

Barnet Youth Offending Partnership Youth Justice Plan 2014/16

Summary

The YOT has five strategic priorities, measured in the following ways:

- 1 **Reducing Reoffending:** Offending rate falls, especially for pre-court population, seriousness of offences committed decreases, numbers of young people in ETE increases, number of custodial sentences decreases
- 2 **Protecting the Public:** Case audits, absence of serious incidents, number of high risk young people decreases
- 3 **Protecting the Child or Young Person:** Reduction in numbers of young people judged to be of high vulnerability, case audits, absence of serious incidents
- 4 **Ensuring that the sentence is served:** Case audits, increased compliance and reduced number of breaches, increased number of satisfactorily completed orders
- 5 Including the **voice of young people** as offenders and victims: Increased number of victims engaged in RJ, case audits show victim perspective

It will also seek to strengthen outcomes achieved by the YOT partnership with the follow agencies, measured in the following ways:

CAMHS:	Increased numbers of referrals to CAMHS
SALT:	Numbers of referrals to Speech and Language Therapy
Health Screening:	Numbers of young people receiving a physical health screening, all to be registered with a GP
Health/Ed Psych:	Protocol to be in place between health and Ed Psych
YPDAS:	All cases with ASSET score of 1 referred for drug treatment
Police:	Increased number of interventions delivered to YOT young people, reduced reoffending in FTE cohort
Probation:	All cases transferred in a timely manner at 18
Children's Social Care:	YOT/CSC protocol in place with improved joint work
ETE:	Increased numbers in Education Training and Employment (ETE)
Court:	Sustain positive feedback from the Court by continuing to provide a good service
Community Safety:	Timely completion of MOPAC returns; effective joint work around new ASBOs
Targeted Youth Service:	Improvements in delivery of out of court disposals; reduced numbers of FTE reoffending
SERCO:	No outstanding curfew violations
Appropriate Adults:	All young people have an AA at point of arrest

1 Introduction

A whole service review of the YOT structure and governance arrangements was carried out during 2013/14 in consultation with staff and partners. The wide-ranging review considered whether the current YOT structure was fit for purpose as well as the feasibility of a cross borough re-organisation of services together with Court partners Harrow and Brent. It also included a comprehensive review of the membership and terms of reference of the YOT Management Board known as Youth Justice Matters.

Areas for development were identified and a robust improvement plan devised which incorporated preparation for HMIP inspection and an internal structural re-organisation.

The HMIP inspection took place between 23 and 25 June 2014 and found that there had been a significant improvement in performance in all aspects of the work of the YOT since the previous inspection in September 2011. The report confirmed that HMIP "*have confidence that Barnet has a well performing YOT.*" (Appendix A - HMIP Short Quality Screening of youth offending work in Barnet (SQS)). HMIP noted that these improvements have been delivered in a very challenging environment against a backdrop of increasing gang-related activity in the borough as evidenced by 5 Community Safeguarding and Public Protection Incidents (CSPPI) during 2013.

This annual plan seeks to build on the progress already achieved by consolidating and embedding the good practice which has been evidenced whilst seeking to further develop a strategic and operationally integrated response to those young people who are gang-affected or at risk of child sexual exploitation.

2 Governance

A comprehensive review of the membership, terms of reference, governance and reporting arrangements for the YOT Management Board has been undertaken and improvements implemented. Membership is now at an appropriately senior level with statutory partners in regular attendance. The strategic priorities for the YOT partnership are underpinned by the four core HMIP inspection criteria.

Newly configured and more robust governance arrangements have strengthened links with both Community Safety and the wider Children's Service including Children's Social Care and Education and post-16 partnerships. The remodeling programme has been informed by 'Modern Youth Offending Partnerships' and 'Partners in Crime', in addition to the criteria for HMIP judgments under the governance module of the inspection programme. A rolling programme of induction takes place with new Board members.

The Management Board has agreed the following principles of effective governance:

- a. Broad strategic thinking which goes beyond criminal justice objectives
- b. Strong productive relationships with board members willing to challenge each other

- c. Problem-solving culture across all agencies
- d. Good performance data, national and local
- e. Sub-groups working on joint issues
- f. Shared resources
- g. Induction for board members

The YOT Management Board reports to the Safer Communities Partnership Board, the Children's Trust Board and the Barnet Safeguarding Children Board. (Appendix B - YOT Management Board governance and reporting arrangements). In addition, the Chair of the YOT Management Board holds bi-annual briefings with the Chief Executive. The Serious Youth Violence and Gangs Strategy Group (SYVGSG) is a sub-group of the YOT Management Board which is driving Barnet's response to the increased seriousness of gang-related activity. Two operational groups report to the SYVGSG, one is the Gangs and Serious Youth Violence Panel (GSYVP), and the other is the Keeping Young People Safe (KYPS) in and around Burnt Oak project board. The Chair of the YOT Management Board attends the Safer Communities Partnership Board and also the Children's Trust Board. The Head of YOS and IFF attends the Safeguarding Children Board.

3 Strategic Priorities for the YOT Partnership

3.1 Reducing Reoffending

Reducing reoffending by children and young people improves their life chances and creates a safer community with fewer victims of crime.

The YOT Partnership will consider the initial findings of the analysis of reoffending data (see below) and draw up a 12 month action plan for review in 6 months' time.

- Look at the pre-court and custody cohort to review interventions and improve their effectiveness
- Review programmes of intervention for 17 year olds and improve their effectiveness
- Examine exit strategies for the 17+ group
- Explore the reoffending programmes of intervention for young people identified as being in the black/black British group to ascertain whether there is effective engagement and that these interventions are meeting criminogenic need
- Examine programmes of intervention addressing drug offences, violence against the person and robbery
- Explore assessment practice, particularly why 5 young people who went on to offend prolifically were not initially assessed as requiring intensive intervention and why 4 who did not reoffend were assessed as requiring intensive intervention
- Audit those cases where young people commit a further offence within one month, to ascertain whether any review was conducted to modify the level of intervention, once the further offending began
- Review the QA system to ensure processes are in place to check that assessments are of sufficient quality, trigger the appropriate level and type of intervention and that reviews are carried out quickly on those who reoffend early

3.2 Protecting the Public

Effective risk management protects the public from the harm caused by serious youth violence and organised gang-related crime and reduces the impact of harmful offending on the local community. The YOS will robustly supervise children and young people towards the successful completion of their court order aiming to achieve a reduction in the risk they pose.

- Staff and managers will ensure that all assessments and plans are reviewed when there are significant developments in the circumstances of the children and young people under supervision
- Monthly case audits will ensure continuous quality assurance of risk assessments, plans and interventions
- The absence of any further community public protection and safeguarding incidents (CPPSI) will evidence continued effective practice
- Effective management oversight will be sustained and will ensure that the assessment of risk is accurate and timely
- Effective management oversight will continue to ensure that the plan to manage identified risk is robust, achievable and being implemented

3.3 Protecting the Child or Young Person

Children and young people who are involved in offending or at risk of offending are often victims of abuse or neglect. They are also often likely to take part in risky behaviours such as drug taking, alcohol misuse, or inappropriate sexual activity which can make them vulnerable to sexual exploitation. They may also be affected by poverty, inconsistent parenting, reduced educational opportunities and mental health problems. The YOS will take action to reduce their vulnerability and keep them safe.

- Staff and managers will ensure that all assessments and plans are reviewed when there are significant developments in the circumstances of the children and young people under supervision
- Monthly case audits will ensure continuous quality assurance of assessments of vulnerability, plans to reduce vulnerability and interventions
- The absence of any further community public protection and safeguarding incidents (CPPSI) will evidence continued effective practice
- Effective management oversight will be sustained and will ensure that the assessment of vulnerability is accurate and timely
- Effective management oversight will continue to ensure that the plan to manage identified vulnerability is robust, achievable and being implemented
- The YOT and its partners will achieve the early identification of children and young people who are vulnerable to sexual exploitation
- Joint protocols with children's social care will be implemented which prevent the offending of Looked After Children, safeguard those affected by gang activity and manage children on remand

3.4 Ensuring that the sentence is served

The likelihood of successful outcomes from the sentence is increased by good quality engagement with the child or young person and their family to ensure compliance with their sentences. Compliance ensures that attention can be given to their health

and well-being, education, training, employment and other needs. Effective management and partnership work increases the likelihood of successful outcomes from the sentence.

- Maintain high levels of engagement and compliance by young people subject to supervision by sourcing and using interesting and relevant resources and adapting material to suit different learning styles and needs
- Consistent application of the compliance and enforcement policy to ensure successful completion of supervisory sentences
- Monthly case audits evidence sound judgements by case managers in the application of the compliance and enforcement policy
- National Standards auditing monitors performance annually

3.5 Including the voice of young people and victims

Many victims of youth crime are also children and young people. Many young offenders are also victims of crime. In order to be effective, the delivery and design of services which have an impact on young people as both offenders and as victims, and on victims more generally, needs to be shaped by an understanding of their perspective.

- Close collaboration between the Voice of the Child Coordinator, Restorative Justice Coordinator and Victim Support to increase the numbers of young victims who feel safe enough to contribute to restorative justice interventions
- Reviewing the feedback obtained during a YOT service user study and using it to influence and design YOT programmes

4 Structure

The reconfigured YOT structure was implemented on 1 April 2014 and includes the newly developed post of Youth Justice Manager. The proposal being considered under the wider Children's Service consultation is for this post to be managed by the Head of Youth and Family Support who will report to the Assistant Director Early Intervention who is also Chair of the YOT Management Board.

An expanded Referral Order, Reparation and Volunteer Coordinator post will deliver improvements in reparation programmes; develop work with victims thereby increasing victim engagement and satisfaction as well as the number of young people undertaking restorative justice interventions; and will make more consistent use of volunteers for Referral Order Panels, and to support Intensive Supervision and Surveillance and reparation activity. (Appendix C - Barnet YOT structure chart).

Barnet Children's Services are undergoing a Transformation Programme for implementation in April 2015 which will ensure fully integrated, joined-up assessment, planning and intervention for all of Barnet's children and young people. Consultation is currently taking place on the proposal to bring together the YOT, Targeted Youth Service (TYS), and Intensive Family Focus Service (IFF) under a newly designed Youth and Family Support Service. (Appendix D - LB Barnet Youth and Family Support Service proposed structure).

This provides an opportunity to apply the lessons of effective YOT practice to a wider service with a relentless focus on early and targeted intervention. The Youth and

Family Support Service will be commissioned by the YOT to deliver specific interventions which support YOT strategic priorities.

The YOT has been operating from a number of sites across the borough which is challenging and impractical for a small service. An accommodation review has identified new premises for the YOT and a number of key partners including police and health. This co-location of services will further enhance delivery of youth justice interventions for service users.

5 Resources and Value for Money

A detailed description of how the YJB Good Practice Grant will be used in accordance with requirements set out in the conditions of grant letter is contained within this plan and in the attached costed plan. (Appendix E - Costed Plan for LB Barnet). Also attached are tables showing cash, staffing and in kind contributions made by local partners. (Appendix F - Staffing Tables)

6 Partnership Arrangements

6.1 Health

Links between the health and justice agendas have been strengthened centrally and replicated locally. Barnet's Clinical Commissioning Group (CCG) attend YOT Management Board meetings and have worked closely with the Youth Justice Manager and YOT Management Board Chair to address the health needs of YOT service users. The commissioning strategy will develop an integrated model promoting early intervention and YOT caseworkers will further develop the skills, knowledge and confidence to identify and refer young people.

6.1.1 CAMHS

CAMHS are providing two sessions per week for YOT clients delivered at YOT premises. This service provision is included in the provider specification and a YOT representative will be part of the CAMHS Core Group. The staff support and outreach model being provided by the two psychologists is already having a significant impact on the level of engagement by YOT clients and is facilitating referrals into mainstream CAMHS services.

6.1.2 Forensic Services

Health commissioners are in discussion with NHS England about the provision of a forensic service to YOT clients. Ahead of these discussions being finalised, the Clinical Commissioning Group (CCG) will spot commission forensic services for those young people in current need.

6.1.3 Speech and Language Therapy Service

The YOT now benefits from a SALT service which includes children and young people up to the age of 19. The specification states that the service will be required to work with current and undiagnosed young people in the YOT with a target for referral to treatment of 4 weeks which is in line with the service for Looked After Children. A similar model to that undertaken by CAMHS is being provided at YOT

premises and SALT therapists will work closely with CAMHS psychologists.

6.1.4 Physical Health Screening

Ongoing discussions are taking place with Public Health commissioners to address physical health screening issues and to ensure that all young people receive their entitlement via the Child Health Programme. YOT young people are more likely to have missed out on the universal health screening programme delivered via the schools nursing service due to interrupted education. This gap in meeting their needs is acknowledged and a solution under development.

6.1.5 Referral Pathways

Information has been provided on GP registration from NHS Shared Business Services together with a list of dental and optician services in Barnet. It may be possible to develop a preferred provider for dental and optician services in due course.

6.1.6 Drug and Alcohol Screening and Treatment

The current service is commissioned from the Tavistock and Portman NHS Foundation Trust and delivered by the Young People's Drug and Alcohol Service (YPDAS). YPDAS and the YOT have a memorandum of understanding (MOU) in place for this targeted service and there is regular review of working arrangements and referrals. YPDAS also attend the monthly Gangs and Serious Youth Violence Panel to provide expertise on drugs and/or alcohol use as well as contributing to planning around individual young people. There is a need to develop a strategic and treatment response for those young people who are not only using substances but who are carrying or supplying substances as part of an organised network of business activity with the associated safeguarding concerns. The service manager will be attending the YOT Management Board to discuss future work and to provide expert advice on this particular strand of substance-related work.

6.1.7 Educational Psychologist Provision and Assessment

A Joint Working Protocol is to be agreed with LBB Education Psychology Service.

6.1.8 Future Plans

- Possible co-location of some health services when the YOT moves to new premises
- YOT inclusion in the Joint Strategic Needs Assessment (JSNA)
- Possible work around liaison and diversion activity if central funding becomes available
- Commitment to early uptake of the revised ASSET Plus health screening tools

6.2 Police

The YOT Management Board is regularly attended by a senior police officer who is committed to the work of the YOT partnership. The YOT is fully resourced with two FTE police officers and work has been ongoing throughout the year to ensure that

the most effective use is made of their time. Barnet has valued the support of the Metropolitan Police Youth Justice Central Support team in ensuring that the Police/Youth Justice partnership is effective and implements the recently published Role of Police document.

YOT Police are not located at YOT premises which means that the benefits of multi-agency working and effectiveness of information sharing are diminished. There is a commitment to co-location in the future and whilst new premises are being refurbished, Police and YOT staff have devised robust processes for information sharing via a 'Daily Briefing' which is circulated to all YOT staff. It contains information about outstanding bail to return dates; arrests/cautions in the previous 24 hours and circumstances surrounding the incident; disposals for the arrests and bail conditions; relevant missing persons information; details of overnight custody cases including bail conditions; and any relevant information from schools officers in relation to YOT clients. Information is transferred to the YOT database. This daily briefing practice is being monitored by the Metropolitan Police as it is seen as an example of good practice which may be rolled out more widely.

A revised, updated information sharing agreement has been written which will enable PNC information to be shared in support of the YJB's Reoffending Project.

In addition to delivering out of court disposals, YOT police deliver individual pieces of intervention with young people on statutory orders. These include sessions on stop and search, knife crime prevention and awareness and joint enterprise. YOT police also assist with overseeing police reporting for those on ISS timetables and are involved in the induction process, meeting all YOT clients during the early stages of their supervision. Future work is planned to involve police more regularly in breaches, home visits and supporting resettlement after release from custody.

6.3 Probation

Probation representatives attend the YOT Management Board and when the CRC private providers are in place they will also be invited to join the Board. The YOT seconded Probation Officer and the YOT Operational Manager have been fully engaged with NOMS via workshops to support staff through the Transforming Rehabilitation programme. The YOT Partnership welcomes the news that there is no plan to withdraw secondees from YOTs and that the current secondee will be remaining in post at least until April 2015.

A Senior Probation Officer has been seconded to the community safety team for 12 months as part of the strategy to develop Integrated Offender Management (IOM). Her role involves increasing the IOM cohort to include domestic violence and serious gang-related offending; devising an offender management strategy for the borough; monitoring IOM performance; supporting the IOM partnership chairing monthly IOM panel meetings. It is anticipated that the appointment will facilitate joined up work to tackle reoffending in the borough although the processes for transition from the YOT to Probation are already established and working well.

6.4 Children's Service

Children's Social Care and the YOT work closely across a range of work including looked after children, fostering, child in need, leaving care, remands, safeguarding,

housing needs assessments and responding to vulnerable gang affected young people and their families.

A strategic remand tasking group manages all aspects of the remand agenda and is responsible for highlighting risks in relation to the potential budget shortfall. This group has expanded its terms of reference in the last quarter and has evolved into a joint YOT/CSC strategic planning group to include development of a refreshed joint YOT/CSC protocol in the light of legislative changes and the need for improved joined up working around gang affected young people and sexual exploitation. Joint work has been informed by learning from the cluster of CSPPI cases during the Summer of 2013 and will be further informed by learning from a cross borough Serious Case Review involving the death of a gang affected young person at the end of last year. Themes from these cases have been presented to colleagues across the children's services partnership via learning workshops and presentations to senior managers as well as to YOT staff. A series of actions have been implemented and the absence of any further incidents in 2014 would indicate that this work has been effective.

The Safeguarding Children Board's Annual Report containing priorities for 2014/15 includes a focus on child sexual exploitation, neglect, domestic abuse, and e-safety. The YOT is fully engaged with the Board's work programme.

6.5 Education, Training and Employment

Barnet evidences strong performance in assisting young people to engage in education, training and employment. ETE performance remains a key local indicator as it is recognised as being fundamental in enabling young people to move away from an offending lifestyle.

The YOT has established an effective working relationship with the "Working Links Moving On Project" and this is delivering positive outcomes for some very challenging young people. This includes one to one work around identifying and supporting young people into suitable provision. The specialist post-16 team Barnet Employment Education Team (BEET) provides access and support to a range of provision.

6.6 Court

A revised Court protocol is in place and has been signed off by Court partners. There is good liaison between YOT and Court staff and the YOT Management Board benefits from the attendance of the former Chair and Deputy Chair of the Youth Bench.

6.7 Victims

There is a menu of work to develop and improve this area.

Starting in September 2014, Victim Support will provide YOT clients with a rolling programme which increases their awareness of the victim perspective. This will be delivered at the start of their periods of supervision.

The parents of a female victim of female violence attended a YOT team meeting. The exercise was mutually beneficial, keeping the victim's perspective central, and providing the victim's mother with an opportunity to express her feelings and to feel listened to. Following this a YOT police officer delivered a lesson in their home to her children on personal safety. The victim's mother has agreed to assist with the making of a film about their experience which will be used in sessions with offenders. It is also possible that the victim's mother will train to become a Referral Order Panel member.

The RJ Coordinator has designed a leaflet for YOT young people to introduce the principle of restorative justice at the outset of their Order. This will not only explain the concept of RJ but will include the expectation that an RJ conference will happen during the Referral Order. The plan is to introduce the victim to the conference at the review stage if the victim is ready and willing to participate. The RJ Coordinator will work with both the victim and the offender to prepare them for this.

6.8 Community Safety

Closer strategic linkages have been developed following the appointment of a new Head of Service in 2013 and her regular attendance at the YOT Management Board together with the attendance of the Chair of the YOT Management Board at the Safer Communities Partnership Board meetings. The SCPB is updating its Community Safety Strategy for 2015-18. During 2013-14 the SCPB carried out a strategic assessment and identified five emerging themes which affect crime and community safety in Barnet: reoffending; domestic violence and violence against women and girls; anti-social behaviour; youth crime and residential burglary. There are two additional 'cross cutting' themes which are relevant to each one of the above: repeat victims, offenders and locations and community confidence and engagement. The SCPB has three sub-groups reporting to it: burglary reduction group; reducing reoffending group; and domestic violence and violence against women and girls delivery group.

6.9 Targeted Youth Support

TYS deliver early intervention and diversion via triage and programmes for conditional cautions. A dedicated parenting resource has been identified to support the programme and engage parents. One to one work attempts to introduce and engage young people with positive activities and to improve school attendance. TYS deliver a range of positive activities which are attractive to the YOS client group and which provide alternative learning such as motor mechanics, boxing and music.

The team also deploy detached youth workers to address gang activity through the KYPs project and respond proactively to increased youth tension in key areas within the borough.

6.10 SERCO

Specific work has recently been undertaken to clear a backlog of outstanding violations and the local representative has attended a team meeting to discuss obstacles and barriers to effective working and to increase the team's understanding of electronic monitoring as a whole. This has contributed to overall improvements in enforcement and compliance practice.

6.11 Appropriate Adult Service

The service is commissioned and provided by The Appropriate Adult Service. The contract has recently been reviewed and the service recommissioned.

7 Performance

Barnet YOT is now part of the YJB Reoffending Project Year 2 which aims to:

- Gain a greater understanding of the reoffending cohort and
- Subsequently reduce reoffending across England and Wales

Locally, a management information dashboard has been developed which provides senior managers with oversight of key indicators on a monthly basis such as numbers of high risk of harm and high risk of vulnerability cases held by the YOT, total active caseload and caseload per practitioner.

7.1 Reducing Reoffending

The Reoffending Project PNC tool calculates the YOT's predicted binary rate for the April 2011 to March 2012 cohort as 34.6% and the YOT's actual rate as 38.7%. The national average rate is 35.5%. This suggests that the YOT has scope for improvement. Further analysis shows that the binary reoffending rate is above the national average for the pre-court and custody cohorts and that the frequency of reoffending rate is most effective in the community tier. Analysis of what is working with the community tier can be used to improve practice with the pre-court and custody cohorts. The most serious reoffences involved drugs, violence against the person and robbery. The data also confirms that assessments are of a good quality.

The data is consistent with previous analysis of the reoffending cohort undertaken by the YOT following the spate of CSPPI's during the Summer of 2013. The YOT is confident that the improvements to service delivery which have already been implemented, underpinned by the sound practice identified by the recent HMIP inspection, will in due course demonstrate reductions in reoffending. The YOT will use the live "real time" monitoring local tool to track offending by the current cohort and this information will be presented to the YOT Management Board.

The borough has seen an increase in gang activity which has placed Barnet at the top of those boroughs who are not identified as so-called "gang boroughs". This has prompted a Home Office Review. Barnet has seen a disproportionate increase in serious youth violence over the past 12 months together with a concomitant increase in sexual exploitation. A fast response to gang related incidents on the borough has developed via the Single Point of Contact (SPOC) email chain and the separate Tension Assessment. Both forms of communication ensure that relevant senior council staff from housing, children's social care, the YOT, targeted youth support and community safety, are aware at the earliest opportunity of increased tensions on the borough facilitating a fast, planned response. This is regularly proving to be an effective operational risk management and safeguarding tool.

The High Risk and Deter Panel and the Gangs Operational Forum have been merged and reconstituted as the Gangs and Serious Youth Violence Panel to create a more

effective, focused multi-agency response to high risk YOT and prevention clients. Membership is at a senior operational level and YOT caseworkers attend to present cases and achieve a multi-agency response to the management of risk and vulnerability. The Forum includes the MAPPA Chair and representatives from probation, housing, CAMHS, children's social care, police, and targeted youth support. The monthly forum has already resulted in some excellent partnership work leading to positive outcomes for young people and it has increased communication and integrated working between partner agencies.

The increase in the seriousness of offending by a small proportion of the borough's very large youth population, has raised awareness of organised crime in the borough and informed strategies to address gang activity and sexual exploitation.

The Keeping Young People Safe in and around Burnt Oak project was developed after analysis of police and YOT data showed that this postcode has historically seen the largest number of offences involving weapons injuries to victims. It is projected that targeted youth work in this postcode will bring down violent crime and reduce the numbers of young people who are either victims or perpetrators of serious youth violence. The project is funded for 9 months and an evaluation of its success will inform future developments. Serious youth violence and child sexual exploitation are both included in the terms of reference for this project.

7.3 Reducing Custody

The small size of the YOT population, currently standing at about 90 active cases, means that small numbers entering custody create disproportionate percentage swings. In general however, the custody rate has remained fairly static although from time to time there are spikes. As the YOT cohort is increasingly made up of more young people whose activities are driven by gangs and organised crime, the YOT and its partners are seeking effective strategies to tackle them.

7.4 First Time Entrants

Although the numbers are reducing, and performance under this indicator is good, the Reoffending Project has highlighted challenges with this cohort of young people for whom more robust and comprehensive interventions are required. A review of pre-court work with police partners will analyse the current position and identify improvements. More focused work with this group of young people, and structured programmes of intervention based on what works with the community cohort of offenders, will drive up performance in this area.

8 Risks to future delivery against the 3 outcome measures

The main risk to future delivery against the 3 outcome measures is in maintaining current successful performance within the context of an extended period of local authority and partner budgetary savings whilst at the same time being presented with an increasingly higher risk and more vulnerable cohort of young offenders. The Transformation Programme which brings the YOT, Youth Service, and former Troubled Families Services under one umbrella, will facilitate more effective joined up working thereby eliminating waste and duplication of effort. Joined up assessment, planning and intervention will ensure that interventions are targeted at the right population and that early intervention is more effective. Reliable and

meaningful data will be key to ensuring resources are accurately allocated and the proposal contains a dedicated YOT Performance Officer post.

The nature of offending by FTEs is becoming more serious and more frequent and may result in a change to police charging decisions. This has the potential to increase the YOT workload as fewer young people are diverted from the YJ system.

9 Approval and sign off

Name	Designation	Agency
Duncan Tessier	Assistant Director Early Intervention and Prevention	LBB Chair YOT Management Board
Steve Wallace	Detective Superintendent	Metropolitan Police Service
Jo Pymont	Assistant Director Children's Social Care	LBB Children's Social Care
Alison Dawes	Head of Access to School	LBB Education
Kate Malleson	Head of Youth Offending and Intensive Family Focus Services	LBB Youth Offending
Howard Ford	Children's Joint Commissioning Manager	Health
Sam Denman	Assistant Chief Officer	Probation
Kiran Vagarwal	Head of Community Safety	LBB Community Safety
Janet Leigh	Deputy Chair Youth Bench	Youth Court Bench
Annette Miles	Senior Service Manager	Victim Support
Ian Helcke	Housing Service Manager	Barnet Homes
Nicola Francis	Family Services Director	LBB Family Services
Andrew Travers	Chief Executive Officer	LBB

Appendix A

Report of Short Quality Screening (SQS) of Youth Offending work in Barnet

This report outlines the findings of the recent SQS inspection, conducted from 23rd-25th June 2014. We carried this out as part of our programme of inspection of youth offending work. This report will be published on the HMI Probation website. A copy will be provided to partner inspectorates to inform their inspections, and to the Youth Justice Board (YJB).

Context

As an independent inspectorate, HMI Probation provides assurance to Ministers and the public on the effectiveness of work with those who have offended or are likely to offend, promotes continuous improvement by the organisations that we inspect and contributes to the effectiveness of the criminal justice system.

Good quality assessment and planning at the start of a sentence is critical to increasing the likelihood of positive outcomes. The purpose of this inspection was to assess the quality and effectiveness of recent casework with children and young people who had offended. In order to do this, we examined 20 cases supervised by Barnet Youth Offending Team. In each case this was undertaken in conjunction with the allocated case manager, thereby increasing the effectiveness as a learning opportunity for staff.

We gather evidence against the SQS criteria, which are available on the HMI Probation website - <http://www.justiceinspectorates.gov.uk/hmiprobation/>.

Summary

Overall, we found that there had been a significant improvement in performance in all aspects of the work of the YOT since our last inspection in September 2011. Previously we had found several areas of practice requiring substantial improvement. An action plan to deliver the necessary changes had been put in place and we now have confidence that Barnet has a well performing YOT. These improvements have been delivered in a very challenging environment, most notably against a backdrop of increasing gang related activity in the borough. The cases we have inspected, which were broadly representative of the whole caseload, consisted of children and young people who were extremely vulnerable, while at the same time often displaying behaviour indicating that they posed a significant risk of harm to others. All cases in the sample were assessed by the YOT as having at least a medium level of vulnerability or risk of serious harm. No case was assessed as presenting low levels of vulnerability and low risk of harm. Developing structures and a culture that are able to manage these issues requires highly skilled staff, good leadership and the contribution of all partners. Barnet YOT has, to a great extent, achieved this.

Commentary on the inspection in Barnet:

1. Reducing the likelihood of reoffending

1.1. The initial assessment of the child or young person's likelihood of reoffending was sufficient in all 20 cases inspected. All assessments were timely and covered all the relevant factors. Most assessments were very thorough. An inspector commented that "There was excellent work in a complex case where the child's medical condition had directly impacted on their likelihood of reoffending".

1.2. Pre-sentence reports (PSRs) were prepared in 14 cases. Some of these were actually described as breach reports, although we judged that they were in fact comprehensive enough to be described as full PSRs. Of these, 12 were judged to be of a good quality.

1.3. Nearly all PSRs offered the sentencing court a range of credible proposals, with the pros and cons of various sentences described. Staff displayed a keen awareness of the courts' attitude to specific offences. In the two instances where we judged the PSR to be of a lesser quality, there had been an insufficient assessment of the risk of harm. Overall, we felt that management arrangements had been effective in ensuring the quality of most PSRs.

1.4. There was sufficient planning undertaken to minimise the likelihood of reoffending in all but two cases; in those, there was no evidence of a written plan describing the work that would be undertaken. Planning included the use of a variety of techniques. For example, one case manager had found material relevant to a particular individual from the media, a BBC documentary, and used this to work with the child on their own behaviour.

1.5. There was a review of the likelihood of reoffending in 12 of the 16 relevant cases. In four cases, there had been no review following significant changes in circumstances that should have prompted one.

1.6. There were several custodial cases where despite attending planning meetings, YOT staff had not been provided with, or were not able to obtain, initial training plans from the relevant institution. Managers were aware of this issue but had been unable to resolve it satisfactorily.

2. Protecting the public

2.1. In nearly all cases, there had been a sufficient assessment of the risk of harm the child or young person presented either to a specific victim or general members of the public. Over a third of the cases in the sample had been assessed as presenting a high risk of serious harm. Inspectors judged that in two cases the assessed level of risk of serious harm was too low.

2.2. We were pleased to note that case managers usually based their risk of serious harm assessments on both actual convictions and the supporting evidence in the Crown Prosecution statements, which in several cases included details of what were seriously aggravating factors.

2.3. There had been sufficient planning to manage the risk of harm posed by the child or young person in nearly all cases. We found that there was a specific risk management plan in all but one case where the YOT had assessed that it was necessary. We saw six cases where the child or young person was subject to a detention and training order. Despite the absence of sentence planning

documentation from the institution in many of these cases, inspectors judged that the YOT had in fact ensured that there was sufficient planning to manage the risk of harm posed by the child or young person in five of these.

2.4. Although no cases in our sample met the criteria for management through Multi-Agency Public Protection Arrangements (MAPPA), there were nevertheless a significant number who presented a high risk of serious harm that required a joint approach to the management of this level of risk.

2.5. Strategic managers and staff in Barnet were aware that the borough has a significant issue with gang related activity. Part of the response to this issue had been the development of a 'high risk and gangs' panel which was regularly attended by the local MAPPA coordinator. There was evidence in the cases we saw that this was an effective way of sharing information and developing joint plans to manage the risk of serious harm presented by relevant children and young people. Staff were confident of their ability to present their cases to the panel and understood the importance of a joint approach to the management of risk of harm.

2.6. Reviews of the risk of harm posed by the child or young person had been undertaken in three-quarters of relevant cases. The plan to manage the risk of harm presented had been reviewed in all but three relevant cases.

2.7. Management oversight of work to protect the public was effective in nearly all cases.

3. Protecting the child or young person

3.1. The initial assessment of vulnerability and safeguarding was well done in 16 of the 20 cases in the sample we inspected. In the four cases we assessed as having an insufficient assessment, the main reasons for this concerned the emotional and mental health of the child or young person or the arrangements for their care.

3.2. Suitable plans to manage safeguarding and vulnerability issues were put in place at the start of orders in 18 out of the 20 cases we inspected. An inspector commented in one case where a 17 year old girl had been subject to domestic violence from several partners that "There was a strong focus on developing healthy relationships to ensure that she was able to identify what she wanted from a relationship and protect herself in the future".

3.3. We found consistent evidence of good multi-agency working with Children's Social Care including joint planning meetings undertaken as required. All case managers were aware of local policies and procedures as well as the rights of Looked After Children. Case managers ensured that these children and young people received the support to which they were entitled.

3.4. In one case the YOT worker ensured that a vulnerable child was placed in a secure children's home rather than being released into the community after a custodial sentence, as there had been insufficient progress for them to be released safely. At the time of the inspection, work was in hand to manage the transfer into the community near the end of their supervision, to ensure they could be managed safely. In another, the YOT had liaised with housing services through the gangs and

high risk panel after shots had been fired at the home address of the child to ensure that the family had a safe address.

3.5. Reviews of assessments of safeguarding and vulnerability were not undertaken in 3 of the 16 cases where these were required. For example, in one case there had been no review following release from custody.

3.6. In most cases, management oversight was sufficient to ensure that the case managers were supported in ensuring children and young people were kept safe, even in very challenging circumstances.

4. Ensuring that the sentence is served

4.1. We judged that in every case, the case manager had actively involved the child or young person, and where appropriate their parents/carers, in the assessment process and the development of a plan to tackle their offending. This high level of engagement was also carried through to the development of a plan. Staff used the inputs of the children and young people to ensure that plans were relevant and jointly owned.

4.2. All PSRs paid sufficient attention to diversity factors and any potential barriers to engagement. This meant that the work started with the best possible chance of the case manager successfully facilitating the necessary changes in behaviour. Good use was made of the What do YOU think? self-assessment questionnaire in most cases.

4.3. Managers had recently produced a compliance and enforcement policy. Case managers had a clear and consistent approach to enforcement that was robust but fair. In seven cases in the sample the child or young person had not fully complied with the requirements of the order. In each of these cases the YOT took action to either ensure that the child or young person did comply, or returned them to court. There was clear evidence that case managers carefully explained to children and young people what they had to do to comply, and the difference between acceptable and unacceptable reasons for non-attendance.

Operational management

Barnet is a relatively small YOT with only five case-holding practitioners. Inspectors found that each of these staff had a good understanding of both the principles of effective practice and key local policies. Case managers understood the organisation's priorities as they affected their role. Staff considered that their managers had the necessary skills to support them and help them to improve the quality of their practice. They felt that the quality assurance and countersigning of their work was generally an effective process, although some thought that the level of oversight was perhaps too intense leading to a loss of confidence in their own professional skills. We agree with this assertion.

Most staff felt that they had the necessary skills to recognise and respond to most diversity or potentially discriminatory factors, although two felt they would benefit from training around the speech, language or communication needs of children and young people.

At the time of the inspection, several staff who were experienced YOT practitioners, with a limited knowledge of the particular system used by Barnet YOT, were not as confident with their recording of assessments and plans as they needed to be. The complexity of the system meant that it was not sufficient to expect staff to intuitively understand what was required. This had been an ongoing problem recognised in the previous post inspection action plan. Although there was an acknowledgement of the problem, and attempts had been made to provide specialist training, until very recently, it had not been possible to identify a suitable expert to help the YOT improve staff understanding.

Key strengths

- The YOT had ensured that it was supported by all of the relevant partners in protecting the public from the risk of serious harm presented by a significant proportion of the children and young people it supervised. The high risk and gangs panel appeared to be effective.
- Even though there was a necessary focus on risk of harm, where it was appropriate, vulnerability issues were also successfully managed.
- Children and young people were actively involved in their assessments and the plans that were developed to help them.
- Staff set clear boundaries for compliance, and the enforcement of court orders was well managed.

Areas requiring improvement

- Staff and managers should ensure that all assessments and plans are reviewed when there are significant developments in the circumstances of the children and young people under supervision.
- Managers should ensure that all staff are able to use the computerised recording system employed by the YOT to a sufficient standard.

We are grateful for the support that we received from staff in the YOT to facilitate and engage with this inspection. Please pass on our thanks, and ensure that they are made fully aware of these inspection findings.

If you have any further questions about the inspection please contact the lead inspector, who was Mark Boother. He can be contacted at mark.boother@hmiprobation.gsi.gov.uk or on 07771527326.

Copy to:

YOT/YOS Manager/Head of Service Kate Malleson

Local Authority Chief Executive Andrew Travers

Director of Children's Services Kate Kennally

Lead Elected Member for Children's Services Reuben Thompstone

Lead Elected Member for Crime David Longstaff

Deputy Mayor (London) for Policing and Crime Stephen Greenhalgh

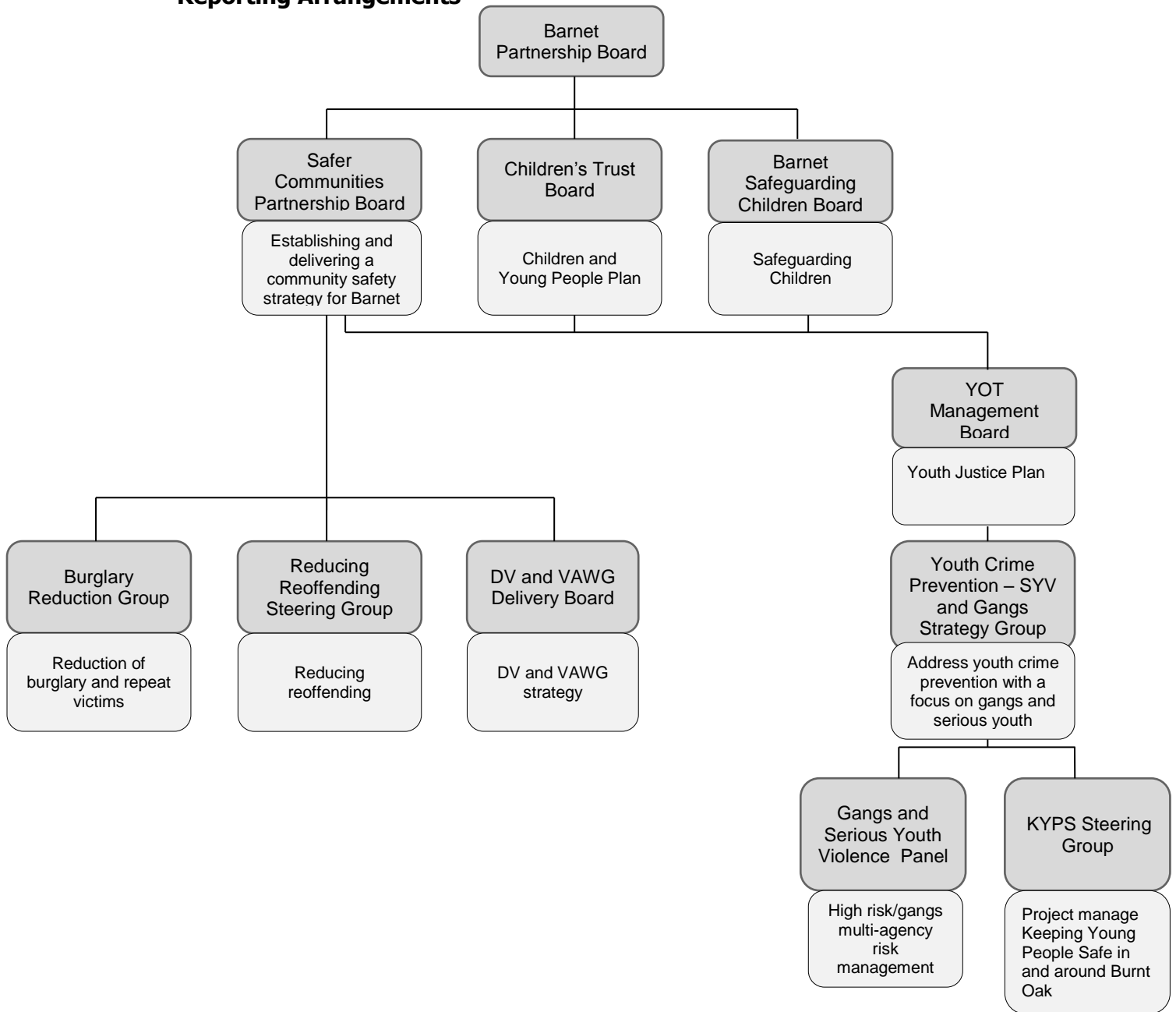
Chair of Local Safeguarding Children Board Chris Miller

Chair of Youth Court Bench Ken Battye

YJB Business Area Manager Lisa Harvey Messina
YJB link staff Malcolm Potter, Paula Williams, Linda Paris
Ofsted – Further Education and Learning Sheila Willis
Ofsted – Social Care Debbie Jones, Matthew Brazier, Carolyn Adcock
Care Quality Commission Fergus Currie
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Appendix B

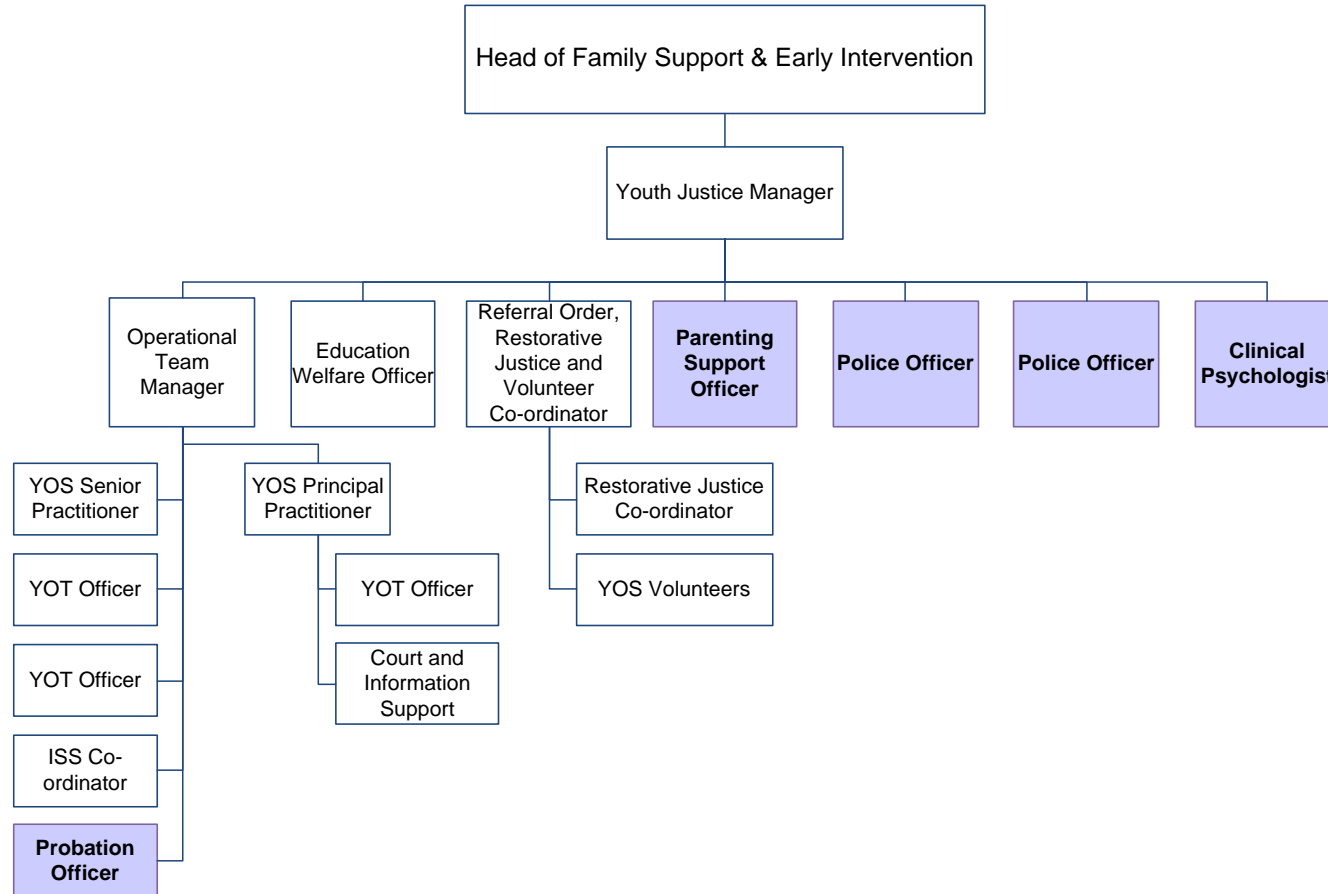
Youth Justice Matters – YOT Management Board Governance and Reporting Arrangements



Appendix C

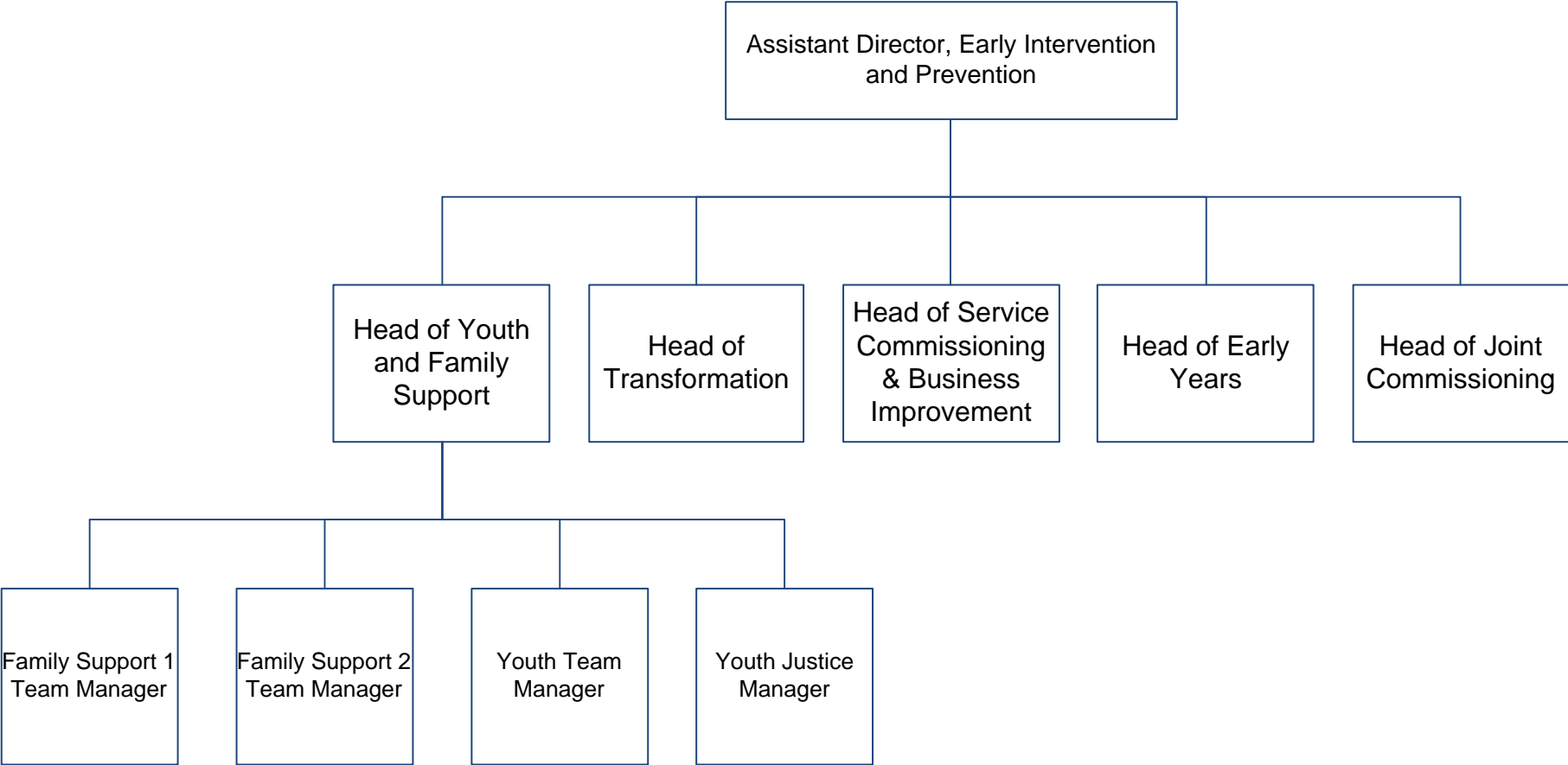
Barnet YOT Structure Chart

 = Secondment Post



Appendix D

Youth and Family Support Service Proposed Structure



Appendix E

Barnet YOT Costed Plan 2014-15

Introduction

As part of the condition of grant set by the Youth Justice Board (YJB) for the good practice grant received by the LB Barnet Youth Offending Service for 2014/15 the service is required to submit a 'costed plan'. The terms and conditions of grant 2014/15 set out the purpose of the grant allocation as described within the Crime and Disorder Act 1998 and therefore clarify that the funding is not available for Local Authorities to utilise other than in accordance with the stated purpose.

The terms and conditions of the grant require sign off by the Chair of the YOT Management Board, Head of Youth Offending Service and Local Authority Chief Finance Officer to confirm compliance with the set terms. The YJB has provided guidance to Heads of Service of Youth Offending Teams to support compliance with the conditions of grant including the provision of this 'costed plan'. The good practice grant is considered as distinct from funding committed through the partnership and the allocation of this grant as set out below identifies how the grant is to be spent in line with the stated purpose.

Plan

Activity/Resource	Outcome Supported	Developing Good Practice/Research Benefit	Evidence	Associated Costs
Training	<p><i>Reduce FTE;</i> <i>Reduce Custody;</i> <i>Reduce Reoffending;</i> <i>Safeguarding & Public Protection</i></p> <p>Reduction in FTE</p> <p>Reduction in custody</p> <p>Reduction in reoffending</p> <p>Public protection</p> <p>Safeguarding</p>	<p>Training for all staff in recognising and addressing Child Sexual Exploitation; working with children and young people affected by gangs; referral order report writing for all staff following the organisational restructure which requires caseworkers to prepare referral order reports as distinct from PSRs.</p> <p>AIM2 training for 1 member of staff</p> <p>YJB inset training sessions to be identified</p>	<p>Training logs of individual staff</p> <p>Intervention materials</p> <p>Quality and brevity of referral order reports</p> <p>Specific assessments and interventions for those who commit sex offences</p>	<p>£1,000</p> <p>1,000</p>

Oversight, management of service quality and improvement in practice	Reduction in FTE	Induction, supervision and appraisal of staff	Induction programmes/appraisals up to date and personal objectives for all staff linked to YJ Plan and Corporate Plan	£87,500
	Reduction in custody	Further development of reflective supervision and observed practice		
	Reduction in reoffending	Development of effective processes for integrated services around joint assessment, planning and intervention	YOT is part of new integrated service by April 2015	
	Public protection		YJ Improvement Plan	
	Safeguarding	Developing and implementing training plan based on training needs analysis	Quality/performance reports	
	Ensuring that the sentence is served	Receiving feedback from service users, and aggregating feedback to inform service development	Use of Viewpoint embedded in practice	
		Internal evaluation of impact of strategies to reduce custodial remands	Probation protocols in place with NPS and CRC	
		Reviewing transitions protocol with new Probation arrangements	YOT/CSC protocol updated and implemented	
		Revise and update the YOT/CSC protocol to address increase in numbers of young people who are gang-affected	Plan in place for delivery of unpaid work	
		Work on MASE/KYPS projects to develop work to prevent sexual exploitation and gang affiliation	Plan in place for transfer of Attendance Centre management	
	Developing services to deliver unpaid work	OCD audited and monitored		
	Preparing for forthcoming changes in relation to the proposed transfer of Attendance Centres	CSE routinely identified and safely managed		
	Monitoring good practice in relation to Out of Court Disposals	QA Policy fully implemented and reported to YOT Management Board		
	Further developing robust approaches to CSE	References to HMIP recommendations/findings threaded through and evidenced in policy/guidance/protocol documents		
		Minutes of YOT Management Board Meetings, Safer Communities Partnership Board, Local Safeguarding Children Partnership Board		

		<p>Fully implementing the QA Policy and reporting audit outcomes to the YOT Management Board</p> <p>Benchmarking practice against HMIP reports, reporting to LSCB and YOT Management Board</p> <p>Monitoring performance and reporting to YOT Management Board and Safer Communities Partnership</p> <p>Attendance at YJB Practice development and Performance Improvement Meetings</p> <p>Attendance at YJB Heads of Service Business Meetings</p> <p>Monitoring newly commissioned health services and informing further development and commissioning decisions</p> <p>Developing plan for implementation of new assessment framework</p> <p>Development of reoffending project</p>	<p>Data in relation to health referrals</p> <p>Business continuity plan developed for ASSET Plus</p> <p>Reoffending project delivering data</p>	
Practitioner practice development	<p>Reduction in FTE</p> <p>Reduction in custody</p> <p>Reduction in reoffending</p> <p>Public protection</p> <p>Safeguarding</p>	<p>Further developing Intensive mentoring support and other packages following service reorganisation and expansion in use of volunteers with new Referral Order, Reparation and Volunteer Co-Ordinator post, supported by sessional workers at times of peak activity</p> <p>Practice development through induction, supervision, appraisals, attendance at team meetings, attendance at training, attendance at</p>	<p>Intervention materials</p> <p>Audit and improvement reports</p> <p>Supervision records and appraisal objectives</p> <p>JDs for Referral Order, Reparation and Volunteer Co-Ordinator, Principal Practitioner and Senior Practitioner</p> <p>YJLS accessed by all practitioners</p> <p>Case records evidence joined up casework</p>	£56,631

		<p>Evidence Informed Practice Group, attendance at YJB Practice Development Forum</p> <p>Attendance at resettlement forums</p> <p>Involvement in Effective Practice Audits</p> <p>YJILS study time in relation to ASSET Plus</p> <p>Joint assessment, planning and intervention delivery through development of more integrated working with Intensive Family Focus and CSC</p> <p>To ensure safe and secure cross borough working</p> <p>To ensure the use of the newly revised YOT compliance and enforcement policy</p>	<p>To ensure safe and secure cross borough working as per the revised YJB guidance</p> <p>Embedding the enhanced compliance and enforcement model</p>	
Books, publications and resources	<p>Reduction in FTE</p> <p>Reduction in custody</p> <p>Reduction in reoffending Gangs/CSE</p>	Books, publications and resources to inform good practice development as above.	Materials	£750
Increasing number of intensive programmes available	<p>Reduction in custody</p> <p>Reduction in reoffending</p> <p>Safeguarding</p> <p>Public protection</p> <p>Ensuring the sentence of the court is served</p>	<p>Increasing capacity to deliver Intensive mentoring programmes by developing a more integrated children's service</p> <p>Expansion of volunteer recruitment and accredited training programme</p> <p>Purchase and training in Rapid English programme to support volunteer delivery of ISS and ETE</p> <p>Expanding reparation</p>	<p>ISS enhances ETE and relies less on police station reporting</p> <p>Volunteer pool available</p> <p>Staff pool available from the wider Children's Service</p> <p>Rapid English being delivered – evidenced in case record</p>	<p>£38,361</p> <p>£5,000</p>

		Expanding parenting programmes		
Ensuring that operational practice remains effective, current and capitalises on opportunities to develop	Reduction in FTE Reduction in custody Reduction in reoffending Public protection Safeguarding Ensuring the sentence of the court is served	Implementing recommendation by HMIP that all assessments and plans are regularly reviewed when there are significant developments in the circumstances of the children and young people under supervision	QA policy fully implemented Reviews carried out regularly and responding to significant change in risk circumstances	£130,904
Information and performance management	Reduction in FTE Reduction in custody Reduction in reoffending Public protection Safeguarding Ensuring the sentence of the court is served	Implementing recommendation by HMIP in relation to Careworks and improving data quality Implementation of ASSET Plus National Standards Audit Reoffending Project MOPAC revised key indicators Development of Electronic Information Management Dashboard Implement recommendation by HMIP that managers should ensure that all staff are able to use the computerised recording system employed by the YOT to a sufficient standard	Service development reliably informed by accurate, up to date, meaningful data Data quality improved and readily accessible ASSET Plus implemented Reoffending project providing useful current information MOPAC indicators providing meaningful information Staff confident in use of case management system Management Dashboard being provided on a monthly basis	£9,000
Prevention – ensuring that operational practice remains effective, current and capitalises on opportunities to develop	Reduction in FTE Reduction in reoffending Public protection	Review and audit to be undertaken of OOC processes in light of increase in gang activity in the borough Action plan developed and implemented	Audit undertaken in partnership with police and action plan in place	£9,000

	Safeguarding Ensuring that the sentence is served			
Referral Orders	Reduction in reoffending Ensuring that the sentence is served	Development of victim engagement in RJ conferences during the RO panel process Development of reparation	Increase in number of RJ conferences	£9,000
Improving service delivery through investment in buildings and premises	Reduction in reoffending Reduction in Custody	YOT co-location at Barnet House	YOT co-located to enhance delivery of services	£5,000
Total				£353,146

Appendix F

Staffing of the YOT by Contract Type (Table B7)

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/ trainees	Volunteer	Total
Permanent		1		1	0.5	6						8.5
Fixed-term						1						1
Outsourced												0
Temporary						1		1				2
Vacant						1						1
Seconded Children's Services												0
Seconded Probation						1						1
Seconded Police						2						2
Seconded Health (Substance misuse)												0
Seconded Health (Mental health)					0.2							0.2
Seconded Health (Physical health)												0
Seconded Health (Speech/language)												0
Other/Unspecified Seconded Health												0
Seconded Education												0
Seconded Connexions												0
Seconded Other												0
Total	0	1	0	1	0.7	12	0	1	0	0	0	15.7
Disabled (self-classified)												0

Staffing of the YOT by Gender and Ethnicity (Table B8)

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British					5	3									5	3
White Irish															0	0
Other White		1		1		2									0	4
White & Black Caribbean						1		1							0	2
White & Black African															0	0
White & Asian															0	0
Other Mixed						1									0	1
Indian															0	0
Pakistani															0	0
Bangladeshi															0	0
Other Asian						1									0	1
Caribbean						2									0	2
African															0	0
Other Black															0	0
Chinese															0	0
Any other ethnic group															0	0
Not known															0	0
Total	0	1	0	1	5	10	0	1	0	0	0	0	0	0	5	13