensure services are located in schools and other settings children and families access, minimise duplication of effort and encourage joined up assessments and interventions
- the YOT will contribute to the model by attending weekly multi-agency Early Help Panels, to ensure young people at risk of offending, including First Time Entrants, promptly access diversion activities and young people stepping out of Statutory Orders are provided with appropriate support to reduce re-offending. Multi-Agency Partners from Police, YOT and 0-19 Early Help professionals attend the Joint Out-of-Court Disposal Panel Meeting held once-a-week to discuss Out-of-Court Referrals from the YOT Police, with a joint decision on the appropriate out-of-Court disposals for children and young people who committed less serious offence/s.
- Barnet's Vulnerable Adolescents Strategy 2018-20 sets out the borough's key priorities for tackling criminal and exploitation of children and young people. The creation of a Vulnerable Adolescents at Risk Panel (VARP) brings together multi-agency intelligence in respect of Child Sexual Exploitation (CSE), Harmful Sexual Behaviour (HSB) and Child Criminal Exploitation which enables effective risk management and coordinated disruption planning
- The YOT Serious Youth Violence Panel, Resettlement and After-Care Panel and the newly established YOT Multi-Agency Planning meeting feed risk and information into VARP, MAPPA, MARAC and IOM referrals and the Serious Incident Response Meeting (SIRM) which is activated each time a serious incident occurs, whether the young person is a victim or a perpetrator
- Practice Standards for Youth Offending have been developed incorporating the YOT and YJB National Standards 2019
- in 2019 the YOT will be re-locating to a new premise in which it will be co-located with the 'front door' for Children's Services enabling improved communication, joined up working and practice approaches

Police

- the MPS re-structure involves the creation of 12 Basic Command Units (BCU) The BCU's will then be divided into two teams
- Barnet MPS will join services to the boroughs of Brent and Harrow under one Chief Superintendent, allowing the Police to pool resources and save money; it may also create cross-borough working opportunities

- Barnet Police launched Operation Turning Point in July 2018 which is a deferred prosecution scheme. The trial focuses on control group of low level offenders who are offered tailor made programmes to help support desistance
- YOT and Children's Social Care have been working with the Police on a successful joint prevention venture at the Old Bailey 'No Knives, Better Lives; in which young people hear from speakers who have been directly impacted by serious youth violence (victim's parents, previous gang members, A&E surgeons)
- the relationship between the YOT and Police is strong. Communication and information sharing is effective and enables a shared approach towards risk and safety plans. A Detective Inspector, co-chairs the VARP

NPS/CRC

- The National Offender Management Service (NOMS) and the YJB have reduced Probation Officer provision to half a post. This impacts on the provision of general support i.e. knowledge, information sharing, case management and participation in the duty systems to the team
- positively, the YOT, NPS and CRC have an effective Service Level Agreement in place which supports a bi-monthly transitions panel for scrutiny of cases being transferred by the YOT and determines whether the young person should be transferred to NPS or CRC and the level of support they need; the process enables tailor-made handover processes to be put in place as required

Education

Barnet YOT continues to perform above the national average and Employment Training and Education (ETE) remains a key local indicator and is crucial to supporting and maintaining desistance.

- YOT operational managers have monthly ETE based meetings with the Pupil Referral Unit and other key education partners to advocate and support young people back into education
- Barnet YOT is currently co-located with BEETS, who work with 16+ NEET young people, focussing on those who reside in high crime areas. BEETS provide a dedicated member of staff one day per week, promoting joint work and ease of access
- a service level agreement is in place with the Virtual Schools which addresses the educational needs of young people on remand, serving custodial sentences and those who are being supervised in the community
- YOT has commissioned a part time Educational Psychologist (EP) to identify the learning needs of young people involved the criminal justice system supporting the development of dedicated strength based plans. YOT is planning to purchase access to an education/vocational programme to work with our vulnerable and high risk children and young people who are not in Education, Training and Employments

Preventative services

- the Targeted Youth Support Service (TYS) was the main provider of constructive and leisure based activities, provided by staff who are experienced in positively engaging young people. The YYS is joining with wider early help systems as part of the 0-19 locality based Early Help Service which will add further resource opportunities to deliver whole family, school and community based prevention activities
- young people and families can self-refer to holiday programmes and diversion schemes. The YYS provides one to one support to young people, creating bespoke group work where necessary
- Art Against Knives and Growing Against Violence are providing school and community based preventative programmes. AAK provides safe creative spaces for young people in their communities where support to develop self-esteem and healthy relationships can be delivered. RISE provides group work for young people engaged in violent relationships at home or in the community; YOT makes referrals to both services as appropriate

Health

There is much empirical evidence to support the impact of young people's traumatic life experiences on their offending behaviour. To address this:

- YOT has utilised the NHS England funding to support a Liaison and Diversion (L&D) Officer and a part time clinical practitioner who can undertake mental health screening and contribute to assessment and intervention activities
- Barnet's L&D officer has clearance to the Police custody suite. The programme is in its infancy but will be evaluated at six monthly intervals to highlight themes and areas to develop
- the Clinical Practitioner post is linked into the wider Integrated Clinical Service within Family Services allowing a broad context for managing child and adolescent mental health in the context of complex professional systems.
- Westminster Drugs project are co-located with the YOT once a week which facilitates access and joined up working

A Multi-agency Planning meeting coordinates approaches and ensures all children and young people coming into the Youth Justice System have one Multi-Agency Plan. This is to ensure the high quality and high impact clinical support for young people who are identified to have complex and mental health needs. The Multi-agency Planning meeting evaluates, oversee and contributes to the AssetPlus Assessment and Intervention Plans and ensures clear Referral Pathways to both internal and external services; it also reviews Actions and monitor good outcomes.

- Using the Signs of Safety Approach and Trauma Informed Practice, this Panel is chaired by the Head of Service or Service Manager, co-chaired by a Clinical Practitioner and attended by clinicians from CAHMS, SALT, L&D, EP and Substance Misuse Specialists. A representative from children's social care (REACH Team Manager), Police Early Help, Probation and other partners attend this meeting to contribute to the Multi-Agency Plan. If the case is open to the Social Care Team, the allocated Case Manager will attend alongside the allocated Social Worker to present the case.

6. Risks to future Delivery

The volume of young people committing offences in Barnet is decreasing, however they have a complex set of characteristics which requires staff who are sufficiently experienced and skilled in assessing and intervening to improve their lives.

Recruitment of permanent staff, and interims, who have the skill based required is proving a challenge and could create a risk to the quality of the service.

Reduction in NPS personnel could impact upon the future delivery of the service; alternative delivery models may need to be considered with statutory partners.

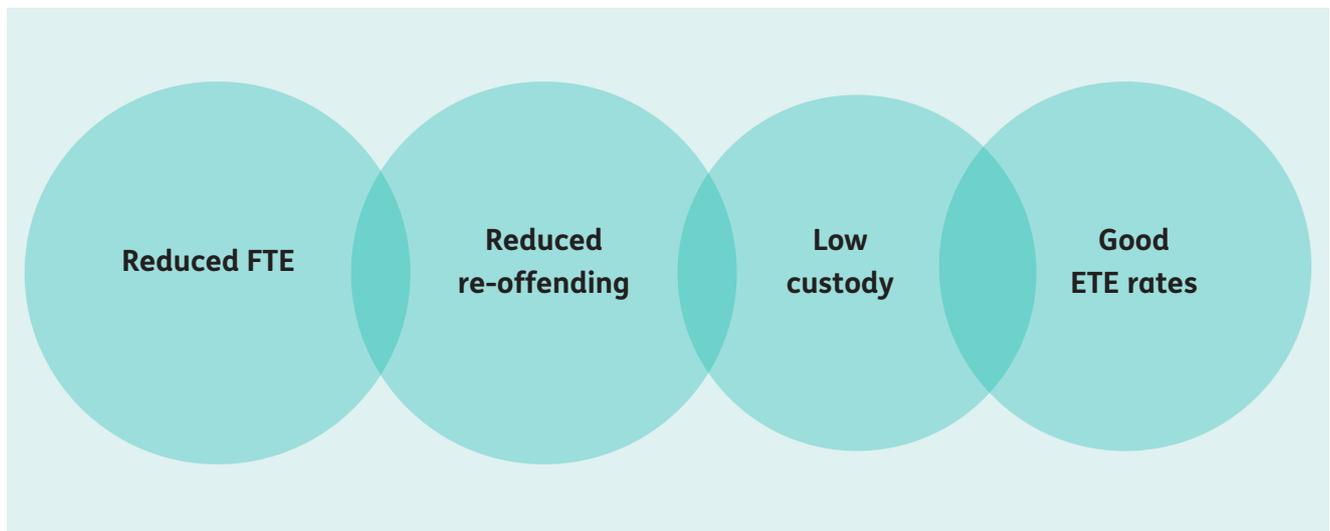
EP provision is funded through the Troubled Families Programme until March 2020; beyond this point alternative funding options will need to be considered.

The merger of the 2 Police Boroughs and Operational Turning Point may result in reductions in Police capacity to provide co-located support; alternative delivery models may need to be considered.

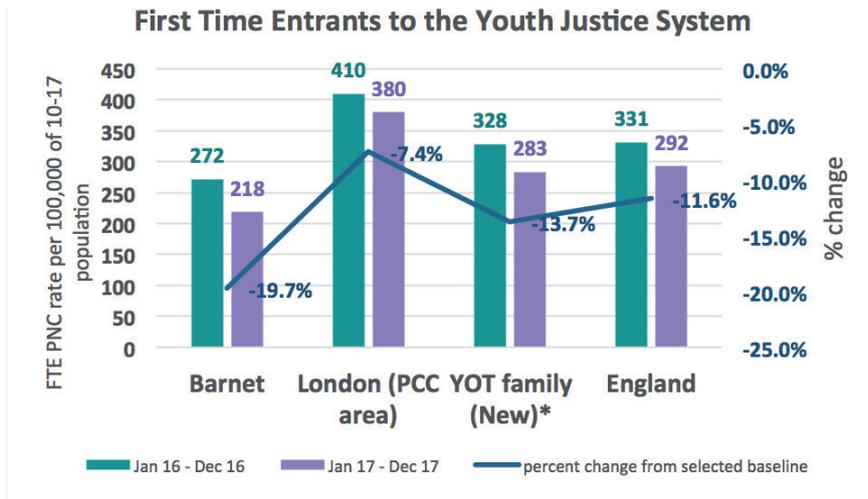
Council wide savings targets limit the potential for growth in areas such as the Restorative Justice Victim post which is part-time and therefore limits the potential to embed the model effectively into YOT work.

7. Performance data and overview for 2016-18

Achievements in 2016-18

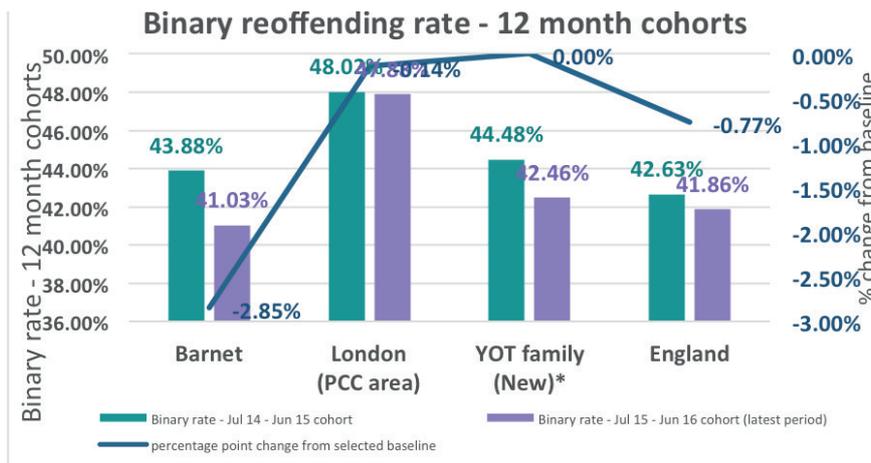


First time entrants



The latest performance info from the YJB for First Time Entrants (taken from PNC) shows a 25% reduction in First Time Entrants to the Youth Justice system, dropping from 293 in the period between January to December 2016, to 218 from January to December 2017.

Reduction in re-offending – Binary Reoffending Rate

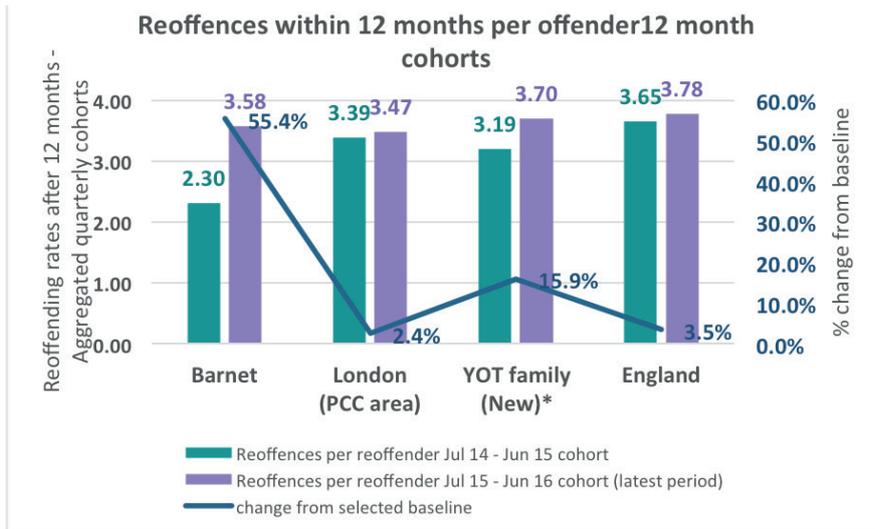


The YJB reoffending data calculates that the YOT’s binary reoffending performance for the latest period for April to June 2016 cohort was 46%, a 4% reduction from the equivalent cohort in 2015. This is just over 4% above the national average of 41.8%. However, the London average was 44.5%, with Barnet being mid-table in terms of reoffending performance in London, with 15 YOTs with higher rates and 15 YOTs with lower rates of reoffending.

The rate of reoffences per offender increased in the equivalent period in the previous year (tracking the April to June 2016 cohort for 12 months, using PNC data) from 2.3 reoffences per young person in the cohort to 3.6 reoffences.

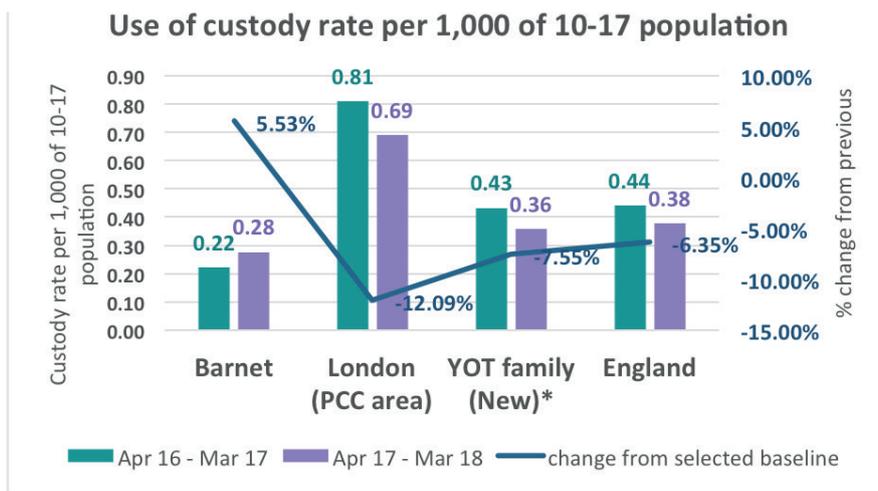
This was due to a relatively small number of young people committing a higher number of offences when they have reoffended.

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Rate of Custody



The latest performance information from the YJB shows that the rate of custody (young people sentenced per 100,000 of the youth population) has increased marginally (0.28 for the period April 2017 – March 2018 compared with 0.22 from April 2016 – March 2017). This is on a par with statistical neighbours, and the rate of change between the two periods.

Barnet’s custody rate continues to be lower than the national rate. The custodial sentences in the main related to serious incidents of which there have been two in this period.

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Across all four quarters of April 2015-March 2016, the binary rate of offending reduced by 2.9%, meaning that the proportion of young people in the tracking cohort who reoffended fell.

During the same period, London and England had stable rates of reoffending.

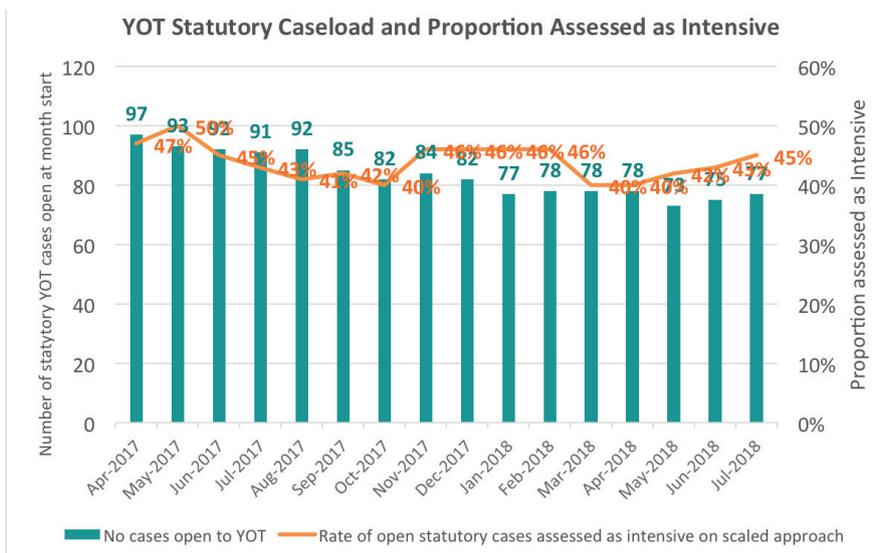
The rate of reoffences per offender increased in the equivalent period in the previous year (tracking the April to June 2016 cohort for 12 months, using PNC data) from 2.3 reoffences per young person in the cohort to 3.6 reoffences. This was due to a relatively small number of young people committing a higher number of offences when they have reoffended. The YOT has responded to this by tracking a primary cohort of young people. This enabled resources and interventions to be targeted to those young people who were causing the most concerns.

The decrease in re-offending is evident in our reducing caseloads. In April 2017 the average overall caseload was 97 and this decreased by April 2018 to 78. However, of seriousness of their behaviour is escalating as evidenced by the scaled approach levels. In 2016/17 30% of the caseload were assessed as being Intensive, with this rising to 40% by 2017/18.

The complexity of the cohort is also reflected by the increasing numbers of young people who are assessed as being gang affected. In 2016/17 this was 32% of the caseload with a risk to 49% by 2017/18. The vulnerability of this group is evidenced by the fact that 40-45% had contact with social care in some form.

Thorough assessments, partnership work and court confidence promotes our ability to support young people to access community based penalties, hence our custody rates have remained stable.

Rate of open statutory cases assessed as intensive on scaled approach



Disproportionality

Disproportionality is apparent in the latest figures relating to custody, with half of those sentenced to custody being Black or Black British. Further work to understand disproportionality across the whole piece is required in order to inform the strategy needed to address this.

ETE 2016-18

On a positive note, the ETE rate remains higher than the national average at 52% and the figure increases once those who are receiving up to 16 hours are included. In addition, the breach rate has remained static at 12 per quarter with a good overall successful completion rate of 88-90%.

The latest performance info from the YJB for First Time Entrants (taken from PNC) shows a 25% reduction in First Time Entrants to the Youth Justice system, dropping from 293 in the period between January to December 2016, to 218 from January to December 2017.

An Out of Court Disposal Pre-Panel has been set up which oversees the decision making. Triage and Conditional Cautions are now both given a minimum input of 3 months, to enable a plan of work to take place.

8. Performance Priority Plan 2018-20

Strategic Priority 1 – to prevent young people from offending

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.

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.

Barnet's Vulnerable Adolescents Strategy 2018-20, Priority 2 highlights that as an authority we are committed to ensuring that early help systems are effectively mobilised to enable multi agency interventions to be put in place. This will assist to build young people's resilience and prevent vulnerabilities from escalating into social or educational exclusion, neglect and abuse, thereby supporting them to desist from engaging in criminal activities.

To achieve this we will:

- continue to support and promote delivery of school based prevention programmes
- ensure young people are effectively engaged in multi-agency Early Help systems
- first time entrants are offered targeted and effective crime prevention and diversion interventions
- 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"



Strategic Priority 2 – to prevent young people from re-offending

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

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.

By incorporating the 8 key domains fully into practice it should contribute to the decrease in local re-offending and harm related behaviours. It will enable the team to focus on strengths based approaches which are in line with the Local Authorities resilience based model.

Appendix 2 shows the Desistance Action Plan 2018 which will be overseen by the management board and is based on the 8 areas identified below:

1. building professional relationships, effective engagement and re-engagement, evidence of genuine and collaborative working
2. evidence of engagement with wider social context, including family, education provider, peers etc
3. the active management of diversity needs
4. effectiveness in addressing structural barriers (exclusions, lack of resources etc)
5. creation of opportunities for change, participation and community integration
6. motivating children and young people
7. address young people’s sense of identity and self-worth
8. constructive use of restorative justice approaches

Strategic Priority 3 – To prevent young people from causing harm to 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 YOT’s should focus on in order to reduce the levels of harm committed by young people.

Our plan moving forward will consist of recommendations made by in the report, linked in with Barnet’s own Vulnerable Adolescents Strategy 2018-20.

We will achieve this by:

- collaborative partnership work to secure a shared understanding, commitment to the agenda and the creation of any necessary pathways
- identification, intervention and disruption to provide the focus for shared delivery
- 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
- commitment to reflecting Barnet’s Vulnerable Adolescents Strategy and the HMIP 2017 thematic inspection within the YOT team plan

Strategic Priority 4: Improving the lives of vulnerable adolescents

One of the principle aims of the youth justice system is to protect the welfare of the child.

Our plan moving forward will consist of recommendations made by in the report, linked in with Barnet's own Vulnerable Adolescents Strategy 2018-20.

- partnership work and a collaborative approach to keeping young people safe. Incorporating risk, clinical and vulnerable adolescent's panels
- working towards joint APIS processes with partners. Staff to be supported to evidence holistic family based approach and to work with 0-19 workers, REACH team and CSC to enable this further
- case audits will take place to ensure consistency and quality is being maintained. With training sessions designed to meet any identified needs
- work with young people to determine the best way to gather, collate, relay and respond to their views
- training for staff, partners and Magistrates to support their understanding trauma, vulnerability and exploitation
- development of Liaison and Diversion delivery
- strengthen the transitions arrangements to support young people at times of heightened vulnerability.

How will we evidence that the key prioritise are being met?

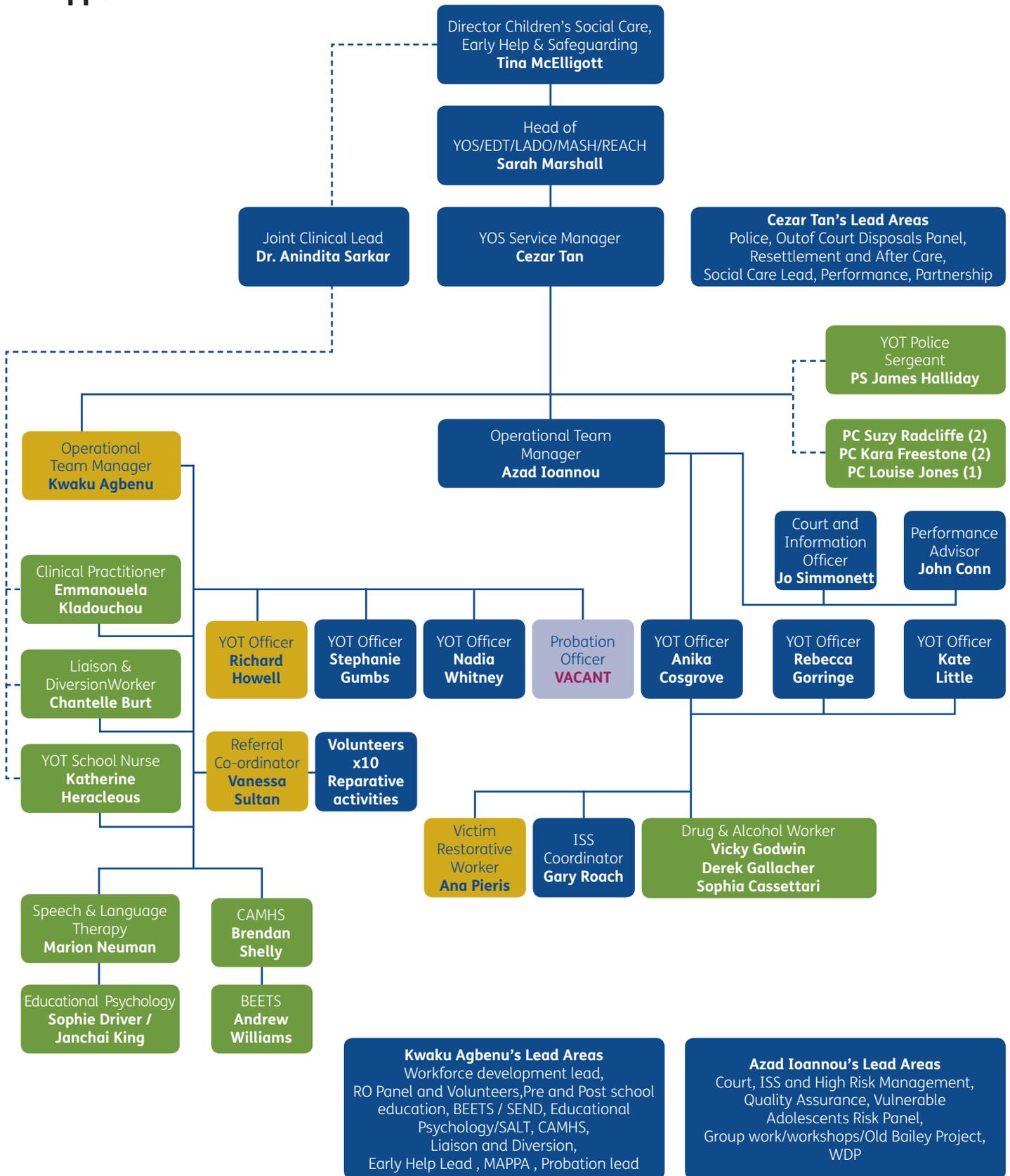
- reduction in Key Performance Indicators – evaluation of Operation Turning Point and impact on reducing first time entrants. Fewer young people committing repeat offences, reduction in our already low custody rates. Reduction in serious incidents
- increase in Liaison and Diversion contacts and referrals. 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
- evidence of greater engagement with diversionary specialist and diversionary activities
- increase in the number of young people in education, training and employment
- evidence that staff have received the necessary training to equip them with knowledge and skills they require to work in a desistance based way
- evidence from observations, QA, audits which show improvements in quality of assessments, interventions and delivery
- reduction in breaches and an increase in the number of successfully completed conditional cautions and court orders
- reduction in harm related offences, particularly the carrying of weapons, dealing drugs and violence against the person offences
- reduction of the amount of young people who go missing or who are referred to Children Social Care
- evidence of embedded and effective YOT complex case, clinical and partnership panels which supports the reduction of serious incidents
- evidence of an embedded and effective VARG group which support the reduction of serious incidents
- increased referrals to National Referral Mechanism and MOPAC gang's diversion scheme
- partnership support and development of a transitions strategy which reduces 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 YOT 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

Tina McElligott	Director of Children's Social Care, Early Help & Safeguarding.	Chair of YOT Management Board
Sarah Marshall	Head of Youth Offending Service, REACH, LADO, MASH and EDT	London Borough of Barnet
John Hooton	Chief Executive Officer	London Borough of Barnet
Chris Mundy	Strategic Director for Children and Young People	London Borough of Barnet
Kay Wise	Acting Detective Chief Inspector	Metropolitan Police Service
Mike Herlihy	Chair of the Youth Bench	Willesden Youth Court
Claire Ansdell	Head of the National Probation Service	National Probation Service
Deian Abankwa	Joint Senior Children and Young Person's Commissioner	CCG
Luke Kwamye	Lead Commissioner	Public Health
Alison Dawes	Head of Service	Education
Kiran Vagarwal	Head of Community Safety	Community Safety

Appendices

Appendix 1



Agency
Permanent
Partners

YOUTH OFFENDING SERVICE
STRUCTURE CHART
OFFICE NUMBER: 020 8359 5535

Appendices

Appendix 2

Barnet Youth Offending Team Desistance Action Plan – 2018 - 2020

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	Young person's voice to be clearly heard throughout the assessment and self-assessments/learning styles questionnaires to be incorporated into whole APIS process.	Co-produce young people's contribution to induction, review and exit work, incorporating AssetPlus.	YOT	February 2020
	Increasing the volume of referrals to other agencies to allow young people and their parent carers to address key issues and helping to reduce any barriers to their attendance.	Starter information to be revised to be more user friendly and include personal safety/diversity assessment information.	YOT with partners (Police/WDP/0-19/BEETS)	February 2020
	Quality assurance framework to be adapted to ensure that needs around relationships and engagement have been highlighted.	Current QA process to be reviewed and developed.	Youth Justice Manager	January 2020
	External QA process to be created to ensure effective oversight.	Identify external auditor from Family Services and upskill.	Operational Director	January 2020
	AssetPlus – performance themes linked to factors for and against desistance to be Analysed and the findings used to promote future training and practice delivery.	Data set to be established and process for developing and highlighting themes. QA procedure to be improved to fully capture desistance information.	Youth Justice Manager	January 2020
	Training plan to focus on trauma informed principles. MI and models of incorporating strengths based approaches.	Training plan to focus on trauma informed principles. MI and models of incorporating strengths based approaches. Work with partners to train and support staff in delivery.	Family Services Clinical lead. CAMHS, EP	September 2018 onwards

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 and intervention planning	Clear, young person friendly information from the beginning so young person know what they need to do but also what they can expect from professionals.	Use SALT and EP specialists to ensure information is pitched correctly.	SALT/EP/YOT	November 2018
	Developing a young person induction process that involves relationship building approaches and activities.	Create clear induction process for young people that involves written info, introductions to key staff, tour of building, finding out significant factors that may impact on engagement.	YOT Operational Managers	February 2019
	Use of community based hubs and local libraries as well the YOT office thus promoting relationship building, engagement and access to the amenities in the local area.	Create clear induction process for young people that involves written info, introductions to key staff, tour of building, finding out significant factors that may impact on engagement.	0-19/ Libraries Youth Justice Manager	May 2019
	Intervention plans to be co-produced and tailor made to the individual, with all parties signing to confirm their shared agreement.	Evidence of creativity in terms of locations and activities whilst still addressing relevant factors.	Partnership with Art against knives, RISE	May 2020
		Purchased resources/training and work with partners.	YOT to purchase	Ongoing
		Reviews chaired by managers to oversee quality and progress – new tracking process to support this.	Operation managers	December 2018
	Parent/carers and relevant professionals to be fully involved in the work from the beginning and the young person to determine how these views are incorporated into their plan.	Parent to have similar induction programme and view sought consistently and evidenced in planning/reviews/exit.	YOT operational managers	February 2019
Analysis of parental self-assessments to inform staff training.		YOT performance officer/ operational managers	February 2019	
Exit and transitioning	Process to be developed to encompass those transitioning to and from custody, on and off court orders, transferring to and from our team to others (including caretaking arrangements).	Local transitions plan to be created with partners based on the new YJB National Standards and incorporated into local protocols.	0-19 managers YOT/NPS/ CRC	March 2019
	Transitions from custody to consider Family Group Conference at the half way point and the agreements incorporated in the custody review framework.	Protocol to be agreed.	Family group conference managers/ Youth Justice Manager	March 2019
	A recording template will be devised specifically for transitions to ensure that all aspects are addressed.	Use information to inform future practice.	YOT	March 2019

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

Target Area	Desired Outcome	Actions	Action owner	Target completion
	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 IP to evidence voice of the child and info from AssetPlus to enrich learning and development.	YOT performance officer/YOT ops manager	Include in supervision template by Sept 2018
	ETE pathways to support desistance and incorporated into intervention planning and delivery.	Partnership work to secure access to ETE provision and evidence decrease in NEET figures.	YOT/BEETS/ Education	May 2019
	Home and visits as part of induction.	Frequency of home visits to be set within supervision and reviewed accordingly.	YOT operational managers	November 2018 and ongoing
	Use of time lines and chronologies to draw out significant life events and influential people and for IP to consider how to develop these.	All staff to be trained in chronologies/ time lines and utilised this as PSR or induction stages.	CSC/YOT	March 2019
	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.	YOT Ops manager, WDP, Police, BEETS, PRU	March 2019
	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.	Youth Justice Manager	February 2019

AIM 3: The active management of diversity

Target Area	Desired Outcome	Actions	Action owner	Target completion
	YOT Management Board members to be supported to think about how to plan around and locally implement the relevant Lammy Review 2017 recommendations.	Use data to understand extent of disproportionality and in which areas.	All partners YOT performance officer	May 2019
	Staff diversity training to develop understanding of how to incorporate into practice.	Training, resources to be purchased.	Youth Justice Manager	February 2019
	Parent/carers to be supported to understand and express any diversity issues.	Incorporate partners such as police/MH services to highlight issues.	Police YOT	May 2019
	Transition and exit plans to highlight any diversity needs and how they need to be addressed and monitored.	Purchases resources to support direct work with young people. Incorporate partners such as police/MH services to highlight issues.	YOT	February 2019

AIM 3: The active management of diversity

Target Area	Desired Outcome	Actions	Action owner	Target completion
	Work with courts to understand key aspects of Lammy review 2017 and how we can locally monitor and address relevant issues.	Incorporate partners such as police/MH services to highlight issues. Incorporate training into court improvement plan.	YOT/Police/Court	May 2019
	Staff and young people to be supported to co-produce work around Lammy review and what can be addressed at local level and how.	Distinct project to be set up.		February 2020
	QA and audits to review progress and draw out training themes.	Training to be provided to meet identified needs.	YOT/CSC/Police	May 2019 and ongoing

AIM 4: Effectiveness in addressing structural barriers (exclusions, lack of resources etc)

Target Area	Desired Outcome	Actions	Action owner	Target completion
	Utilising YOT management board to understand the issues and to take joint responsibility in advocating for changes.	To be co-ordinated and led by the Operational Director who chairs the management board.	Operational Director and all partners	February 2019
	To work with key influential figures (Magistrate head and court manager, Local Authority link Headteacher who has path into Headteachers), representatives from NHS England, representatives from YJB, Police seniors etc.	SLA's to all be reviewed Progress to be reviewed by Management Board.	Schools, youth court and statutory partners Youth Justice Manager	May 2019 and every six months thereon
	To explore how to exert more influence on shared issues and reduce costs by working as a consortium with other boroughs.	Work with Brent/Harrow in relation to shared court (AA/ occasional court etc).	Youth Justice Manager	February 2019
	To develop relationships and service level agreements with organisations that will promote and support the work of the youth offending team.	Recruiting, training and supporting more volunteers.	YOT ops manager	Ongoing

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

Target Area	Desired Outcome	Actions	Action owner	Target completion
	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.	YOT ops manager/ RO co-ordinator	February 2019 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.	YOT ops manager/ RO co-ordinator and community groups	February 2019 and ongoing
	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.	Operations managers/Youth Justice Manager	February 2019
	Allowing young people to full 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.	YOT officers/ Ops managers/ specialists – WDP/ EP/Police	February 2019 and ongoing
	Staff and managers to respond to any issues highlighted within 24 hours in order to assist in resolving issues quickly and enabling a desistance based approach.	Protocol to be created.	Youth Justice Manager	May 2019
	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, Bridging the Gap which are all designed to develop self-confidence/esteem and link with ETE. Create protocols where necessary.	Youth Justice Manager/ops managers EP service/ SALT service and specialist services	
	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.	YOT managers and performance officer	November 2018 and ongoing
	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).	YOT ops managers	November 2018 and ongoing

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

Target Area	Desired Outcome	Actions	Action owner	Target completion
	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 aims from beginning of order and young people encouraged to think about how to achieve this in IP. Engagement/MI strategies to be utilised.	YOT managers and staff	November 2018 and ongoing
	Exit strategy via the 0-19 hub to ensure that young people remain linked into the local community and they're supported to maintain motivation to desist.	Embed 0-19 panel as part of exit planning for those on licence/ coming off remand/on court orders who need more support. Process to be agreed.	Youth Justice Manager/Early Help manager	May 2019

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	Youth Justice Manager	September 2018
Improved engagement with ETE, health, constructive activity	Young people supported and encouraged to contribute to their own plans, with praise and reward methods established to improve relationships and esteem.	Review IP tools to enable greater engagement (utilising SALT/EP/ YOT staff) Working as a team to establish reasonable rewards to mark progress	Team	Feb 2019
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	Youth Justice Manager/team	December 2018
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	Review transition arrangement with NPS/CRC but also step down from YOT process	Youth Justice Manager/NPS/ CRC/social care/ custodial facilities	December 2018

AIM 7: Address young people's sense of identity and self-worth

Target Area	Desired Outcome	Actions	Action owner	Target completion
	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 six monthly intervals and finding disseminated and used in training.	YOT managers	April 2019 and ongoing
	Maintain good relationships and information sharing with other agencies including CAMHS and incorporate information into assessment.	Outcomes of clinical panel to be reviewed after 12 months – including partners evaluations.	YOT performance officer/specialist partners (WDP/CAMHS/EP/SALT)	August 2019
	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 necessary.	Staff training. Review and purchase resources. Create pathways to access provision.	Youth Justice Manager Clinical partners and management board	August 2019

AIM 8: Constructive use of restorative justice approaches

Target Area	Desired Outcome	Actions	Action owner	Target completion
	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 and RO to start group work to support understanding of RJ.	Victim worker/ops manager Victim Liaison Service	October 2019
	Parent/carers to be encouraged to understand and promote RJ and to support their young person to engage in any programme of work.	Explore potential of parenting groups.	Victim worker/Ops manager Victim Liaison Service	October 2019
	Group work to enable young people to think about RJ based activities and to support locating, setting up and participating in a project.	Engage young people in sourcing and setting up reparation.	Victim worker/Ops manager Victim Liaison Service	July 2019
	Volunteers and YOT staff to receive RJ training and support to think about how to positively incorporate it into practice.	Recruit, train and supervise volunteers.	RO co-ordinator and ops manager	Ongoing every six months