

Youth Justice Plan 2025-27

Youth
Justice
Service



HM Courts
& Tribunals
Service




North West London



BARNET
LONDON BOROUGH

Caring for people, our places and the planet

London Borough of Barnet Youth Justice Plan 2025-27

Service	Barnet Youth Justice Services
Service Manager/ Lead	Cezar Tan/ Sarah Marshall
Chair of YJS Board/ Assistant Director	Chris Spencer/ Karen Popley

“

I started working with the YJS when I was in year 7 because I had a fight in the school playground. I was so small and felt like the court looked at me badly and judged me because I was so young. I get the ick about myself now looking back and think that things I did and the way I acted was embarrassing. I remember my first session in Barnet House in Whetstone- I used to go there after school with some of my friends who were open to YJS and we would queue up for our appointments.

”

“

I like the YJS Order, it has helped me out a lot. It has made me feel better about myself. I have learnt more skills on how to communicate and manage my thoughts, I would still like help to find employment.

”

“

G is doing well and trying to make a change at home, he is trying and so far, so good and I think he is doing well he has at home more and working on schoolwork's, reading or playing games in.

”

“

I feel like at YJS I can talk to people that understand me and don't judge me. I find it hard talking and getting to know new people. I think the last year it has helped me not re-offend and think more about my future. It is also useful to have someone to get things done for me like helping me do a cv, gym, or apply for jobs and college.

”

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1. Introduction, vision and strategy

Foreword

**by Chris Spencer –
Interim Executive Director Children Services**

On behalf of the Youth Justice Matters Management Board, I am proud to present Barnet's Youth Justice Strategic Plan 2025-2027.

This plan represents our shared vision and unwavering commitment to improving the lives of children and young people at risk of offending or already in contact with the youth justice system. It is firmly rooted in the Youth Justice Board's Child First principles—ensuring that every child is treated with dignity, respect, and given the opportunity to realise their full potential.

Barnet's youth justice partnership is one of our greatest strengths. Through close collaboration with statutory agencies, grassroots organisations, and community providers, we are building a system that is fair, proportionate, and inclusive. Together, we are tackling the root causes of offending, addressing racial and social inequalities, and ensuring that children's voices are central to everything we do.

Our strategic priorities are ambitious and focused: early intervention and prevention, tackling disproportionality, reducing serious youth violence and exploitation, supporting effective transitions from custody, and embedding restorative justice. These priorities are informed by strong performance outcomes, critical self-assessment, and the findings of our HMIP inspection.

This plan is a reflection of our collective determination to create lasting change. It sets out a clear path forward – one that is grounded in evidence, shaped by experience, and driven by a deep belief in the potential of every child. By working together, we can continue to build a youth justice system that not only responds to challenges but actively nurtures hope, opportunity, and brighter futures.

Progress will be monitored through the Youth Justice Matters Board and the Safer Communities Partnership Board, with children and families playing a vital role in shaping and holding us accountable for the services we deliver.

Together, we will continue to drive innovation, champion equity, and ensure every child in Barnet has the opportunity to thrive and succeed.



Chris Spencer

Chair, Youth Justice Matters Board

Interim Executive Director Children and Families

Message from

Cllr Pauline Coakley-Webb and Cllr Sara Conway

We want to express our outmost support and gratitude for the new Youth Justice Strategic Plan 2025-2027 laid out for the London Borough of Barnet, Youth Justice Service.

This plan is a testament to our commitment to the Youth Justice Board's Child First Principles, ensuring every child is treated with dignity, respect, and given the opportunity to thrive. Our strategy is a collective promise to transform young lives. By prioritising the Child First approach, we invest in a future where every child is seen for their potential and aspirations. This approach is central to our safeguarding efforts, ensuring protection from harm and fostering growth.

Collaboration is at the heart of our work. Together with our partners, we create a supportive environment where children can flourish. We listen to and engage with children, making their voices central to our decisions. By working together, we focus on prevention, diversion, and positive interventions, minimising the stigma of the justice system.

Our strategic priorities are clear: active partnership involvement, early support for at-risk children, tackling racial disparities, preventing serious violence and exploitation, ensuring smooth transitions from custody and promoting restorative justice.

This plan is our vision for continuous improvement and collaboration. We are committed to working hand in hand with our partners, children, and their families to create a youth justice system that truly puts children first.

Together, we will deliver this plan effectively, driving positive change in youth justice. Let's continue to prioritise the safety, well-being, and potential of every child.

Thank you to everyone involved for your hard work and commitment!



Cllr Pauline Coakley-Webb
Cabinet Member for Family
Friendly Barnet



Cllr Sara Conway
Cabinet Member for Community Safety
and Resident Participation

1.2 Executive Summary

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

Barnet's Youth Justice Plan for 2025–2027 sets out:

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

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

Barnet's Youth Justice partnership has adopted the 'Child First Principle' which is woven throughout our Youth Justice Plan. We have aligned our priorities with **Barnet's Children and Young People Plan 2023-2027** which sets out Barnet's Family Friendly vision and our aspiration for all children and families under these four headings:

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

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

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

“We put children first by supporting young people to make positive choices and build brighter futures. Through honesty, kindness, and encouragement, we help them overcome challenges and thrive. By focusing on prevention, education, mental health, and inclusion, we break cycles of offending and create safer, stronger communities. We also stand with victims – ensuring they are heard, respected, and supported. Together, we build a fairer, more compassionate Barnet where every young person has the chance to succeed.”

Underpinning practice:

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

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

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

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

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

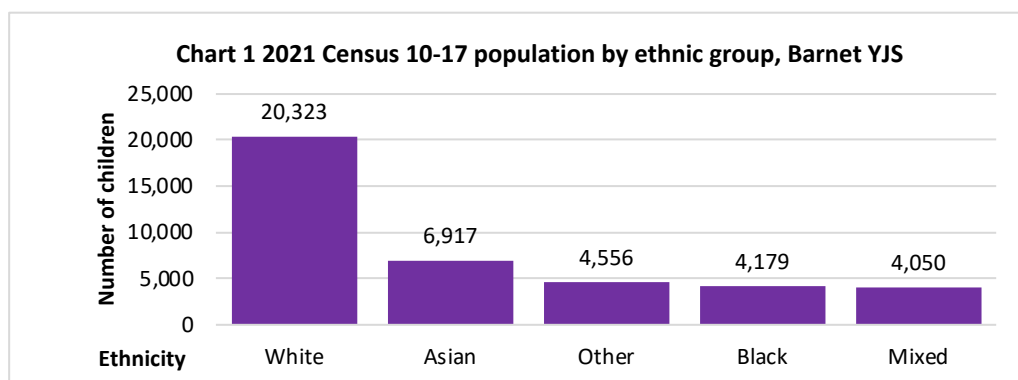
In recognition that youth offending occurs in a context of safety for others, safety and wellbeing of the child, concerns about their future offending, inequality and disadvantage which can have a negative impact on children's outcomes. The Youth Justice Matters Board will routinely consider the interface between this Youth Justice Plan and wider local plans and strategies. Please click this link to access [Strategies | Barnet Council](#)

2. Local context

Population & Demographics

Barnet has the second largest population of all London Boroughs by population size. In 2021, the population was estimated to be 389,340 of which a quarter are children. Around 40,025 (10.28%) are children aged 10-17 years. We have 130 schools in the borough, our schools are good with 100% of Secondary schools, Special schools, PRU's and Nursery schools being rated as Good or better by Ofsted. We have a richly diverse community; 48.6 % of children attending Barnet schools are from Ethnic backgrounds and 52% of primary and 38.2% of secondary school pupils speak English as an additional language; there are 182 languages spoken in schools across the borough. Overall, 52% of the 0-24 population in Barnet are from Ethnic backgrounds, compared to 30% across England.

Of Barnet's population aged 10-17 years, 51% are White, 17% are Asian, 11% are of other ethnicity, 10% are of Mixed ethnicity, and a further 10% are Black.



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

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

- Youth Justice Services are judged to be Good (HMIP May 2022)
- Special Educational Needs & Disability Services do not require a Written Statement of Action (Ofsted/CQC Joint Area SEND Inspection March 2022) (Barnet is a Regional Expert for SEND)
- Children's Social Care Services are judged to be Good (Ofsted 2024)
- 97% of Barnet's Schools are judged to be Good or Outstanding

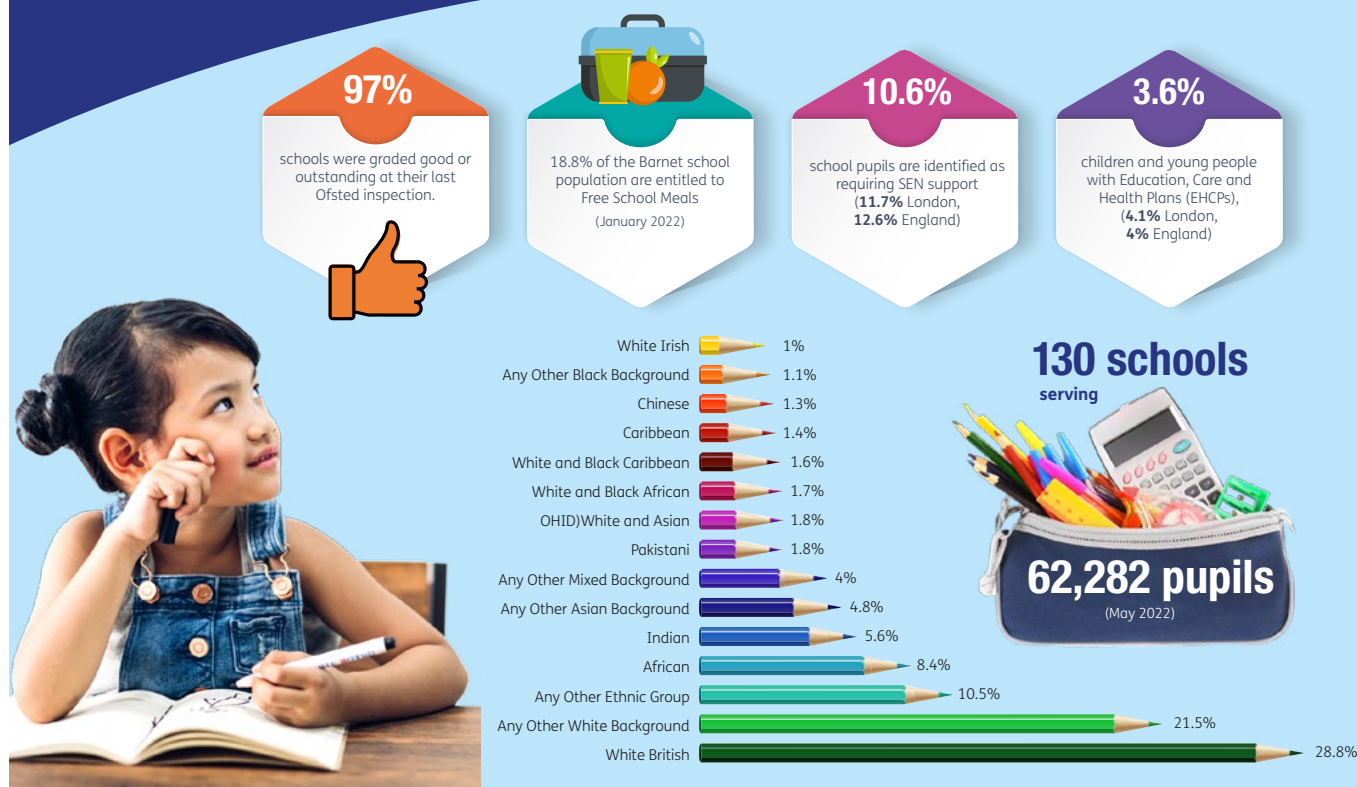
About Barnet and its young people



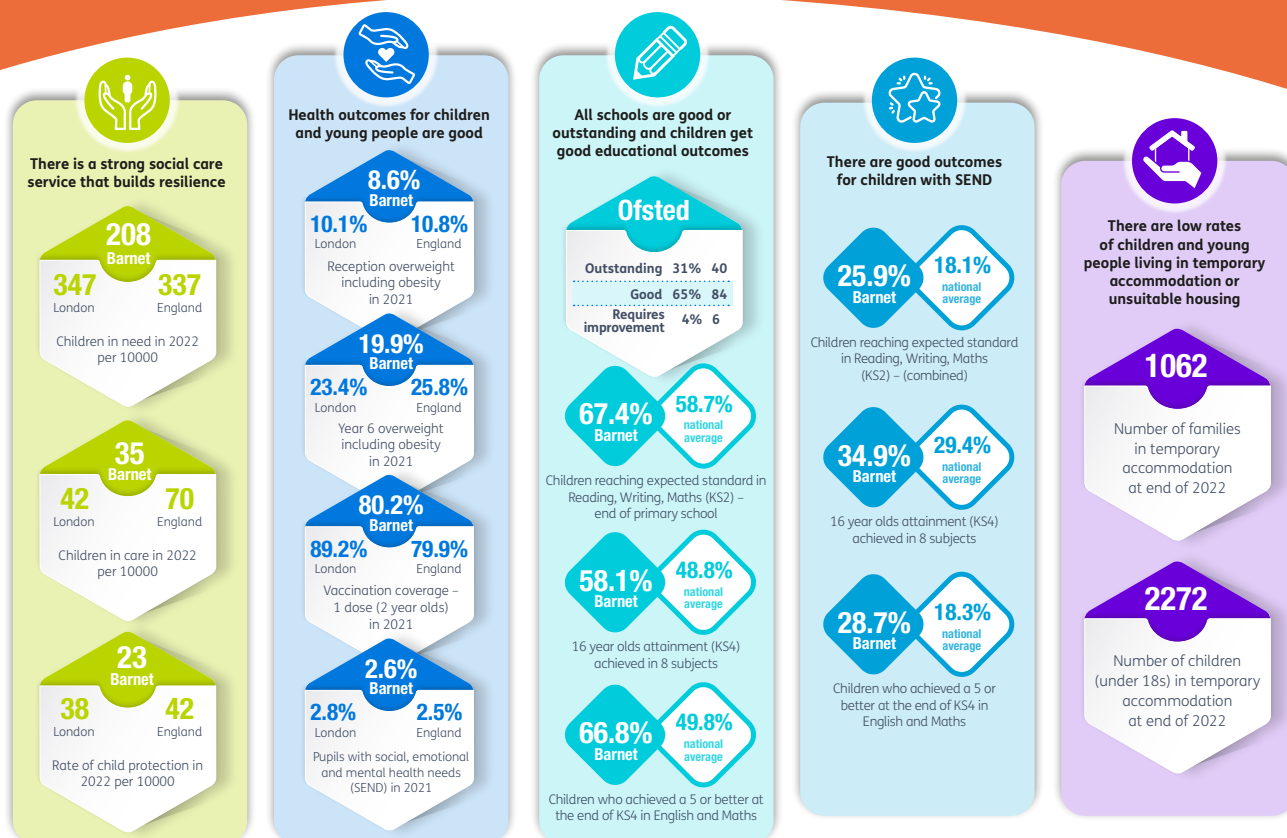
Barnet's young people and their health



Our schooling



Family Friendly Barnet



Family Friendly Barnet



3. Child First Principle

In Barnet we are committed to recognising children involved in the youth justice system as ‘children first.’ Our partnership will work to ensure that children in contact with the Youth Justice System are not unnecessarily criminalised or ‘adultified’¹ and are given opportunities to be treated as children, build pro-social identity, established trusted relationship & collaboration, and divert them from the stigma of “offending.”

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

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

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

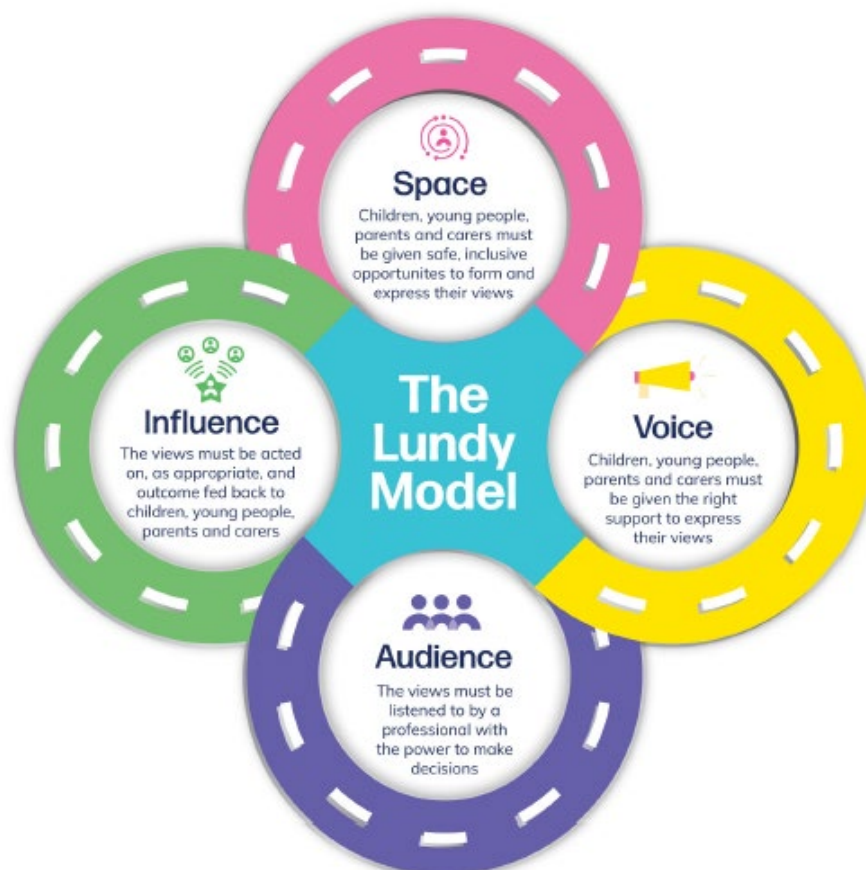
Our residential programme and positive activities are an example of child-first practice, it has been successful in providing opportunities for positive engagement with children in environments outside of their local communities and aims to utilise children’s skills and positive attributes, developing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

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

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

4. Voice of the Child

Barnet's Child Participation & Family Involvement Strategy 'My Say Matters' (2022 – 2025) was developed with and for children with the aim of strengthening existing user-involvement activities and creating stronger and meaningful opportunities for children to shape and develop policies and practice in the services they use. This mirrors with the Lundy model of Child participation including Space, Voice, Audience and Influence.



It is our responsibility as a partnership to promote meaningful participation with children in all areas that affect their lives and their communities, recognising participation is a fundamental human right. The Barnet Youth Justice Matters Board has sought to obtain direct feedback from children. This has been collected through survey monkey questionnaires, face to face and via video. Pre-recorded videos have been shared with the YJMB and parents and local youth experts/mentors have also attended meetings to tell the partnership about their child's experience of contact with the youth justice system.

What this means for children and young people open to the YJS via Out of Court disposal and statutory Court orders:

- Ensure CYP are provided varied opportunities for their voice to be heard across our service provision in a way where all can participate due to meeting a range of needs such as self-assessments, asset-plus and Prevention & Diversion Assessment Tool (PDAT) interviews, Court experience feedback, Referral Order panel feedback, Rate the YJS- end of Order/disposal feedback, and How is my Order going feedback (pre- Moving Forward planning meeting).

- Their voice captured and given weight within their Moving Forward planning meetings, Back on Track meetings and Referral Order panel meetings as part of influencing and designing their plans.
- Opportunities for their attendance at the YJS Matters Management Board to speak to strategic managers from the Council and partnerships of their lived experience and views on service provision.
- Be invited to support the service in providing their views to guest visitors from the Youth Justice Board (YJB), Home Office, MOPAC etc as and when opportunities arise
- Be a part of celebrating service success such as presentations, award ceremonies etc
- Ensure opportunities are safe and inclusive

VOICE:

- CYP and parents are provided with the right support to allow them to express their views
- CYP provided opportunities which they are comfortable in such as speaking in person, via video presentation, voice notes, electronic feedback etc
- Ensure all staff are trained in the importance of capturing young people's views and are aware of the Lundy Model of Participation and its links to Barnet's wider strategic aims.
- Provide opportunities for CYP to influence all areas of service delivery across the YJS from strategic to front line.
- Offer training to CYP to help develop and enhance their skills
- Feedback captured via online Microsoft Form's tools will be looked at and fed back to all members of the YJS management team and to the Senior Leadership team

AUDIENCE:

- Ensure CYP and parent/carers understand who their views are being shared to
- Ensure it is transparent in how decisions are made within the service and by who
- The right audience members being present depending on what is being discussed
- Consider 'takeover' opportunities for CYP

INFLUENCE:

- YJS will provide feedback to CYP following the views being provided in various forums
- A 'You said, we did' feedback will be made available on a 6 monthly basis of key suggestions and what we have done to make this happen (will be updated regularly on the YJS website for transparency)
- Provide overall feedback on how their voice has influenced decision making and why
- Celebrate all CYP who engage in our participation activities in whatever capacity.

The voice of children has particularly highlighted the disruptive impact of school exclusion on their lives, and the need for professionals to see beneath presenting behaviours and exercise curiosity about what else might be happening at home, in school and in the community. The YJS has successfully engaged children in the development of on-line materials, leaflets, packs, templates and evaluation forms, and in White Board Animation Projects [The YOT Experience – Barnet Youth Justice Team – YouTube](#), [Children speak on Reparation activities – YouTube](#), <https://www.youtube.com/watch?v=-HiyoKYx1oI>, [Out of Court Disposals – Barnet Youth Justice Service Subtitled](#)

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

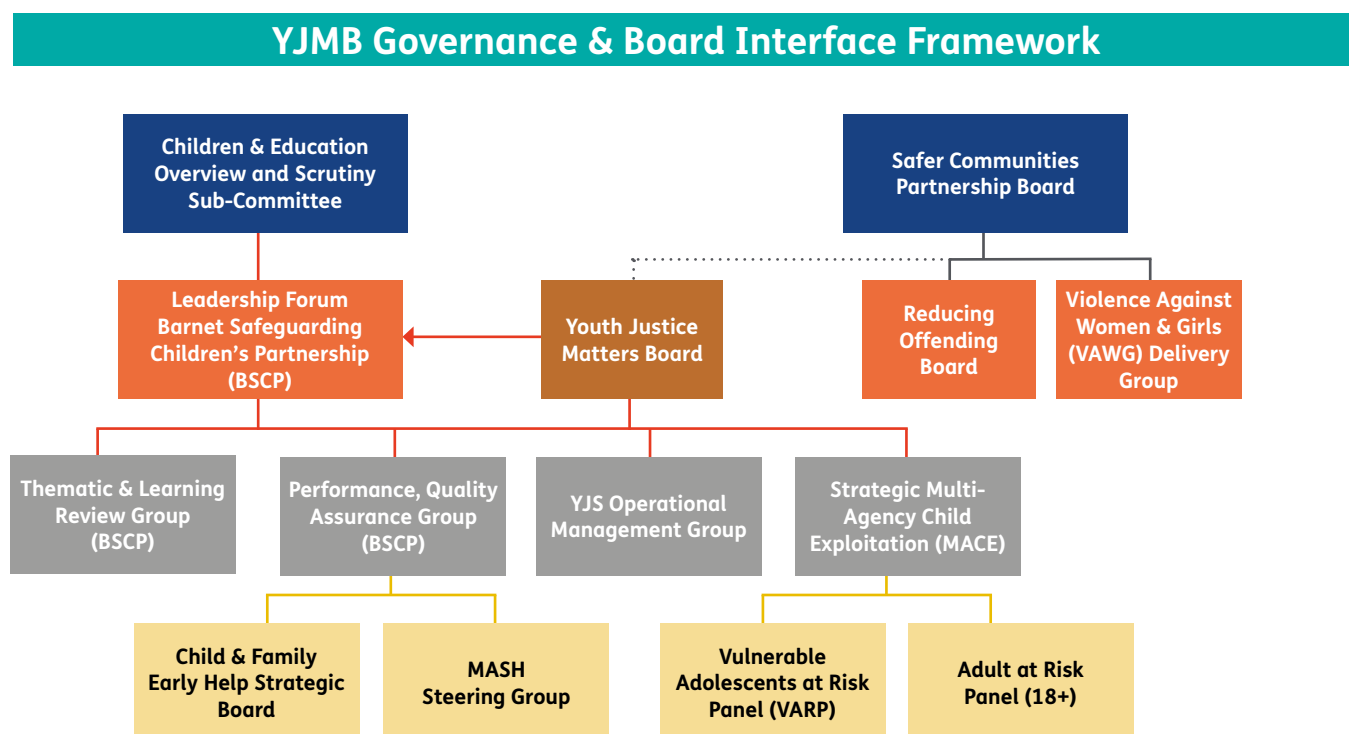
5. Governance, leadership and partnership arrangements

The Youth Justice Matters Board (YJMB) is chaired by a chief officer in the council. This is currently the Interim Executive Director Children and Families, who holds a broad portfolio of services (See Appendix 1, 1a & 1b Pages 84-87), as such is well placed to drive partnership commitments to the strategic objectives of the plan.

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

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

Fig1.



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

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

Serious Violence, Child Exploitation and Domestic Abuse and VAWG cross into Early Help, Safeguarding and Youth Justice Services. The Interim Assistant Director of Children's Safeguarding chairs the VAWG Delivery Group, attends the Early Help Strategic Board and co-chairs Performance Quality Assurance meetings of the BSCP. This enables whole system consideration of risk, vulnerability and protection.

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

Youth Justice Services

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

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

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

Having a Seconded Probation Officer in the YJS and working alongside the Child Sexual Exploitation Team and Onwards and Upwards Service joins youth and older adolescent/young adults violent offending workstreams supporting a transitional safeguarding approach and a long lens to the journey of children through the youth justice system. Both the Head of Service and YJS Service Manager are social work qualified allowing for strong safeguarding oversight and close collaboration with social work teams across Children's Social Care.

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

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

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

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

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

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

Partnerships in Delivery of Youth Justice Services

In Barnet our statutory partners and a range of Voluntary, Community and Faith Sector providers work together to deliver effective Youth Justice Services in the borough which intend to prevent children from offending and reduce reoffending. These can be found at Appendix 3 Pages 90-93.

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

Staffing

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

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

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

“ I feel like on my current order I have settled in and grown up now. I feel like I have changed a lot and sometimes feel like an adult in my friendship group because I don't want to behave the same way I used to. I have tried to make my friends make better decisions. I have been able to change my friendships which has kept me out of trouble. I have focused on getting new work and a college course and will be finishing my order soon. I want this to be my last order with the YOT and know it will be. Sometimes I still have problems with people that used to know me before, but I have been able to ignore it and walk away. ”



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

- Thematic Learning: external courses that are relevant to emerging themes in youth justice practice and intervention
- Practice Development Activity: arranged in response to local issues, learning and reflection. Delivered by in-house practitioners, managers and partner agencies/providers
- Wider workforce learning – online resources from the Youth Justice Resources Hub (YJRH) and the Barnet Workforce Development offer. Please click: [Barnet Family Service Career Progression Pathway Barnet Family Service is committed to developing a resilient and highly skilled workforce and aims to provide exciting and bespoke learning and development opportunities at every level.](#)
- External courses – Youth Justice Board inset training and other external training opportunities.

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

The YJS established workforce is comprised of 22 staff members inclusive of the (1) Head of Service, (1) Service Manager, (2) Operational Team Managers, (2) Advance Practitioners and (6) Youth Justice Case Managers, (1) Restorative Justice and Victim Coordinator, (1) Referral Order, Volunteer and Reparation Coordinator, (1) Intensive, Supervision and Surveillance (ISS) and High-Risk Coordinator, (3) Engage Workers, (1) Court Information Officer, (1) Data System Analyst, (1) Liaison and Diversion Worker and (1) Principal Clinical Psychologist which are both funded by the Integrated Care Board NHS England. The Principal Clinical Psychologist coordinates and progresses YJS referrals to the Child and Adolescent Mental Health Services (CAMHS) and presents cases of YJS at the weekly BICS and CAMHS meetings.

There are 11 Specialist Workers from the Metropolitan Police Service (MPS), Probation Service, Education, Public & Health Services, as detailed below:

There are 2 seconded MPS Police Officers (1.0- Full-Time and 2 (0.5) part-time), 3 part-time Drug and Alcohol Workers from Change, Grow and Live (CGL), a National Health Service (NHS) funded service, 0.5 YJS Nurse from Whittington Health NHS Trust offering once a week consultation with children open to YJS.

A Speech and Language Therapist (0.1) and 2 Part-time Educational Psychologists providing 30 days per term time (90 days per year) are funded by the Supporting Families Programme.

The Education, Employment and Training Adviser from Barnet Education Learning Service (BELS) 1-YJS NEET Worker support children who are post-16 in accessing Education, Training and Employment 3 days a week to ensure they achieve their academic potentials. The Supporting Families funded 1-Educational Welfare Officer (EWO) is based within Barnet YJS one day a week to strengthen the support offered to CYP and families open to the YJS and 1-Pupil Referral Unit Worker from Pavillion supporting YJS in dealing with the challenges and opportunities for improving school attainment, inclusion and attendance.

There are also 25 Community Panel Volunteers supporting delivery (Structure Chart – Appendix 1c page 87)

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

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

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

Gender & Ethnicity

As of March 2025, there is a lower ratio of male YJS Officers in comparison to female. The Staff group is comprised of a total of 10 male workers including the Service Manager and 22 females. There are 22 established posts within the YJS, including the 3 newly created positions funded by the Engage Programme. As children open to the YJS are predominately 75% male and the portion of male staff is 45%, this needs further consideration during the recruitment process.

Representation of Asian, Black and Other ethnic background staff within the YJS, including multi-agency partners is comprised of 2 staff defined as Asian, 9 staff defined as Black, 2 staff defined as Mixed-heritage, 2 staff defined as Other and 17 staff defined as White-British background. The ethnic background of staff within the service are reasonably diverse but does not yet reflect the higher proportion of children from Asian, Black and Other ethnic backgrounds who are open to the service.

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

6. Resources and services – Resourcing and Value for Money

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

2025/26 Budget projection:

	Amount £	In Kind
Youth Justice Board	£349,343	
Local Authority	£496,974	Child & Family Early Help Services
Probation Service	£5,000 – yearly contribution £27,003.15 – 0.6 PT Probation Officer	
Met Police		1.5 FT Police Officers £108,033
NHS England North Central London Integrated Care Board	£101,000 0.8 PT Clinical Psychologist; 1.0 FT Liaison and Diversion Specialist Worker	
Supporting Families Grant	£51,500 0.5 Speech and Language Therapist 0.5 Educational Psychologist	
CLCH		Sexual Health Services
Whittington NHS Trust – Barnet School Nursing		0.2 YJS Nurse
Ministry of Justice – Turnaround Programme	£55,233.56 FTE 1.0 YJS Turnaround Case Manager	
MOPAC/VRU – Project Engage	£200,000 FTE 3.0 Project Engage Workers FTE 1.0 Advance Practitioner	
Total	£1,286,053.71	Total (inclusive of in-kind) £1,389,067.71

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

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

7. Progress against previous plan

Below are the key successes against delivery of Barnet's Youth Justice Plan 2023 – 2025.

Priority 1. Strategic & Operational Multi-Agency Leadership

- Barnet has benefited from stable and committed strategic and operational multi-agency leadership. This has enabled consistency in delivery of service and attendance at the Youth Justice Matter Management Board (YJMB). The multi-agency partnership regularly scrutinises the performance of Youth Justice Services and drive delivery of the Youth Justice Plan. See Appendix 2
- A culture of respectful challenge and curiosity is promoted through operational and strategic meetings with a Child First Principle culture embedded through the inclusion of the voices of children and young people; 2 young representatives have successfully been inducted as a member of the YJMB and consistently attends the quarterly meeting.
- The YJMB has fostered inter-agency engagement and understanding of services through annual 'mixer' events that bring partners, Youth Justice Board members, Youth Justice Practitioners and volunteers together supporting informed system leadership.
- Multi-agency leadership of Barnet's Youth Justice Services enables effective scrutiny of performance data which in 2024/25 continues to demonstrate Barnet's strong performance in London and nationally. Barnet re-offending (30.4%) and custody rates (0.02% per 1,000) remain lower than the National and London Average whilst First-time entrant 161 per 100,000 (between January 2024 to December 2024) is significantly lower than London average rate[KP1] (192 per 100,000).

Priority 2. Education

The focus on meeting the aims of this strategic priority has continued to promote educational inclusion and address barriers to education, attendance and attainment.

- The Youth Justice Service had been shortlisted and among the top 10 Finalist for the Local Government Chronicle Award 2025 out of 1,000 entries across the country. The Awarding Ceremony will be on 11 June 2025 for which the winner will be announced



- The Youth Justice Service is supported by two part-time Educational Psychologists each working 45 days per annum are provided through Barnet Education & Learning Service (BELS) and funded by the Supporting Families Grant. During 2024/25 the Educational Psychologists provided direct support to 27 children and young people receiving Youth Justice Services with their education, training and employment and their Education and Health Care Plans (EHCP) and Special Educational Needs and Disability (SEND) Plans.

- The Educational Psychologists have provided consultation to the professional system, including multi-agency panels, supporting children and young people open to Youth Justice Services enabling earlier identification of children in need of additional support with learning and the development of strengths-based plans.
- The Educational Psychologists facilitated an Out-of-Court disposals animation video project ([Out of Court Disposals – Barnet Youth Justice Service Subtitled](#)) with five young people receiving involvement with YJS and on roll at Pavilion Study Centre on 18th June 2025.
- The Educational Psychologists have facilitated the following training workshops in 2024/25. CPD planning this year has involved collaboration between REACH, the Barnet Virtual School and Alternative Provision settings, to inform holistic, multi-agency support through supporting change within systems.
 - Supporting Re-integration, preventing exclusions and EHCPs (YJS Practice Development Session) – 19th April 2025
 - Supporting young people in YJS/REACH experiencing Emotionally Based School Avoidance (YJS Practice Development Session) – 9th July 2025
 - Developmental Trauma Workshop – whole staff workshop at Focus 1st Academy (Alternative Provision) and review of School Behaviour Policy with Senior Leadership Team – 6th January 2025
 - Whole staff MAPP session with staff at the Pavilion Study Centre (Trauma Informed Schools Project) co-facilitated with Virtual School – 15th January 2025
 - Trauma Informed Schools whole staff training workshop (Part 1) co-facilitated with Virtual School – 22nd January 2025
 - Trauma-Informed Schools whole staff training workshop (Part 2) – co-facilitated with Virtual School – 12th February 2025
 - Exploring Multi-Agency Working through a Systems Psychodynamic Lens – joint YJS and REACH Practice Development session – 11th February 2025
- In December 2023, Barnet received the Youth Justice SEND Quality Mark Lead Status with a Child First Commendation from the Association of Youth Justice Managers in December 2023. The Quality Lead Status is the highest rating within the Youth Justice SEND Award.
- The award recognised the long-established relationship between the SEND Team and the Youth Justice Service and the co-location of Educational Psychologists, Forensic Psychologist and the Liaison and Diversion Practitioners who each play a critical role in ensuring timely expert support for children and young people and also up-skill the Youth Justice Service through training and consultancy.
- In 2024-2025, Post-16 BELS have embedded a full-time Education, Employment and Training (EET) worker within the Youth Justice Service to support a reduction of young people who are Not in Education, Training & Employment (NEET) which at year end represents 10% of the Youth Justice eligible cohort of 16-18-year-olds. This rate is disproportionate to the Barnet NEET rate of 0.67% which is the lowest rate recorded in Barnet and the second lowest rate in London.

- The Post-16 BELS Team have ensured sufficient high-quality post-16 provision for children and young people and facilitated effective tracking, support and mentoring through targeted school-based approaches where children are identified as at risk of NEET. This includes targeted support for children at risk of permanent exclusion and Care Leavers and an increase in the number of young people with an EHCP moving into employment through supported internships.
- The impact of the EET worker in the Youth Justice Service has supported 22 young people into colleges across North London.
- The Youth Justice Service have regularly attended the Pupil Placement Panel ensuring children and young people who are open the service effectively addressing barriers to engagement and access support.
- On 14 August 2024, Stephanie Roberts-Bibby, Youth Justice Board, CEO and the 3 Senior Civil Servants (Sharon Gray, YJB Board Member, Henry Smithers, Head of Oversight – London Operations South, Bhavita Gohel, Youth Justice Oversight Manager – London) visited the Youth Justice Service to witness how we have implemented the Child First Principle in practice by successfully delivering the Fifth Residential Programme, the Engage Programme across Northwest BCU, linking this with the Turnaround Programme, Your Choice, and Early Help diversion and prevention initiatives. Stephanie and the rest of the Civil Servants commended Barnet YJS as a high-performing team across England and Wales and observed that the integration of different projects has a real impact on children and young people. Barnet YJS had been rated by YJB under “Quadrant 1 Services- Strong Performance encouraged and provide peer-to-peer support and spread good practice to other systems and providers.



Priority 3. Over-representation of Black and Racially Minoritised children

- Demographic data of Black and racially minoritised children in the Youth Justice system demonstrates a disproportionate representation, particularly of Black boys. In response, Barnet Youth Justice Service have a well-developed Disproportionality Action Plan 2025-2026 supported by our local data to tackle inequalities for children and young people involved in contact with the criminal justice system.
- From April 2024 to March 2025 a total of 152 children and young people and young people were open to the Youth Justice Service, of which 121 young people (80%) received a single intervention, and 31 young people (20%) had more than one intervention, indicating ongoing or escalating needs. 106 received Out of Court Disposals and 67 received Court Disposals. Of this group, 75 % are males, 25% are females and 57% are from Black and racially minoritized backgrounds. 70% of the cohort are aged 16+ and 27% are aged between 14-15 years.
- Learning from Child Q² has been disseminated and discussed at the YJMB; and has supported in-depth review of stop and search activity in the local area. This was followed by Adultification training delivered to the multi-agency partnership.
- Actions taken by Metropolitan Police include every Stop and Search now require authorisation from an Inspector on duty, a new CAD is created to cover the search taking place, body worn camera are not to be switched on during searches and training has been rolled out to all officers. A new dashboard³ has been made available to the public and there has been a reduction in More Thorough Searches (MTS); more targeted approaches have yielded an increase in positive findings.
- A London-wide pilot audit of stop and search was completed in March 2025, led by the Youth Justice Service, Service Manager, the Detective Chief Inspector of NWBCU, and facilitated by the Interim Head of Service for Quality Assurance and Safeguarding and Workforce Development. The audit findings and recommendations were presented at the Local Authority Children Safeguarding Partnership Board (CSPB) and the Youth Justice Matters Board to discuss learning points, and actions needed to further enhance local practices. A wider Pan-London Executive Report will be published in coordination with the ADCS in the summer of 2025.
- In 2023/24 Barnet Youth Justice Service delivered Unconscious Bias training to Magistrates and District Judges, Clerks of Court, Crown Prosecution Service and defence lawyers at local court-user meetings and court Youth Justice panel meetings. Further Youth Justice staff have been trained in Equality in the Workplace and Disability and Discrimination. In September 2023, the Youth Justice Service supported delivery of Confident Conversations about Race at the Barnet Family Services Annual Staff Conference.
- In 2023/24 YJS Service Manager and REACH Team Manager participated the delivery of the Four Pillars of the Family Services Resilience-Based Practice Standards at the Family Services, Service Away day.

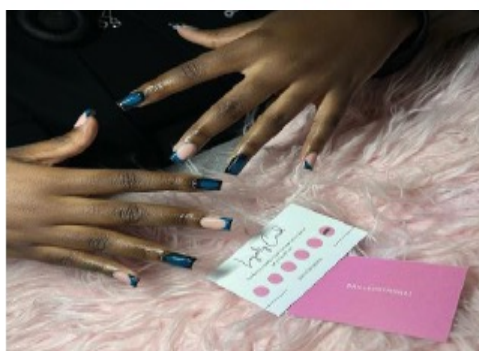
² Child-Q-PUBLISHED-14-March-22.pdf (chscp.org.uk)

³ MPS Stop and Search Monthly Report | Tableau Public

“ I get the ick about myself now when I look back at things I did. I think it is embarrassing when I see my friends doing the same things we did when we was young. Some people like to show off about things they have done like being on tag, but I find it embarrassing and don't like when people know. I want to make sure I stay on the right path. I would like a job as an accountant or something similar. I want to earn money. I wouldn't mind going to college or getting a job straight away. I want a life with calm and good vibes only, I don't want to have arguments with people anymore and I want to be stress-free. I would like to move out and have my own house. ”



- Led by London Borough of Camden, the first London Accommodation Pathfinder – Alternative to Custody was opened in Barnet in May 2023. The Accommodation Pathfinder provides an alternative to remand in Youth Detention Accommodation for 16–17-year-olds living in London with the aim of enabling Black and racially minoritized children to develop pro-social identity and behaviours. As of March 2025, Barnet managed has successfully referred 2 young people to the LAP. To date, we have one young person released from remand and currently in the LAP accommodation with the wrap around support.
- In May 2024, the YJS Service Manager with ethnicity background received an honorarium fund to complete his Professional Certificate in Strategic Leadership and Management from the International Centre for Parliamentary Studies in London. He has been using his learnings, particularly the learning modules, to train Operations Managers, YJS Principal Clinical Psychologist and Advance Practitioners within the Youth Justice Service, enhancing their skills and knowledge in leadership and management.
- The Staff ethnic backgrounds of the YJS are reasonably representative of the young people we work with. 8 staff with ethnic background were funded by YJS and Workforce Development and completed their Youth Justice Effective Practice Certificate & Systemic Practice where they enhanced their skills and knowledge for their future Youth Justice career.
- Barnet YJS recruited and trained 25 Panel Volunteers, that reflects the diversity of the communities we serve.
- Women & Girl's Group – we delivered with Early Help. 13 attended.
- Delivered 2 Your Life You Choose Workshops – School Partnership Engagement with Pavilion and Queen Elizabeth Girls.
- Two young girls from minoritise background successfully completed their Your Choice Intervention. One young person managed to set-up nail business and another young person passed her driving test.



Priority 4. Prevention & Diversion

- Engage⁴ is a custody-based intervention for under-18's designed to engage children and young people at a 'reachable moment' to support access to statutory services and reduce the risk of reoffending. In Barnet, ENGAGE is delivered as part of the Youth Justice Service. Practitioners see children who have been arrested in Colindale and Wembley police custody settings Monday to Friday 9am – 8pm and between 8am and 1pm at weekends. Since Barnet assumed responsibility for delivery of the Engage project in July 2023, it has provided support to 1,074 children and young people and 175 parents/carers.
- Barnet has led the Engage programme delivery across the NW BCU area (Brent, Harrow and Barnet) since Q2 2023/24 and this had been extended for another year 2025/26. A high proportion 529 out of 786 from NW BCU (67%) of young people accessing Engage have completed their Engage Intervention Plan. In 2024/25 there is only 18 young people out of 529 had a subsequent arrest in the reporting period which equated to 3.4%.
- This aligns with the MOPAC VRU published report dated 11 February 2025, which suggests that *“Youth workers embedded in police custody reaching 10,000 young people at a point of crisis with two-thirds achieving positive outcomes in reintegration into education, training or employment. For those up to 18, we’ve seen nearly 90 per cent of young people arrested for violent offences prevented from reoffending over the next 12 months following engagement with a youth worker.”*
- Out of Court Disposals (OOCd) are used when it is not in the public interest to send children and young people aged 10-17 to court. OOCd's ensure children's needs are assessed and tailored, targeted intervention is offered without a Court conviction. In Barnet, OOCd interventions are delivered by Barnet's Child & Family Early Help Services through sessional engagement aimed at helping the child desist from further offending behaviour using strengths-based and future focused approaches.
- 98 Out of Court Disposals were handed down during 2024/25, the cohort is comprised of 76 males (78%) and 22 females (22%). The volume is lower than the previous year due to the implementation of Turnaround and Engage interventions. The OOCd's comprised of:
 - 28 Community Resolutions
 - 13 Youth Cautions
 - 8 Informal Diversion Work Triage
 - 22 Youth Conditional Cautions
- OOCd interventions act as a gateway for children to access positive activities delivered by Early Help Services and engage with professional help early. The success of the approach is demonstrated in Barnet's low First Time Entrant (FTE) rates; only 13 (13%) of the 98 young people who received an OOCd in 2024/25 have reoffended at time of reporting.

- In 2024/25 Barnet presented 12 referrals to the bi-annual Northwest Basic Command Unit (NWBCU) Scrutiny Panel for Out of Court Disposals which plays a crucial role in ensuring transparency and accountability in the use of Out of Court Resolutions which include Triage/Community Resolution, Youth Cautions and Youth Conditional Cautions. All 12 referrals received positive feedback from the Police and key stakeholders on joined-up planning, clear rationale and defensible decision-making.
- The programme of work in Youth Justice Services to prevent offending and divert young people from the criminal justice system includes targeted positive activities; in July 2023, the Youth Justice Service engaged 16 young people in a paintballing activity and a 6-week BMX Groupwork Project, 'On Track' is being delivered for a group of 6-8 young people who are learning BMX track-racing and mechanics. The program aims to provide skills to help build resilience, self-confidence, focus, and teamwork; the sessions are being run by The Whyte Brothers Daniel, Tre and Kye (Former BMX Olympians).



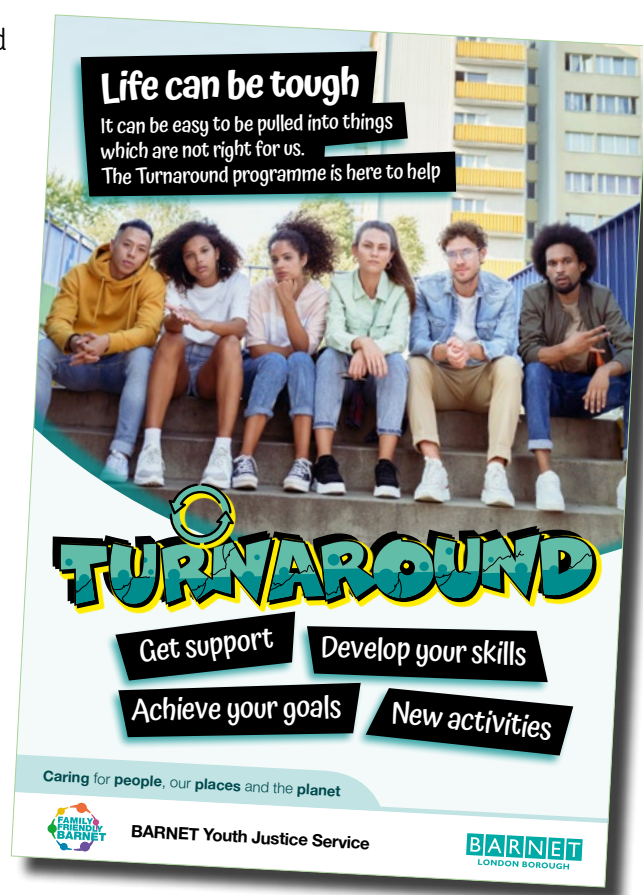
“You’ve helped me in so many ways; even just your words of affirmation have kept me level-headed. I am not the same person I was when I first met my YJS Officer. I always say meeting my YJS Officer was the best thing to have happened after custody.”



- During 2023/25, 443 AQA certificates have been awarded to children and young people completing positive activities; some young people have achieved up to 10 certificates; these motivate some young people to take part in their reparation sessions. AQA is an awarding body, it compiles specifications and holds examinations in subjects at GCSE, AS and A Level and offers vocational qualifications. AQA is a registered charity and independent of the government although qualifications and exam syllabi are regulated by the Government.
 - In 6-9 August 2024, the Youth Justice Service completed its fourth successful Residential Programme for children and young people aged 14-16 years. The programme was established in October 2019 with the aim of meeting the following objectives: to divert children and young people from offending and help regulate their behaviour.
 - develop personal resilience and build on existing strengths.
 - boost their self-esteem and new opportunities for personal growth and learning.
 - develop skills with the aim to encourage them to become mentors for young people within the borough.
 - Complete the requirements of their Youth Justice Orders
 - Develop a trusting relationship with the Youth Justice Practitioners
 - Experience positive child-centred activities and experiential learning during the summer holidays.
- The group of 7 children and young people spent time engaging in positive activities over 4 days and were supported by peer mentors who had attended the Residential Programme in previous years. Two have successfully completed their Youth Justice Orders have become mentors who will support the Residential Programme planned for August 2025.

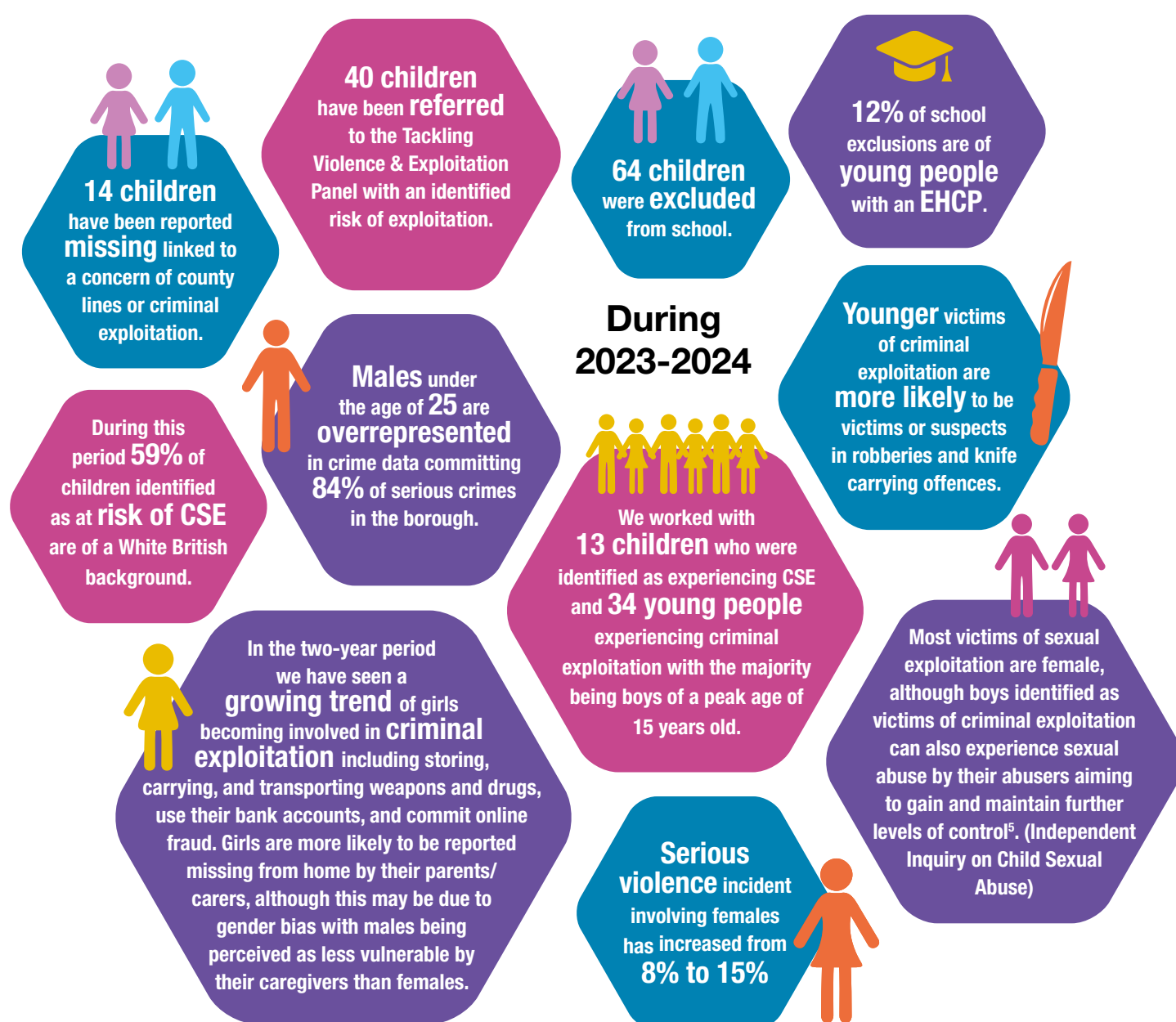


- The Residential Programme provides opportunities to engage in casual dialogue with children and young people about their lived experiences. All seven young people attending the Residential Programme had been directly affected by incidents of violence in the community with 5 sharing that they had lost friends and loved ones in such incidences; one young person was due to attend a funeral for a relative lost to knife crime in neighbouring borough. Such experiences reinforce the need for trauma-focused support to young people in the Youth Justice system.
- Interventions to support young people are available via a range of embedded approaches including the 'Your Choice' programme which uses ideas from cognitive behavioural therapy (CBT) to support children aged 11-17 affected by extra-familial violence and related harms. As of March 2025, we have supported 90 children and young people via the Your Choice Programme and 68 completed their based-line questionnaire and 54 completed their end questionnaire.
- The Turnaround Programme (2022-2025)⁵ is funded by the Ministry of Justice to provide early support to all children at risk of entry to the Youth Justice System, to prevent them from offending through completion of a needs assessment that identifies support needs at the earliest opportunity.
- Turnaround works with children aged 10 – 17 years where there is concern for anti-social behaviour and offending. It is a voluntary programme for up to 12-months and is open to children who have not previously been involved with the Youth Justice system.
- Barnet met the target number of 64 young people on the Turnaround Programme as of March 2025 and the programme had been extended until March 2026. The average age of young people on the Turnaround Programme is 15 years.
- An effective Youth Justice Liaison and Diversion offer provides children and young people with early access to mental health support following arrest, during 2024/25 51 young people have been reached in police custody and 27 young people have been reached in the community. Further, a Principal Clinical Psychologist embedded in the Youth Justice Service has provided 56 young people with emotional wellbeing and mental health support.
- A new Prevention and Diversion Assessment Tool (PDAT) was launched in the Summer 2024, and this was rolled out to the Youth Justice Service and Early Help Practitioners in September 2024. The change ceased the use of the Asset Plus Assessment for Out of Court Disposals.



Priority 5. Serious Violence and Exploitation

- In 2023/25 the Youth Justice Service, BELS Educational Psychologist, Safer School Police Officers, London Ambulance Service, Victim Hub, an ex-offender and a Magistrates from Willesden Magistrate Court, delivered targeted 'Your Life, You Choose' workshops at the Queen Elizabeth School for Girls focusing on dangers of child criminal and sexual exploitation. The workshop engaged Year 7 students generating discussion. A film⁶ on exploitation developed by London Borough of Enfield was shown and ended with a music video made by Dave about toxic relationships. The workshop has since been delivered at the Pavilion Pupil Referral Unit.
- Younger victims of criminal exploitation are more likely to be victims or suspects in robberies and knife carrying offences, targeted interventions in weapons awareness programmes are offered with the aim of reducing risk.



Karla Goodman and Isabelle Gregory, Practice & Project Leads from London Council - Your Choice. "I just wanted to say a huge thank you to you all for today. It was so lovely to finally meet you all in person. A special thank you to Taylor Padmore-Cooper for arranging and being the hostess with the "moistest" and to Cezar Tan for the tour of Barnet through the journey of the child. And to Sarah Marshall for your never-ending support- we are so blessed to get to work with such wonderful humans! Today was such a great opportunity to meet and thank the team. It felt like a really helpful conversation and was great to hear the connections between the Your Choice programme and the wonderful work you are already doing in Barnet. What a treat that we were able to hear from one of the young people about how the programme has supported her in her journey beyond her Order.' It is really good to see Barnet keeping the child, their journey and the impact of our work at the heart of the Your Choice Project". This visit was published in the London Council weekly Spotlight Bulletin.





In 2023-24

- Since 2018, **£4.4m** of external project funding has supported the development of local programs designed to reduce crime, violence and exploitation of children and young adults.
- More than **70 children** and young people were reviewed by our multi agency Tackling Violence and Exploitation Panel.
- **255** Child Exploitation and Missing (CEAM) risk assessments were completed with **52** Young People having multiple reviews, **20** young people showed a positive reduction in risk scoring.
- **29** parents are trained parent champions, and **17** additional parents are schedule to attend the program and will support work with other parents of adolescents.
- **304 children** and young people were supported by our Engage (Across Barnet Harrow and Brent). **25** young people were engaged through our diversionary Turnaround program to diver them from offending.
- **121 young people and young adults** were engaged in a new Detached Engagement Project over a six-month period.
- **75 children** were supported by MOPAC reducing exclusions mentors.
- **32** Serious Incident Response Meetings were held, providing a robust school and community response to incidences of serious violence, recognizing collective trauma of affected communities, residents, professionals, and businesses.
- **93 young people and adults** were referred to our Victims Hubs and supported to access resources in accordance with their rights under the Victims Code of Practice
- **9 schools, 83 Police Officers, 3 Residential care homes, and 7 multi agency training sessions** were completed on Restorative Justice Approaches.
- **99 young adults** aged 18 -25 years were referred to our multi-agency Adults at Risk Panel enabling wrap around transitional safeguarding support.
- Over **160** multi-agency participants attended Contextual Safeguarding training.
- **7** Quarterly Intelligence briefings are disseminated with over **260** staff from across the partnership attending and being updated to identified themes and risks.
- Over **30** Community Capacity Building sessions have been held with local community groups to find local solutions to local challenges.
- **9** children engaged in review and co-production of Return Home Interviews
- All of our residential and semi-independent providers have been engaged in information sharing on local resources and Philomena Protocols, with over **70** staff accessing our contextual training.
- Clear Hold Build saw over **300 people** arrested, most of which were adults. Arrested resulted in the disruption of **2** known county lines.

- In two incidents of Serious Violence in 2023/24 a total of 9 young people were remanded to custody; four young people were found not guilty despite the two incidents which both led to victim fatalities. A serious incident notification has been submitted to the Youth Justice Board. Both incidents are subject to Offensive Weapon Homicide Reviews as the victims were both aged 18+; these are being led by the respective local authority areas, learning from these, when available will be disseminated to the Youth Justice Partnership.
- Since 2018, £4.4m of external project funding has supported the development of local programs designed to reduce crime, violence and exploitation of children and young adults facilitating the development of services and specialist projects aimed at reducing risk of violence and exploitation. A full report on Serious Violence is available in the Family Service Annual Report to the Safer Communities Partnership July 2024.
- 20 young people attended 'No Knives, Better Lives' (NKBL) sessions at the Old Bailey Central Criminal Court, a partnership between the Metropolitan Police Northwest Borough Command Unit and Family Services through the Barnet Youth Justice Service, in collaboration with His Majesty's Courts and Tribunals Service (HMTCS). The aim of this programme is to develop awareness and educate children and young people about the dangers and risks of knife possession / knife-enabled offences. A further 11 young people have access Street Doctors training which teaches basic first aid for knife injuries and 7 young people completed 'Behind the Blade/ Weapon Awareness' programmes. Young people have reflected on their own experiences of knife carrying and knife crime following the sessions showing an increased understanding of the risks.
- Information on local resources has been provided to all residential and semi-independent provider settings in the borough alongside information on the Philomena Protocols, with over 70 staff across the sector accessing contextual safeguarding training. The Philomena Protocol is a police-led initiative designed to identify residential and semi-independent providers where there is a high prevalence of young people going missing from care. It aims to assist multi-agency engagement and support the implementation of coordinated preventative and planning strategies including 'Grab Pack' risk assessments that highlight known risks and information that can assist the Police in understanding the response required in locating them.
- A Detached Outreach Youthwork Project has been established with funding from the Mayor's Office for Policing and Crime (MOPAC) Violence Reduction Unit (VRU). The funding has continuation to March 2025 to support provisions under the Serious Violence Duty 2022. The Project provides visible Youth Workers in targeted locations, where there are increased risks of serious violence and criminal exploitation, for a minimum of 20 hours per week, operating at peak times during the evenings and at weekends when young people are 'hanging out' with the aim of engagement and diversion into positive activities. The approach enables access to informal support, learning opportunities and access to resources for young people in their own community spaces.
- The Detached Youth Workers have been present in Burnt Oak, Hendon, Finchley, Edgware, Colindale, High Barnet and Dollis Valley, with a particular focus in the following in local parks and shopping centres.

“ My Referral Order is going really well so far. I get on well with SE (Case Manager), and the sessions I have done have been helping me make some changes. I feel like my order has prevented me from doing crime (offending) and has helped me make better choices. I have enjoyed doing the painting session for my reparation where I made the bird house, I think this was the best session.

I also think that the most useful sessions are my weapons awareness with GR (ISS and High Risk Coordinator) and the stop and search session I did with SE, it means that I can give advice on things I've learned. There is not much I can change about my order, but I would like some more support with my education, as I want to be able to apply for colleges or sixth form once I finish my GCSEs.

“ I like the YJS Order, it has helped me out a lot. It has made me feel better about myself. I have learnt more skills on how to communicate and manage my thoughts, I would still like help to find employment ”



- The Detached Youth Workers have also attended Community Pop Up Events including the Winter Fest at Grahame Park Estate and an event with the Community Safety Team, Early Help Services, Rough Sleeping Team, Change, Grow, Live and Police at the Pulse Estate, near Colindale Tube Station.
- In 2023/25, 1,728 young people were engaged by the Detached Youth Workers, of which 70% were male during 79 Detached Outreach Sessions held over Wednesday to Sunday between 4pm – 7pm. Young people aged 16-25 years account for the 70% of all young people engaged, the age range has increase from Q3 when there was a higher ratio of children aged under 16 years engaged and less young people aged 19+. 127 professionals, 72 parents/carers, 464 members of business and local community. On average we provide 65-67 sessions of outreach with the approximate total of 470 hours.
- MOPAC VRU have replaced the Community Capacity Programme with the 'My Ends' Partnership Fund. In 2024/25 there is a plan to deliver detached outreach youth work in partnership with Art Against Knives who have a strong track record of building relationships with young people and with other community organisations. My Ends funding seeks to maximise opportunities to build relationships with young people and bridge them into further support and more formal mentoring journeys.
- A second MOPAC VRU funding stream for 2024/25 is the 'Robbery Fund' which aims to strengthen partnership working across Family Services, Community Safety, Police and Schools, providing increased visibility to reduce incidences of robbery after school hours and actively divert those young people at the greatest risk of offending, including those coerced into offending behaviour and exploited by criminal gangs into targeted support services.

Priority 6. Resettlement & Transitional Safeguarding

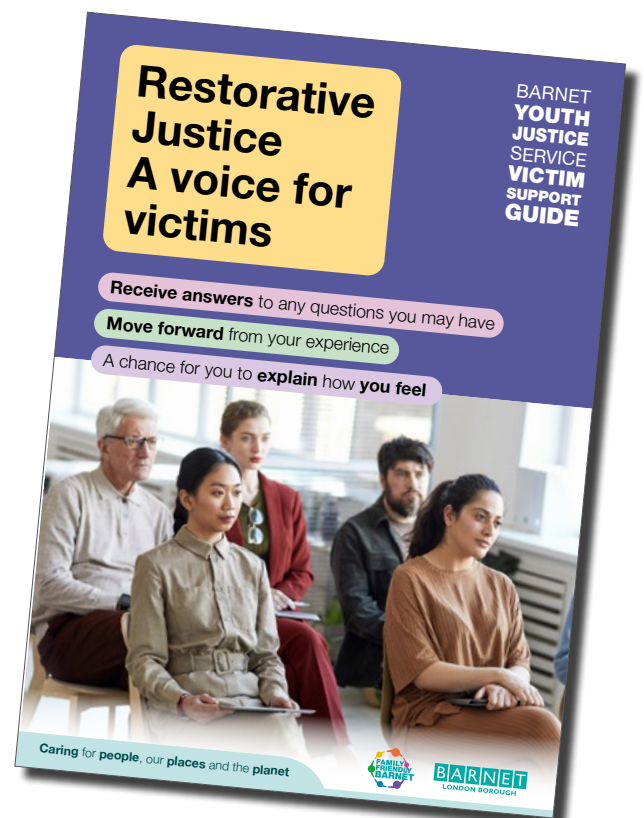
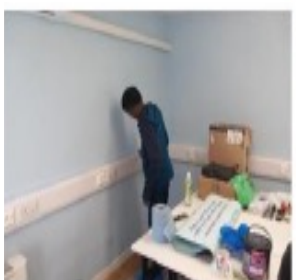
- During 2023/25 18 young people transitioned from the Youth Justice Service to Probation Services via the Seconded Probation Officer; each of the young people were provided with structural support to facilitate a smooth transition and were signposted to relevant partner agencies enabling post-18 support.
- Barnet Youth Justice Service Constructive Resettlement and Transitional Safeguarding Policy has been developed laying out clear expectations to partner agencies and children and young people on how resettlement and transitions will be managed, starting at the point of entry into secure estate, until release in the community. The policy strengthens arrangements of the Constructive Resettlement and Transitional Safeguarding Panel (CRTSP) ensuring it operates with Child First principles, utilizes the Youth Justice Board Constructive Resettlement guidance and incorporates Transitional Safeguarding considerations.
- Barnet's Constructive Resettlement and Transitional Safeguarding Panel aims to promote the smooth transition to community-based services. In April 2023 – March 2025 there were 32 young people were discussed at CRTSP promoting effective end-to-end service provisions aimed at enabling reintegration to the community by developing a clear understanding of the structural barriers faced on leaving custody and the support needed to overcome them e.g. accommodation, education, training, employment or constructive leisure.

- Of the cohort, 7 had been remanded in custody and 6 found not guilty, 8 had been remanded to the care of the local authority and 1 had served custodial sentences under either a Detention and Training Order. A further 8 young people subject to community disposals were discussed at the CRTSP to facilitate transfer of services following a move in or out of the local area.
- A revised and strengthened multi-agency Adults at Risk Panel provides multi-agency oversight for young people aged 18-25 years, including care experienced young adults. During 2023/24, a total of 99 young people were discussed at the Panel enabling wrap around transitional safeguarding support.
- The Engage Team developed an online Engage Turning 18/19 years old support exit strategy called young adults' platform, inspired by the Youth Justice Service Handbook, the platform aims to signpost young adults to information, advice, and guidance following completion of their Engage Intervention when they are due to turn 18 years [Engage Turning 18/19 years old support exit strategy](#)

Priority 7. Restorative Justice (RJ) and Victims

- Restorative Justice (RJ) approaches, including RJ Conferences with victims of crime, are a powerful way of empowering victims to explain the personal impact of offending and for children to acknowledge their experience, take responsibility and make amends. Barnet Family Services developed a Victims Care Hub and a Restorative Justice Coordinator in 2022 with London Crime Prevention Funding which provides support to victims and training in the use of RJ approaches. The approach meets the aims of the Prisoner and Victim's Act 2024 and Code of Practice for Victims which aims to:
 - amplify victims' voices and make sure victims are at the heart of the criminal justice system.
 - improve support for victims to cope and recover from the impact of crime and enable them to engage with the criminal justice system.
 - strengthen transparency and oversight of criminal justice agencies at local and national level so that victims' experiences support them to engage, and remain engaged with, the criminal justice system.
- Restorative approaches/practice are a way to give victims (or those harmed) an opportunity to meet or communicate with those that have created the harm. Restorative practice can take many different forms i.e., mediation, restorative meeting, or an apology letter. In the process children, when they are also safe from harm, are supported to consider the impact on others of their actions and behaviour, and where appropriate start repairing some of the harm caused.
- Delivery of the Restorative Justice Improvement Plan developed and approved by the Youth Justice Matters Board in June 2023, Restorative Justice approaches have been further developed through training and revised Restorative Justice screening tool. A full report on Restorative Justice and the Victim Care Hub is available in the Family Service Annual Report to the Safer Communities Partnership July 2024.
- The Restorative Justice Coordinator and Victim Coordinator have been working with the Youth Justice Service Restorative Coordinator, enabling 127 hours of reparations to be delivered to 24 individual children and young people, 47 letters/pieces of reflections have been delivered, and 43 young people attended Victim Awareness sessions.

- During 2023/24, there were 93 referrals made to BVCH; of these, 18% (n=17) referrals were relative to crime prevention. Incidences of direct harm against victims was reported to the Police on 58 occasions, representing 76% of all crime related referrals and indicating a good level of confidence in reporting. Within this cohort, 32 victims were known to be assisting in the investigation. All crimes in the reporting period were reported to have taken place in Barnet.
- Barnet Youth Justice Service are now working with Edgware Library, Little Village (donation/ Charity Shop), Flower Bank, Canada Villa revamp, Osidge Library, Chipping Library, 2econd Chance (computer recycling project) and various voluntary sector providers for children and young people to deliver community pay back/reparations with five reparation sites promoting Barnet's values on Caring for our Places and the Planet.
- In the Autumn of 2024, Barnet YJS met with the Pan London Metropolitan Police Restorative Justice Operational Lead to strengthen the partnership and overcome barriers in terms of victim contact. Following the meeting, a new Restorative Justice: A Voice for Victims Support Handbook was developed, and in January 2025, the Barnet Metropolitan Police and Youth Justice Service, Victim and Restorative Justice Policy 2025 was introduced.



“The referral order has made a lot of difference to MO. He has made significant changes in areas that I was really worried about, although I am still concerned about his engagement in school since he moved to the Pavilion.

He stays home more often now. MO has shown more respect towards me and has improved himself considerably.

He has improved in many different ways, and sometimes he even helps me when I get frustrated or angry, telling me to ‘calm down’, explaining all the good things he is doing with the YJS, and he is more rational.”



8. Performance and priorities

The Youth Justice Board sets standards and publishes data against Key Performance Indicators (KPI) for Youth Justice Services, 10 new KPI were introduced in April 2023 taking the total to thirteen Youth Justice national KPI's which are mandatory reporting requirements for youth justice partnerships through the Youth Justice Management Boards, these are:

- **First time entrants (FTE) to the youth justice system**

Young people aged 10 to 17 years receiving a pre-court disposal or conviction. This data is published quarterly per local authority area, for a rolling 12 months and is taken from the Police National Computer (PNC). The FTE figure is compared with the same quarter of the previous rolling 12-month period.

- **The binary reoffending rate**

Frequency and binary re-offending data is published quarterly per local authority area, comparing rolling 12-month data from 2 years ago with data from 3 years ago. This is taken from PNC. The binary figure relates to the percentage of young people in the cohort who reoffend, and the frequency figure relates to the number of re-offences per young person.

- **The use of custody**

The number of young people per 1,000 of the 10 – 17-year-old population receiving custodial sentences is compared with the number who received a custodial sentence in the same quarter of the previous year.

- **Suitable accommodation**

The type and suitability of accommodation at the start and end of the order by type of order. Additionally, for those leaving custody, it looks at how far in advance accommodation was secured. YJSs are required to record the number of children in the community and being released from custody into suitable or unsuitable accommodation arrangements.

- **Education, training and employment (ETE)**

The number and proportion of children in ETE by suitability, ETE provision type and type of order for children of school age and children above school age and how many hours were offered and attended.

- **Special educational needs and disabilities/Additional learning needs**

The number of children with SEND for England or by type of order, whether they have a formal plan in place and whether they are in suitable ETE.

- **Mental health care and emotional wellbeing**

How many children are screened or assessed to understand their mental health and emotional wellbeing needs. For children who are already in an arrangement to support their mental health and emotional wellbeing, is the support in place.

- **Substance misuse**

The number of children with a screened or identified need for an intervention or treatment to address substance misuse and of that, the number of planned/offered treatment and the number of children attending intervention/treatment.

- **Out of court disposals**

The number of children with interventions ending in the period, the number of children who completed the intervention programmes in the quarter and the number of children who did not complete intervention programmes in the quarter.

- **Links to wider services**

The number of children who are classified as a currently care experienced child (known in statute as a 'Looked After Child'), a 'Child in Need' or who are on a 'Child Protection Plan', an 'Early Intervention Plan' or who are referred to Early Help services.

- **Youth Justice Management Board attendance**

The number of senior partners attending the quarterly meetings, and of those senior partners was data presented which identified areas of disproportionality.

- **Serious violence**

The number of children cautioned or convicted of Serious Violence on the YJS caseload.

- **Victims**

The number of victims resulting from offences committed by children on the YJS caseload, the number contacted, and the number engaged in restorative justice opportunities as well as those who requested and were given further information and support.

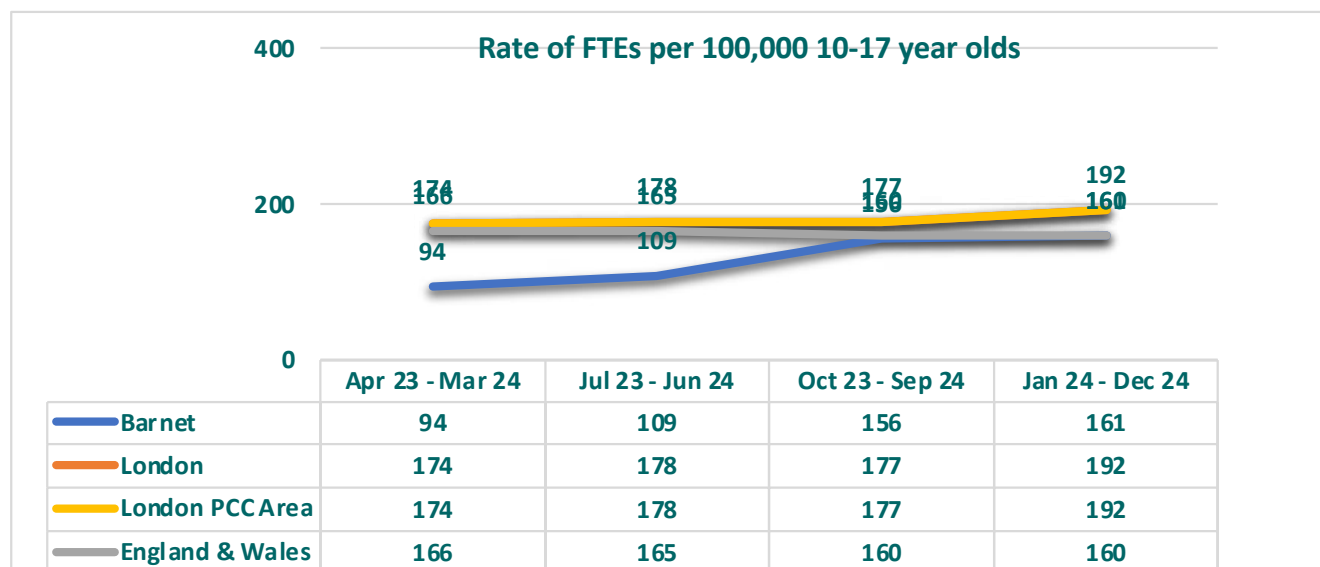
The Youth Justice Board additional 10 KPI dashboard was not made available to Youth Justice Services until 2023/25. Since this time, there have been a number of data integrity issues which have been raised with the Youth Justice Board, the data remains subject to cleansing and refinement. Data against the KPI's is being collected locally but is not extractable from the dashboard for meaningful reporting at this time. As such the Youth Justice Matters Board has examined local data that has been manually collected and continue to report on the first three KPIs namely the First-time entrants, re-offending rate and custody rate.

The YJB publishes the Quarterly Performance data for Youth Justice Services, compiled nationally, in relation to these three indicators. Since the start of the pandemic, there have been some gaps and data anomalies that need further investigation since most London Boroughs were above the London and National rates from 2021 to 2024. In addition, the Metropolitan Police changed their data-based system to "Connect," which is also contributing to the delays in progressing cases to Court and Out-of-Court for appropriate disposals. The information in this report is drawn from the data published in January 2024 to December 2024.

The Youth Justice Board data for First Time Entrants (FTE), which is taken from the Police National Computer shows that Barnet's rate is significantly lower than London rate at 161 (68 CYP) per 100,000 between January 2024 to December 2024. London rate is 192 per 100,000 and Barnet is one point above England and Wales rate at 160 per 100,000.

Compared to neighbouring boroughs (Northwest Basic Command Unit), Brent has the highest rate (201), and Harrow (125) has the lowest rate.

Barnet is lower than YJS Statistical neighbour (Youth Justice Family) Waltham Forest (262).



- The FTE data, overall, demonstrates lower than average numbers during the 2020 period which gradually increased in 2021 and 2022 due to lifting of restrictions and the impact of Covid-19 causing delays to children being handed down Court and Out-of-Court Disposals. Then there was a sudden significant reduction in 2023, followed by gradual increase back to the pre-COVID rate during the third quarter of 2024.
- Other boroughs in North Central London have experienced an increase on both National and London averaged rates (Enfield - 230, Islington - 176, Camden - 265 and Haringey 178). The increase has also been reported in east and south London areas.

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

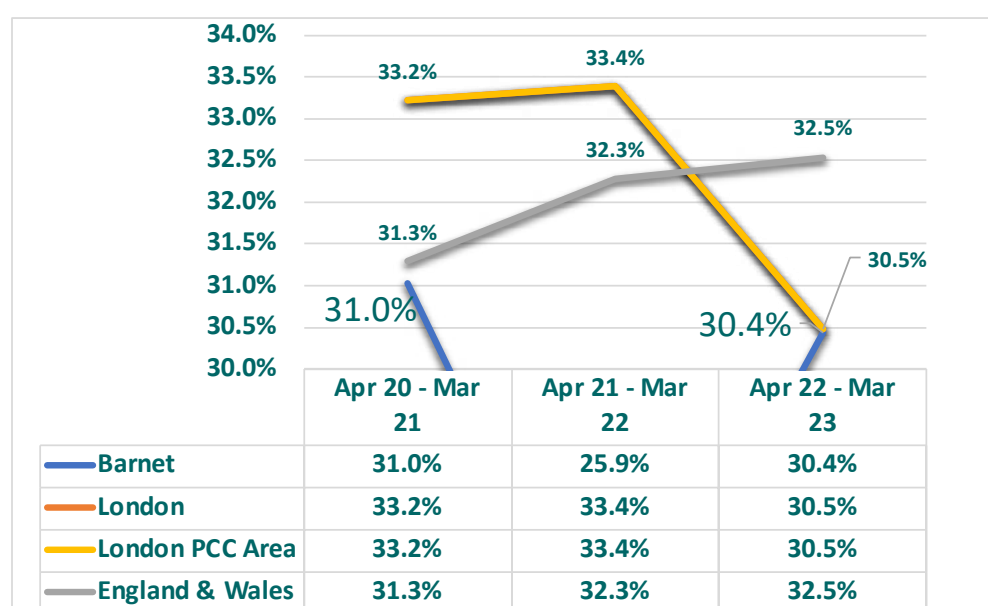
Out of Court Disposals (OOCDS) are delivered by Barnet's Child & Family Early Help Services, they are an effective prevention and diversion mechanism. Referrals are received and decisions made by a well-established OOCDS Panel. The quality of OOCDS decision making is regularly scrutinised by the Northwest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

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

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

The Binary re-offending rate for Barnet YJS remains lower (30.4%) than London (30.5%) and National-England & Wales (32.5%) averages. (The binary rate is calculated as the percentage of offenders with a proven re-offence in the reporting period).

Reduction in re-offending – Binary Reoffending Rate



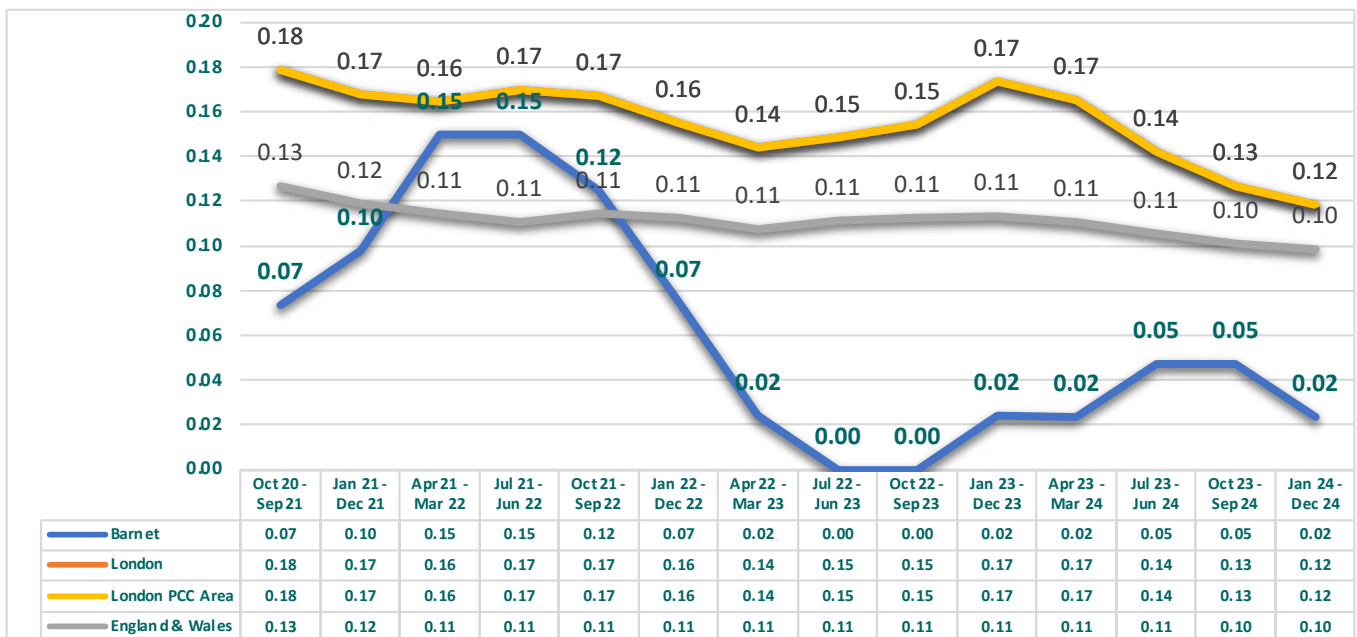
For the period Apr 2022 – March 2023 Barnet ranked 3rd lowest reoffending rate within the YJS 'Family' and within the NW BCU. Brent 31.1% and Harrow 38.5% re-offending rates.

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

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

Custody Rate per 1,000 10-17 year olds

Barnet's custody rate is currently 0.02% per 1,000 for the period January 2024 – December 2024. Barnet is lower than the Youth Justice Family average of 0.06%.



Although rates of custody are low in Barnet, the YJMB recognises that a disproportionate number of Black and Other ethnic background boys have received custodial outcomes. The YJMB is committed to reducing use of custody further and ensures robust community-based alternatives are available. The London Borough of Camden is leading the London Accommodation Pathfinder (LAP) project across North Central London (Barnet, Islington, Haringey, Enfield & Hackney), an alternative to secure accommodation for Black boys aged 16/17 years who are disproportionately over-represented in the secure estate. A 5-bed accommodation in the Barnet area, was built and launched in May 2023. To date, Barnet has made two referrals and currently one young person has been successfully released in custody and transferred to the LAP.

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

Detention in Police Custody

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

In April 2024 to March 2025 Metropolitan Police Custody data reports 351 children had been detained at Colindale Custody Suite, and 333 in Wembley Custody Suite.

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

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

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

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

- British Transport Police Information Sharing Agreement - March 2025
- Metropolitan Police YJS & Early Help Data Sharing Agreement - June 2020
- Barnet Out-of-Court Disposals Operating Protocol, Police, Youth Justice, Early Help, Social Care, and Partners – January 2025
- Memorandum of Understanding Project Harbinger - March 2025
- Police Custody and Appropriate Adult process between Barnet, Brent, and Harrow Youth Justice Services and the NW BCU April 2023
- Engage Project Operating Protocol for Barnet, Brent, Harrow and NW BCU Metropolitan Police- June 2023

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

PART 2

9. Strategic Priorities 2025-2027

Priority 1 – Cohesive Partnership & Collaborative Youth Justice Service

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

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

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

To achieve this, we will:

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

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

Outcomes Sought

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

Priority 2 – Keeping Children & Young People at the Centre

This strategic priority sets out our commitment to see children and young people involved in the youth justice system as ‘Children First.’ This second strategic priority is aligned with the Barnet’s Children and Young People’s Plan 2023-2027 and My Say Matters strategy – Barnet Child Participation & Family Involvement Strategy 2022-2025, which aims that as a Local Authority, we ensure that children and young people’s voices are heard and included in all of our decision-making processes.

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

Children and young people in Barnet have told us that they are worried about their safety (Keeping Young People Safe Multi-Agency Safeguarding approach to tackling child and young adult exploitation Strategy 2025), through this will aim to build and strengthen their resilience and confidence and promote their engagement in decision making and design of services, through to monitoring and evaluation.

The YJB Child First Principles are foundational in shaping the Youth Justice Service, ensuring a paradigm that prioritises the welfare and rights of young people within the youth justice system. At its core, these principles emphasise viewing young people as children first, rather than as offenders and keeping them at the Centre of everything that we do, thus promoting a more humane and empathetic approach to youth justice. Key tenets include:

1. **As children** – Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
2. **Building pro-social identity** – Promote children’s individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
3. **Collaborating with children** – Encourage children’s active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.
4. **Diverting from stigma** – Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

By prioritising these principles, the Youth Justice Service aims to reduce recidivism, encourage reform, and facilitate a supportive environment where young individuals can thrive and become constructive members of society.

“The best thing that is my daughter and family got the support and intervention pointers at the right time. Confidentiality and trust enable us to create a closer bond. Working with Daniel and the team came easy.”



To achieve this, we will:

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

Outcomes Sought

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

Priority 3 – Prevention & Diversion

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

The table below sets out the Out of Court Disposal referrals from Police April 2024 – March 2025:

Out-of-Court disposals	
Interventions	No. CYP
Community Resolution with YOT Intervention	28
Triage- Informal Diversion Work	8
Turnaround	27
Youth Caution	13
Youth Conditional Caution	22
Grand Total	98

Reoffended	Total	%
No	85	87.0%
Yes	13	13.0%
Grand Total	98	100.00%

NB: In the period April 2024 – March 2025, 98 children were subject to OOCDis; 87.0% of these children have not re-offended.

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

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

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

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

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

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

In December 2022, the Ministry of Justice provided Barnet YJS with additional funding for the Turnaround Programme, with the aim to prevent and divert children from entering into the Youth Justice System and this has been extended until March 2026. This programme had been embedded in the existing OOCDA policy and process within YJS and Early Help Services.

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

To achieve this, we will:

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

Outcomes sought

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

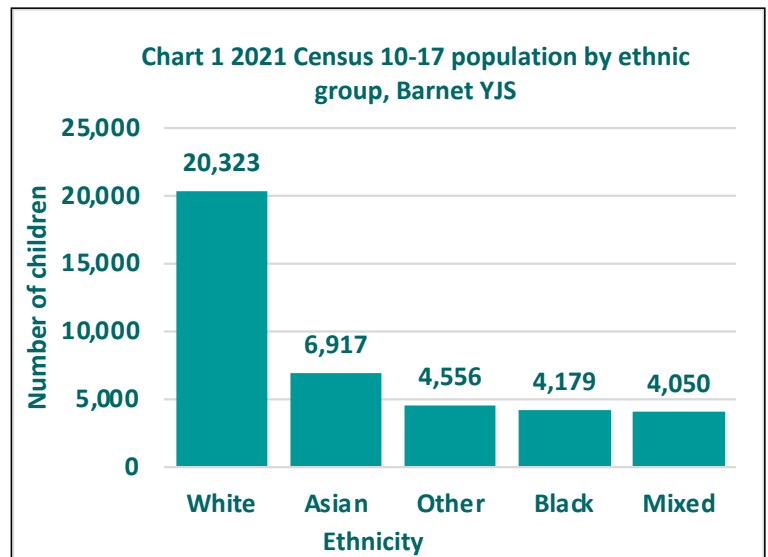
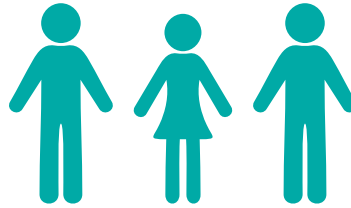


Priority 4. Over representation of Black, and other Ethnic background children including Women and Girls.

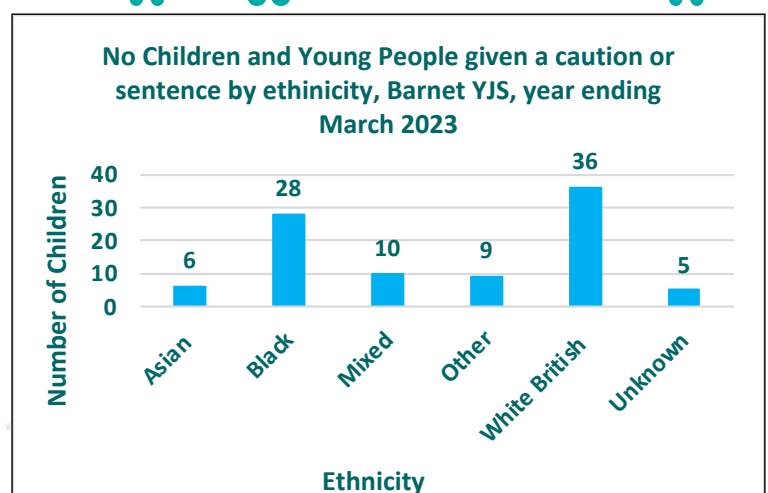
Demographics

In Barnet YJS Black and Other ethnic background children are disproportionately represented, particularly Black boys. The charts below provide a snapshot of Youth Justice Board Summary Ethnic Disparity Toolkit Dashboard (2018-2023), which sets out the need for continued focus by the Youth Justice Partnership to create a more equitable YJ system.

40,025
No of CYP
Aged of 10-17
(2021 Census)



40% Proportion
of children
of white
background



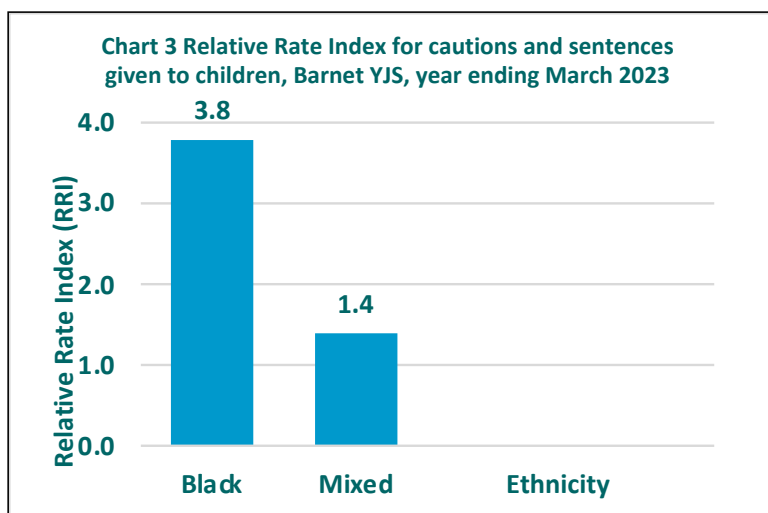


Chart 3 - At Barnet YJS, 94 CYP were cautioned or sentenced in 2023. White children accounted to 40%, black children for 31%, Mixed children for 11%, other children for 10 % and Asian children for 7%. Black children are 3.8 times more likely to be cautioned or sentenced than white children. Mixed children are 1.4 times more likely.

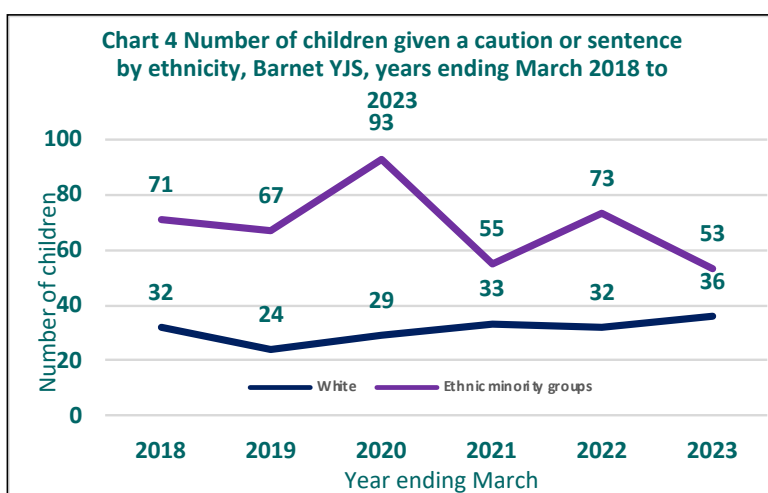


Chart 4 - Compared with the year ending March 2018 the number of White children receiving a caution or sentence increased by 13% compared with the year ending March 2018 the numbers of children from ethnic minority groups receiving a caution or sentenced fell by 25%.

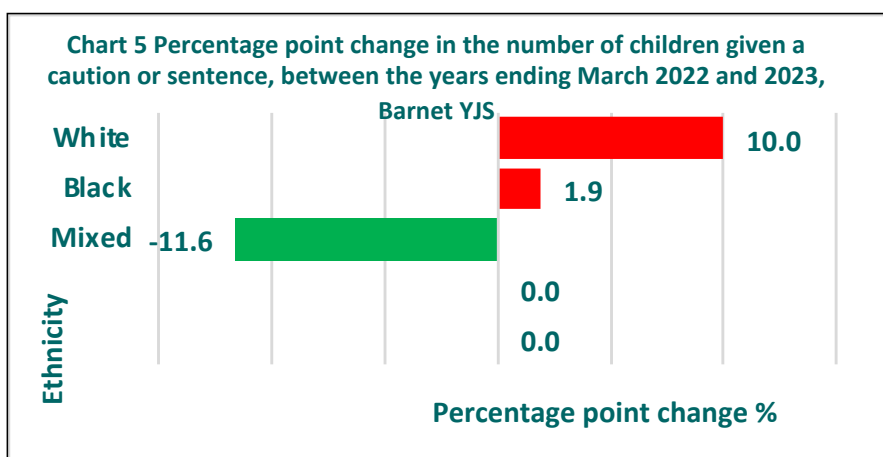


Chart 5- White children have shown the greatest increase in the proportion of all children cautioned or sentenced over the last year, they accounted for 40% of those receiving a caution or sentence in the last year and for 30% in the previous year.

Black children
Ethnicity group
with highest
relative rate index
(RRI)

94 No CYP
cautioned or
sentenced in
2023

Children in the youth justice system who received a caution or court sentence by ethnic group, years ending March 2018 to March 2023

Ethnic group	2018	2019	2020	2021	2022	2023	Family average(2)
Asian	6	6	5	3	4	6	6.7 0.73
Black	33	34	36	28	31	28	16.0 -12
Mixed	10	4	34	16	24	10	12.0 2
Other	22	23	18	8	14	9	4.3 -4.73
Ethnic minority groups(5)	71	67	93	55	73	53	39.0 -14
White	32	24	29	33	32	36	29.4 -6.64
Unknown	18	7	3	4	2	5	1.8 -3.18
Total(2)	121	98	125	92	107	94	70.2 -23.8

Share of total (3)	2018	2019	2020	2021	2022	2023	Family average proportions
Asian	6%	7%	4%	3%	4%	7%	10%
Black	32%	37%	30%	32%	30%	31%	23%
Mixed	10%	4%	28%	18%	23%	11%	17%
Other	21%	25%	15%	9%	13%	10%	6%
Ethnic minority groups(4)	69%	74%	76%	63%	70%	60%	56%
White	31%	26%	24%	38%	30%	40%	42%

Ethnic group	Percentage change year ending March 2018 to March 2023(1)	Percentage change year ending March 2022 to March 2023(1)	2021 Census 10-17 population by ethnic group
Asian	n/a	n/a	6,917
Black	-0.151515152	-0.096774194	4,179
Mixed	0	-0.5833333333	4,050
Other	n/a	n/a	4,556
Ethnic minority groups(5)	-0.253521127	-0.273972603	19,702
White	0.125	0.125	20,323
Unknown	n/a	n/a	-
Total(2)	-0.223140496	-0.121495327	40,025

Percentage point change (1)			2021 Census 10-17 population by ethnic group
Share of total (3)	% point change from year ending March 2018 to year ending March 2023	% point change from year ending March 2022 to year ending March 2023	
Asian	n/a	n/a	17%
Black	-0.6	1.9	10%
Mixed	1.5	-11.6	10%
Other	n/a	n/a	11%
Ethnic minority groups(4)	-9.4	-10	49%
White	9.4	10	51%

The first table above shows a consistent reduction in number of young people from ethnic minority groups from 2018 (71) to 2023 (53), which equates to a 25% (18) reduction. In terms of percentage point change (PPC) from 2018 to 2023, there was a -9.4% PPC. This indicates that our initiatives and interventions to reduce the over-representation of ethnic minority groups in Barnet are working, and we are committed to reducing this further.

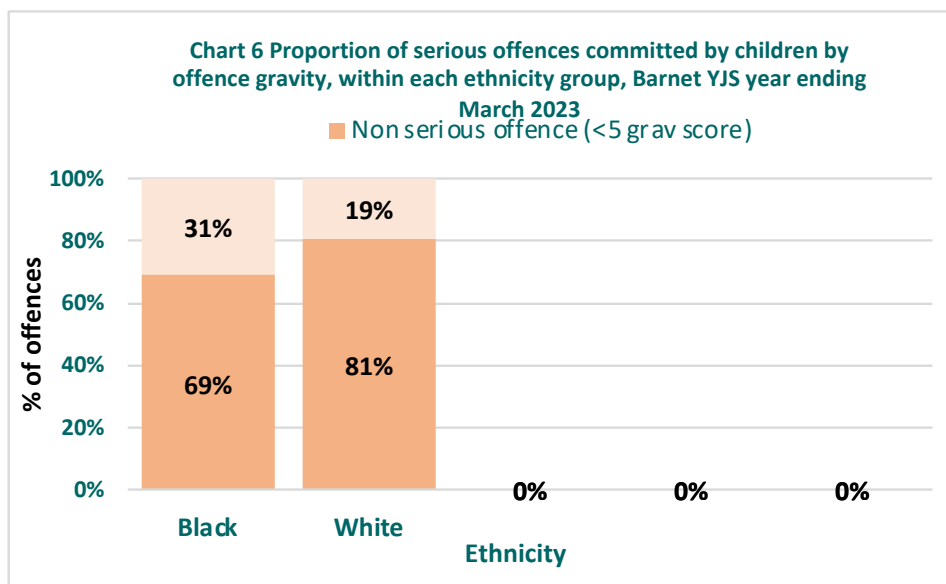


Chart 6 - Black children had the greatest proportion of proven offences with a gravity score in the higher band (of five to eight)

**Black
Children most
likely to commit
serious offence**



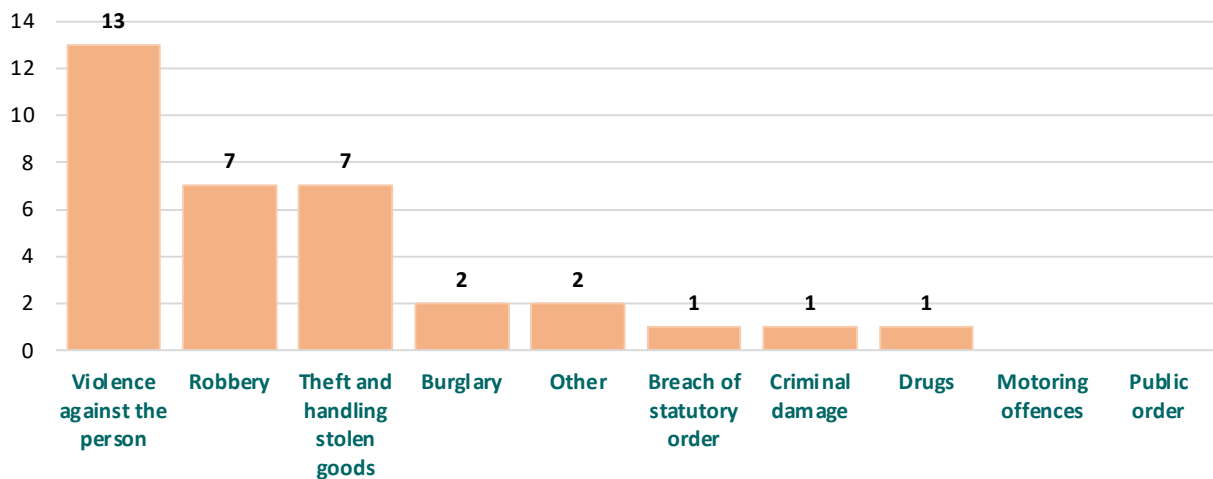
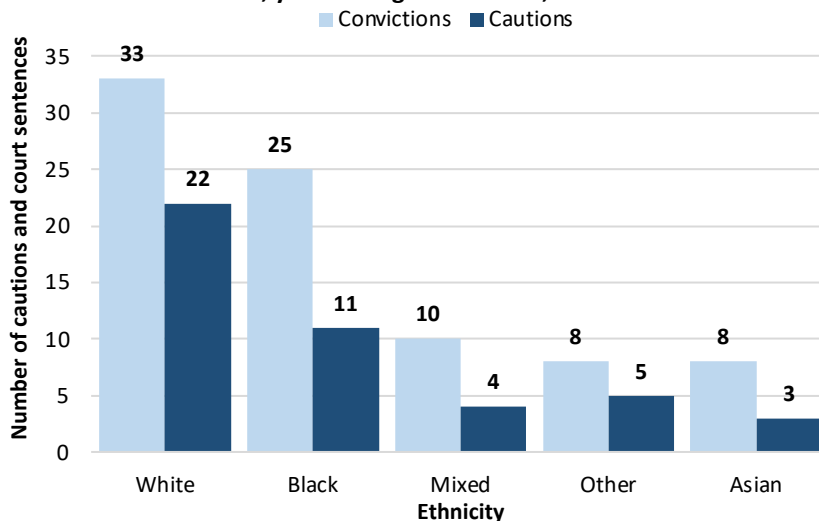
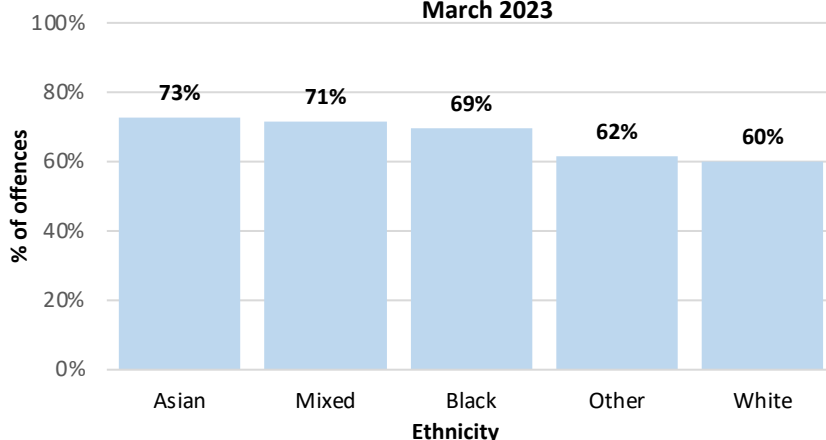
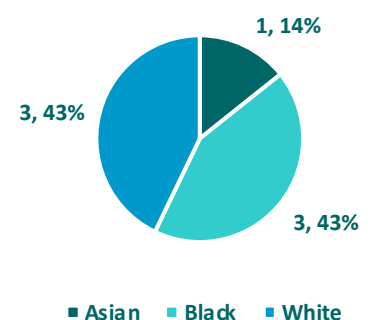
Chart 7 Proven offences by children, year ending March 2023, by ethnicity, Barnet YJS**Chart 8 Number of cautions and court sentences given to children, year ending March 2023, Barnet YJS**

Chart 7 - The most frequent proven offence committed by mixed children at Barnet YJS were Violence against the person offences.

Chart 8 - White children received the most number of cautions and court sentences.

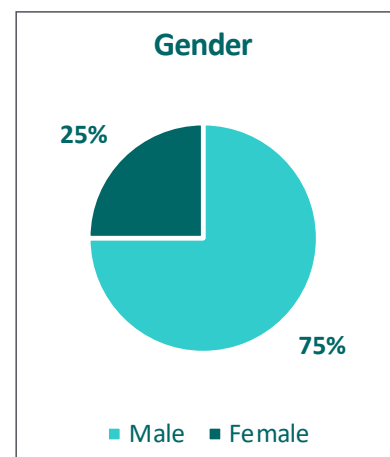
Chart 9 - Asian children were most likely to receive a sentence at court.

Chart 9 Court sentences given to children as a proportion of all outcomes given to children, Barnet YJS, year ending March 2023**Ethnic Disproportionality in Remand in Custody YOI/STC**

Asian children most likely to be sentenced at Court rather than receive youth cautions or youth conditional cautions

57% of those sentenced to custody/remanded are Black and Asian from April 2024-March 2025.

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



The proportion of girls on the Barnet YJS caseload has been an area of focus following an increase in 2024/25. There are currently 37 girls representing 25% of the total cohort. A thematic audit on the increase in girls was prepared for the YJMB and identified offending was relative to the consumption of alcohol and drugs, violence against the person and child criminal exploitation.

Tackling disproportionality in the criminal justice system

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

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

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

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

To achieve this, we will:

- Continue to raise awareness and recognise our unconscious bias
- Use learning from Child Q, wider Child Safeguarding Practice Reviews and Critical Learning Reviews to challenge practice across the partnership and within our own agencies
- Continue to promote equality and fairness in all decision-making forums for and about children
- Ensure anti-racist practices are embedded and anti-racist statements are clearly evident in our publications and business plans
- Continue to champion good practice in working with Black and Other ethnic communities

- Build a diverse YJS workforce, including volunteers, that reflects the diversity of the communities we serve
- Continue to ensure children receive fair treatment at all stages of the youth justice system and their rights are promoted
- Continued recognition of the adversity faced by marginalised groups and communities leading to inclusive activities that are aimed at ensuring equal access to services i.e., education, mental health, substance misuse, safeguarding, health
- Ensure children are recognised as victims of criminal and sexual-exploitation and enforce the use of Modern Slavery Legislation through referral to the National Referral Mechanism
- Continue to promote access for Black and Other ethnic background children for preventative programmes and services
- Use the Scrutiny Panel for Out-of-Court Disposals to maintain checks and balances in the system
- Ensure that Black and Other ethnic background children who are at risk of Custody will be given an opportunity to receive the Bail Intensive Supervision and Surveillance (ISS) Support Package, and the alternative to custody accommodation instead of being remanded in a secure establishment
- Ensure Black and Other ethnic background children have been discussed at the YJS Court Panel and their Pre-sentence report, Referral Order reports and AssetPlus assessment undergone a fair Quality Assurance process
- Strengthen data collection on Childview and use the disproportionality toolkit to understand and identify over-representation and racial disparity
- Ensure Black and Other ethnic background children who are known to YJS and who have been excluded or at risk of exclusion are discussed at the Pupil Placement Panel so they can receive targeted support aimed to keep them in education, training and employment
- To implement the actions and recommendations of the Pan-London Stop and Search Audit across the partnership and review the impact and outcomes.
- Conduct data analysis to identify the root causes of overrepresentation of women and girls within the YJS to inform practice and service delivery.
- Create mentorship programmes to provide guidance and support to at-risk girls
- Increase access to girls group and trauma informed care and counselling services specific to girls

Outcomes Sought

- All agencies work to create opportunities for Black and Other Ethnic background children that promote a strong sense of their own cultural, racial, religious and linguistic identity and build their self-esteem through access and inclusion in education, employment, training and positive activities
- The partnership will seek to actively engage marginalised communities and the voluntary, faith and community providers supporting them in the community in addressing and solving the problem
- Local partners and agencies to develop a comprehensive understanding of the contextual risk's factors and social inequalities that Black and Other ethnic background young men experience and work effectively and purposefully to tackle disadvantage and structural racism
- Children from Black and Other Ethnic backgrounds at risk of school exclusion and with additional vulnerabilities to receive targeted support aimed at keeping them in education, access positive activities and build trusted relationships
- Agencies and services have a sound understanding of the mechanisms of institutional racism in relation to the exploitation and criminalisation of children from racially minoritized backgrounds
- Out of Court disposals to be considered for Black and other ethnic background children to minimize the risk of early entry into the criminal justice system
- Agencies have effective and accessible measures in place to challenge discriminatory practices
- Training is available for all agencies to promote cultural competence in the development of policy, practice and engagement with children, children and families from racially minoritized backgrounds.
- Developing tailored support services can ensure that the unique needs of women and girls in the youth justice system are met, reduce the number of girls entering the system and re-offending
- Programmes that focus on empowerment can help women and girls build self-esteem, resilience, and decision-making skills leading to more positive life choices.

Priority 5 – Tackling Serious Youth Violence, Child Exploitation and Hate Crimes

Recognising and responding to child exploitation and serious youth violence

- The Serious Violence Duty 2022⁷ came into force in January 2023. For the purposes of the Duty, serious violence is defined as ‘Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences. Domestic abuse is as defined in the Domestic Abuse Act 2021.’ (Mayor’s Office for Policing & Crime)
- Under the statutory guidance issued by the Secretary of State within Chapter 1, Part 2 of the Police, Crime, Sentencing and Courts Act 2022 (the PCSC Act), Barnet’s Safer Communities Partnership commissioned the completion of a Serious Violence Strategic Needs Assessment (November 2023)⁸. The Strategic Needs Assessment (SNA) provides a local profile of the causes and contributing factors of serious violence and makes recommendations for the priorities of the Safer Communities Partnership to prevent and reduce serious violence.
- The SNA has informed the development of Barnet’s Serious Violence Duty Strategy 2024-27⁹ both of which have been developed through inter-agency data sharing, focus groups, on-line consultation and direct community engagement with 50+ children and young people, 200 professionals, and input from residents, businesses, and elected members.
- A Strategic Needs Assessment¹⁰ has been completed by the Combatting Drugs Partnership (From Harm to Hope) to inform a Combatting Drugs Partnership Delivery Plan and Family Services have further developed a refreshed **Keeping Young People Safe Strategy 2025 to 2028** which was officially launched in December 2024.
- The four workstreams of the Annual Youth Justice Plan, Serious Violence Strategy, Combatting Drugs Partnership Delivery Plan, and the Tackling Exploitation Strategy interface for children under 18 years and those transitioning to adulthood.
- The Tackling Exploitation Strategy adopts learning from a local Safeguarding Practice Reviews and national learning. It draws on Firmin’s principles of contextual safeguarding¹¹ recognising the following protective factors:
 - Children are engaged, and the risk of extra familial harm was picked up relatively early.
 - Children and their immediate family networks were engaged and visited intensively.
 - There is evidence of a ‘trusted relationship’ between a child and adult and how this has supported perceptions, reflection and has influenced positive choices.
 - There is collaborative approach to working between the practitioner, family and child which promotes rights and builds autonomy.
 - There are strong supportive familial networks around the young person, and carers/parents provide a secure base.

⁷ *Serious Violence Duty (accessible)* - GOV.UK (www.gov.uk)

⁸ *SVD SNA November 2023.pdf* (moderngov.co.uk)

⁹ *serious_violence_strategy.pdf* (barnet.gov.uk)

¹⁰ *Substance Misuse needs assessment* (barnet.gov.uk)

¹¹ *The Principles of Contextual Safeguarding | Contextual Safeguarding*



- Most victims of sexual exploitation are female, although boys identified as victims of criminal exploitation can also experience sexual abuse by their abusers aiming to gain and maintain further levels of control¹². (Independent Inquiry on Child Sexual Abuse, 2022).
- Since 2022 there has been an increase in girls being forced to store, carry, and transport weapons and drugs, use their bank accounts, and commit online fraud. Girls' involvement in incidents of Serious Violence has also increased during 2023/24, accounting for 15% of all incidents reported in the year. The increase is reflected in higher volumes of girls being opened to the Youth Justice Service 38 (25%) and has led to the development of focused interventions with girls to reduce the risk they are exposed to.
- It is for this reason that this strategic priority will continue to be implemented and prioritised by the YJS to further sustain changes across partnerships, particularly for the cohort of young people within the Youth Justice Service.

To achieve this, we will:

- We will continue to align priorities of the Youth Justice Plan to the Tackling Violence & Exploitation Strategy (2024 – 2027) and the Combatting Drugs Partnership Strategy
- Deliver effective early interventions to divert children from exploitation related offending early through Turnaround and Engage Programmes
- Ensure children in the YJS are presented to the Tackling Violence & Exploitation Panel (TVEP) and Adults at Risk Panel (AARP) to coordinate multi-agency risk management and disruption activities promptly
- Use the CEAM Tool to identify and assess risk of exploitation
- Implement the aims of the Serious Violence Strategy and Keeping Young People Safe Strategy 2025 to 2028 and the action plans.
- Refer children to the National Referral Mechanism and appropriate services when exploitation is suspected
- Ensure that all YJS staff and seconded partners have a good understanding of risk and vulnerability factors relating to child exploitation and know what to do when exploitation and harm has been identified
- Participate in the Serious Incident Response Meeting (SIRM) contributing to safety planning and risk management strategies
- Coordinate, respond and cooperate with police-led operations aimed at disrupting perpetrators of exploitation
- Ensure conditions are in place on Youth Justice Orders to safeguard children from further harm (i.e., Referral Order Contracts, YRO requirements)
- Support children to address harmful sexual behaviour using evidence-based approaches and interventions.

11 [ARCHIVED CONTENT] (nationalarchives.gov.uk)

- Ensure children who are exploited are recognised as children and victims by removing victim blaming language in multi-agency assessments and Plans

Outcomes will be aligned to the Tackling Violence & Exploitation Strategy 2024 – 2027 and Keeping Young People Safe Strategy 2025 to 2028.

Priority 6 – Reducing NEET and School Exclusion

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

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

In the period 2024/25, there were 15 children open to YJS with an EHCP, accounting for 14% of the cohort. 24 children were attending alternative provision in the same period.

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

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

To achieve this, we will:

- Continue to strengthen our partnership approach in advocating for children's educational inclusion
- Ensure school settings are clear on the risks to children who are excluded from school and are supported by the partnership to support children
- Support parents to effectively advocate for their children's right to education, mobilising the parent champion network as required for parent-to-parent support
- Continue to scrutinise exclusion data against regional and national indicators and performance
- Challenge practices in education settings that exclude, marginalize and discriminate against children disadvantaged because of their race, ability, social economic status, educational, religious or cultural/linguistic background.
- Address barriers to attendance and engagement in education
- Work with Pupil Referral Units and other key education partners to advocate and support the return of children to inclusion in statutory education.
- Use MOPAC funded detached youth workers in Child & Family Early Help Services and the Pupil Referral Unit (PRU) in partnership with Saracens to support children to return to education.

- Build on the success of Barnet Education, Employment and Training Services (BEETS) co-location with YJS (3 days a week) to support children aged 16+ and who are Not in Education, Employment or Training (NEET) providing careers guidance and support to children to access appropriate education, employment and training opportunities.
- Continued Virtual School support to children in custodial settings
- Continue to ensure the two part-time Educational Psychologists (EPs) provide consultation to professionals and stakeholders, undertake individual work with children and contribute to multi-agency panels to support the identification and learning needs of children involved in the Criminal Justice System and to support the development of dedicated strength-based plans.
- Continued EP training offer and support to Case Managers to enhance knowledge and understanding of key areas which impact the learning and wellbeing of children in YJS to inform effective provision

Outcomes Sought

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



Priority 7 – Constructive Resettlement & Transitional Safeguarding

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

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

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

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

Constructive resettlement

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

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

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

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

To achieve this, we will:

- Continue to ensure the YJS Clinical Practitioner, Educational Psychologist, ISS, and High-Risk Coordinator provide wrap-around support to assist in the planning and management of transition
- Ensure consistency of Review Planning Meeting with children and their parents/carers whilst in custody
- Manage risk to older adolescents and young adults through the Adults at Risk Panel
- Ensure Plans highlight children's strengths and protective factors, utilising their 'factors for desistance', including structural systems of support available
- Establish a Tri-borough approach to developed work across the secure estate to promote resettlement processes
- Strengthen Management Oversight of resettlement and transition cases and monitor this monthly via Supervision and Constructive Resettlement and Transitional Safeguarding Panel process
- Ensure children serving community and custodial sentences, those on remand and/or remanded to the care of the local authority and those due to be sentenced, have smooth transitions and effective end-to-end service provisions that help them reintegrate back into the community
- Use learning from Serious Further Offence Review, Transitions Working Group with Probation Service to support improvements in practice
- Review impact of the launch of the intervention developed by HMPSS in 2015 'Choice & Changes Resources Pack' (Pro-social Maturity), which is being piloted in the North Area.
- Review the National Standards on Transition to ensure compliance
- Strengthen partnership support and development of a Transitions strategy reducing the numbers of children committing further offences. Transitions include those going in/out of custody, in/out of borough, in/out of care homes, from YJS to Probation
- Co-produce our plans with children, including experts by experience and ensure their ideas and incorporated into the design and delivery of our resettlement services
- Develop consistent Multi-agency Exit Planning processes via the Early Help Panel

Outcomes Sought

- Children will receive effective support to manage transitions and the complexities of housing, financial and education/employment
- Agencies will work together to create an environment of structural support and young person focused goals that are developed in partnership with children
- Services will be developed to enable children reaching adulthood to be supported to develop mature affect regulation, social relationships and executive functioning and minimise poor outcomes in mental health

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



Priority 8. Restorative Justice (RJ) and Victims

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

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

The Bill aims to:

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

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

“

Kept well informed about the progress of the case. My feelings as a victim of crime was considered and support offered. Reassured that I was not targeted.

”

“

I found Warren to be very friendly and patient in helping me. Although I eventually came to understand that the laws surrounding juvenile delinquency in the UK are quite lenient, and that this wasn't a matter you or I could resolve through the justice system, I truly felt that Warren did everything he could. Even though the offender ultimately faced no consequences for their actions against me. I appreciated Warren's sincere efforts.

”

“

Tailored to each individual, patience and understanding.

”

Victims contacted between December 2022 – April 2023

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

[Sheldon's Story – Why Me? Restorative Justice \(why-me.org\)](https://why-me.org/Sheldon's%20Story-%20Why%20Me?Restorative%20Justice)

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

To achieve this, we will:

- Build on the training course with Restorative Thinking to strengthen practitioners skills and knowledge of the RJ Victim Awareness Programme so they can deliver RJ approaches in group or individual sessions.
- Deliver the newly developed 14 exercise course on Victim Awareness to support intensive victim-focused interventions with children.
- Use the revised RJ screening tool to capture victim safety, improve quality of completed RJ forms and reduce duplication in practice and assessment.
- Use the screening tool to undertake prompt assessments and decide if victim awareness sessions or intensive courses with the RJ Coordinator are needed.
- Roll out training to develop RJ Champions across schools and community groups with the aim of embedding the approach across the borough.
- Continue using the Referral Order steering group to improve quality, victim interaction and input.
- Ensure all children have an RJ leaflet with the initial contact letter to promote earlier conversations about RJ approaches and victim contact options.
- Continue to build upon the successful RJ Conference approach to support repair of the harm to victims.
- Use the Victim Contact Form to support engagement with victims and work with the victims thoughts, feelings (and at the time of the offence) and what the victim would like from the young person.
- Support and build upon the network of RJ volunteers supporting contact with victims.
- Continue promoting best practice and training to build upon Case Managers knowledge and understanding in relation to victim safety and the purpose of the RJ Screening Tool.
- Use the RJ Screening Tool and so all records include the RJ Module created on the Childview recording system, regardless of whether it is a victimless offence.

10. National standards

All Youth Justice Services are expected to comply with the 'National standards for Children in Youth Justice Services' published in 2019. The YJB requires YJS to undertake periodic self-assessments of their compliance with national standards. Barnet's last national standards "At Court-Self-assessment" was completed on 31 October 2023 and a copy of this Self-Assessment Form was submitted to the Youth Justice Board and its corresponding actions were reported to the YJMB and have been added to this Youth Justice Plan 2024-25.

Out of the 9 questions in Section A: Strategy, Barnet YJS scored 2 Outstanding and 7 Good ratings.

The following areas of activity were identified as needing further strengthening:

1. Reviewing the Court Service Level Agreement and Court Induction Pack – On-going
2. Delivering trainings to Magistrates and District Judges – completed.
3. Implementing the Disproportionality Plan – On-going.
4. Inviting Magistrates and District Judges to attend and observe YJS Panels Meetings, example: Referral Order Panel and Out-of-Court disposals – completed.

Out of the 6 questions in Section B: Reports Barnet YJS scored 4 Outstanding and 2 Good ratings.

The following areas of activity were identified as needing further strengthening:

1. Regular monthly audit of Court cases – On-going.
2. Voice of victims in the PSR reports – On-going
3. Regular Court feedback – On-going.

Out of the 7 questions in Section C: Process Barnet YJS scored 5 Outstanding and 2 Good ratings.

The following areas of activity were identified as needing further strengthening:

1. Review of Court leaflets and Whiteboard Project video for Court – On-going
2. Voice of victims in the PSR reports – Completed.
3. Regular Court feedbacks – Completed.

Barnet will update its self-assessment in 2025-26 to reflect the progress made and align this to our Improvement Plan.

11. Challenges, risks, and issues

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

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

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

Social Work reforms in England will significantly influence various dimensions of Social Care impacting on the system which may include Barnet YJS and the way children's families and young people are engaged with.

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

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

- MOPAC/VRU and London Crime Prevention Funding is limited to short/medium term delivery framework which supports development of new services, although sustainability of projects is at risk without a plan for delivery and/or contingencies when funding ceases to be available. This is considered in the context of medium-term financial savings and the need for savings.
- This Strategic YJS Action plan for 2025/27 will continue to address these issues and work in collaboration with our partners and utilises our resources to mitigate the impact of the identified challenges, risks, and issues.

12. Service Improvement

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

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

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

The Inspection overall reflected positively on the quality of services and the capacity of Barnet's Youth Justice Services to improve outcomes for children involved in the Youth Justice system and support desistance from future offending. The Inspectors noted the proactive and innovative approaches used to tackle disproportionality and engage children in co-production activities and residential activities. Inspectors further noted the high quality of safeguarding and governance arrangements. Barnet YJS will continue to work together with our partners to further strengthen delivery of our Youth Justice Action Plan 2025-27.

13. Workforce Development

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

Transitional Safeguarding approaches are informed by evidence of the distinct developmental needs of older adolescents transitioning into young adulthood¹³. All children require support to transition into adulthood, particularly when they are in receipt of multiple services which end on their 18th Birthday. To ensure children do not 'fall off a cliff edge' support to manage and support transitional points is needed to buffer the impact of moving between child focused and adult-focused systems of help. The approach requires YJS practitioners to be forward looking, identifying, and linking current and future risk and support to children early i.e., probation, health care, education, training and employment, mental health and leaving care services, to enable safe transitions.

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

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

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

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

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

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

14. Board Development

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

The YJMB will have planned mixer and development days in 2025/26. These days enable the youth justice workforce to mix with the strategic partnership leads and provides the YJMB members with an opportunity to get closer to the work of the service, supporting informed system leadership.

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

The Chair of the YJMB circulates the YJMB Induction Pack 2025 and Terms of Reference to all new members joining the YJMB to ensure new board members are supported and inducted into the role ensuring they are informed of the requirements of the role.

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

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

15. Evidence-based practice and innovation

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

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

To respond to the needs of the local young people particularly the increasing number of girls in the system, and to innovate this project, we will run a residential programme for girls 'cohort in addition to the boys' cohort.

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

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

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

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

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



16. Looking forward

The Barnet Youth Justice Service Desistence Action Plan – 2023-2025 sets out a detailed and SMART Plan with clear objectives that Barnet YJS will continue to implement. This will be updated for 2025-2027.

The Youth Justice Service will continue to deliver against the Youth Justice Plan and will prioritise the following areas in the next 6 months:

- Ensure Youth Justice Board KPI data is available to the partnership for scrutiny
- Implementation of the Pan London Stop and Search Pilot actions and recommendations to tackle any discriminatory practices against children from minoritised backgrounds in Barnet.
- To complete a Race Disparity Audit examining samples of the Youth Justice cohort from a range of ethnic backgrounds accessing both Out-of-Court and Court disposals to test for equity and proportionality in decision making.
- Ensure seamless interface with Barnet's in-house Out of Hours Social Work Service
- Complete the fourth Residential Programme during the Summer Break in 2025.
- To ensure young people in the Youth Justice system access positive activities and targeted programmes during the summer break aimed at preventing and diverting from offending.
- To develop a working protocol and referral pathway with Barnet, Enfield and Haringey Mental Health Trust delivering Child & Adolescent Mental Health Services (CAMHS)
- Implement the new Diversion and Prevention assessment tool, and report on the impact this has on practice.
- Facilitate a Youth Justice Management Board 'mixer event' with the Youth Justice workforce, including volunteers
- Gather service user feedback from both Court and Out-of-Court disposals to inform development of new Youth Justice Plan for 2025/27.
- Review of all YJS and Partners Service Level agreements and protocols for completing and deriving multi-agency learning from YJS practice issues.
- Commence consultation and engagement with children and young people, key stakeholders and elected Members in the development of a new Youth Justice Plan 2025/27.

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



17. Sign off, submission and approval:

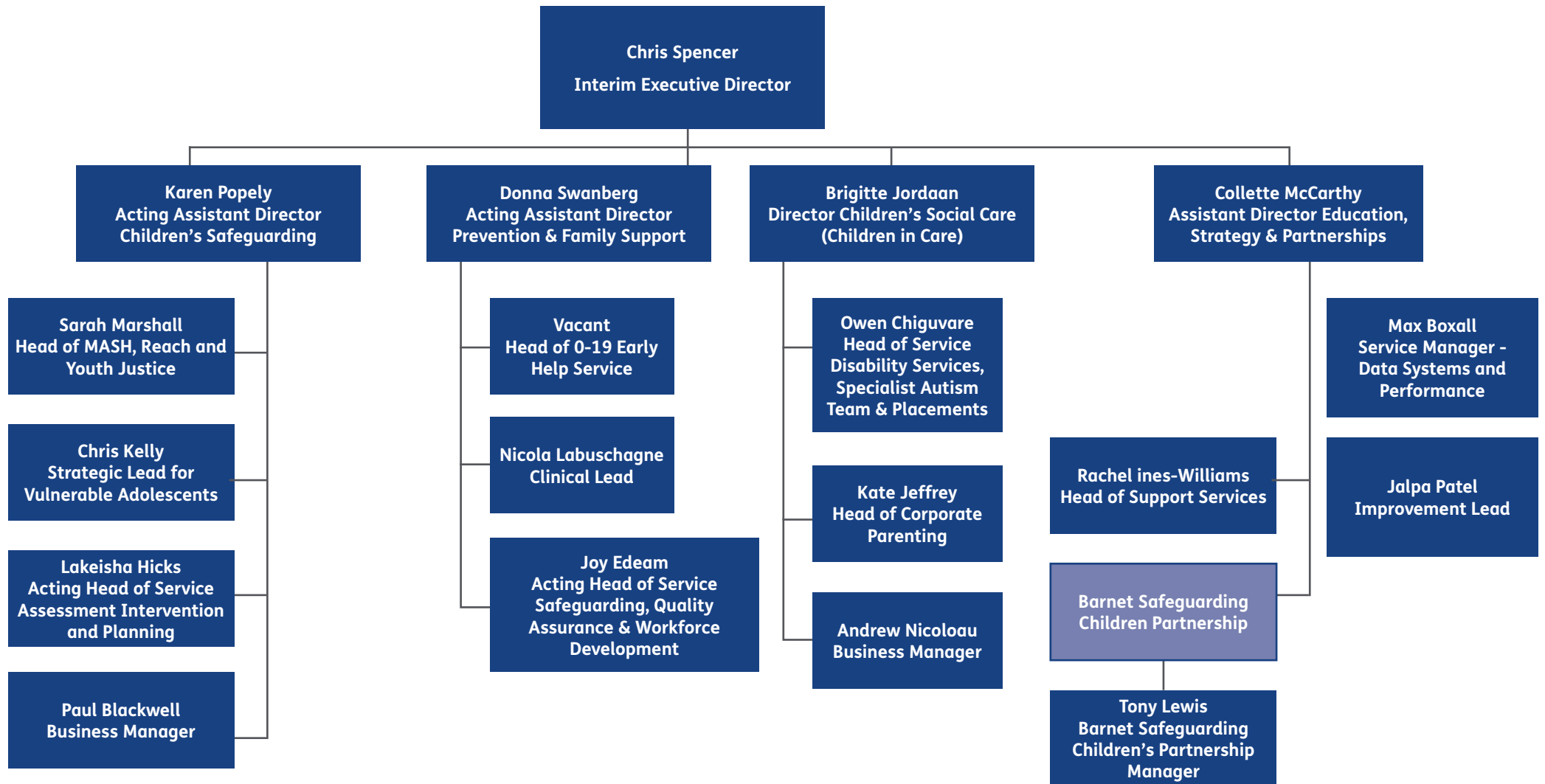
Chair of Youth Justice Matters Board - name Chris Spencer

Signature

Date 04/06/2025

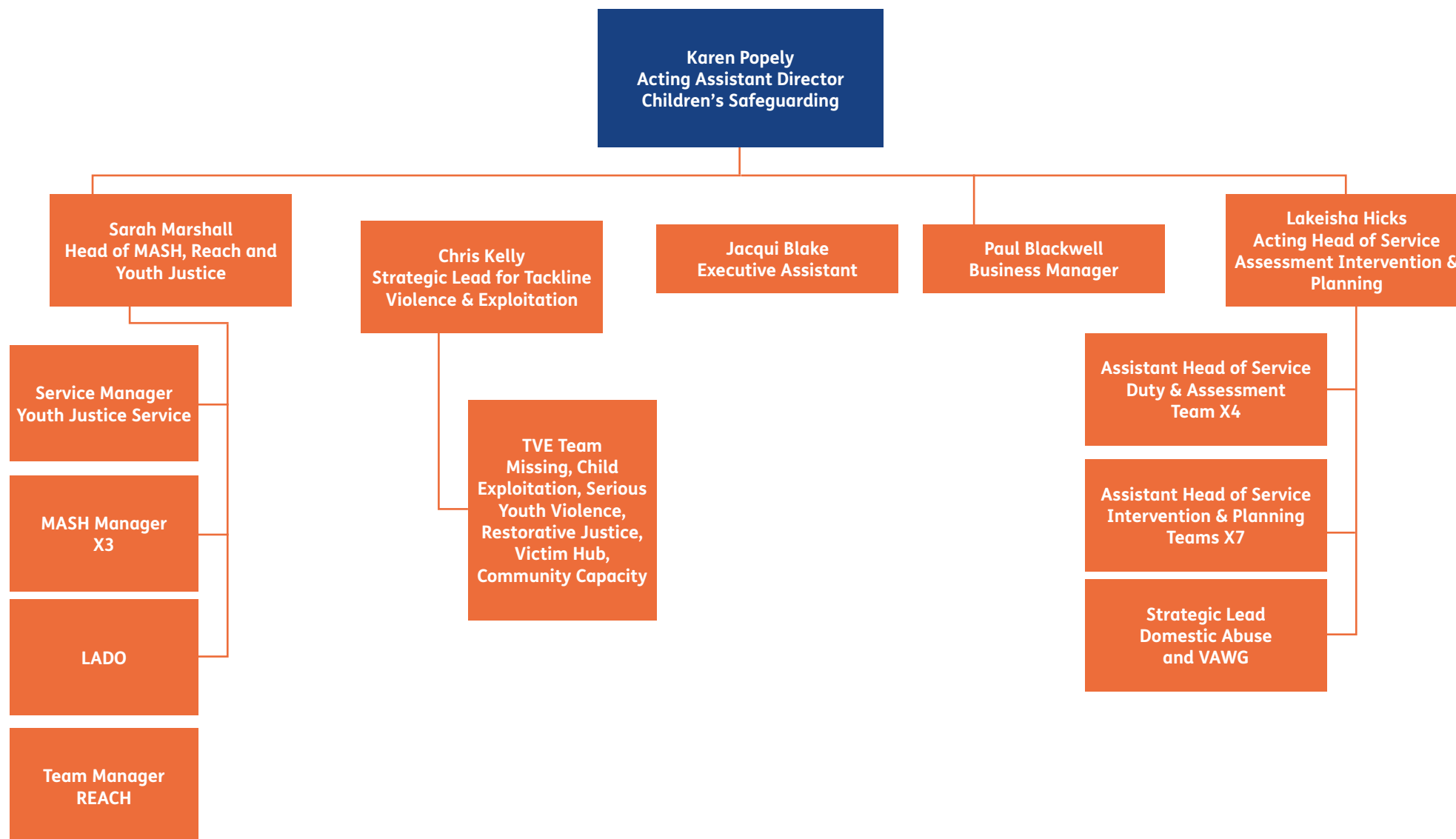
Appendix 1 – Service Structure Charts

London Borough of Barnet Family Services Directorate



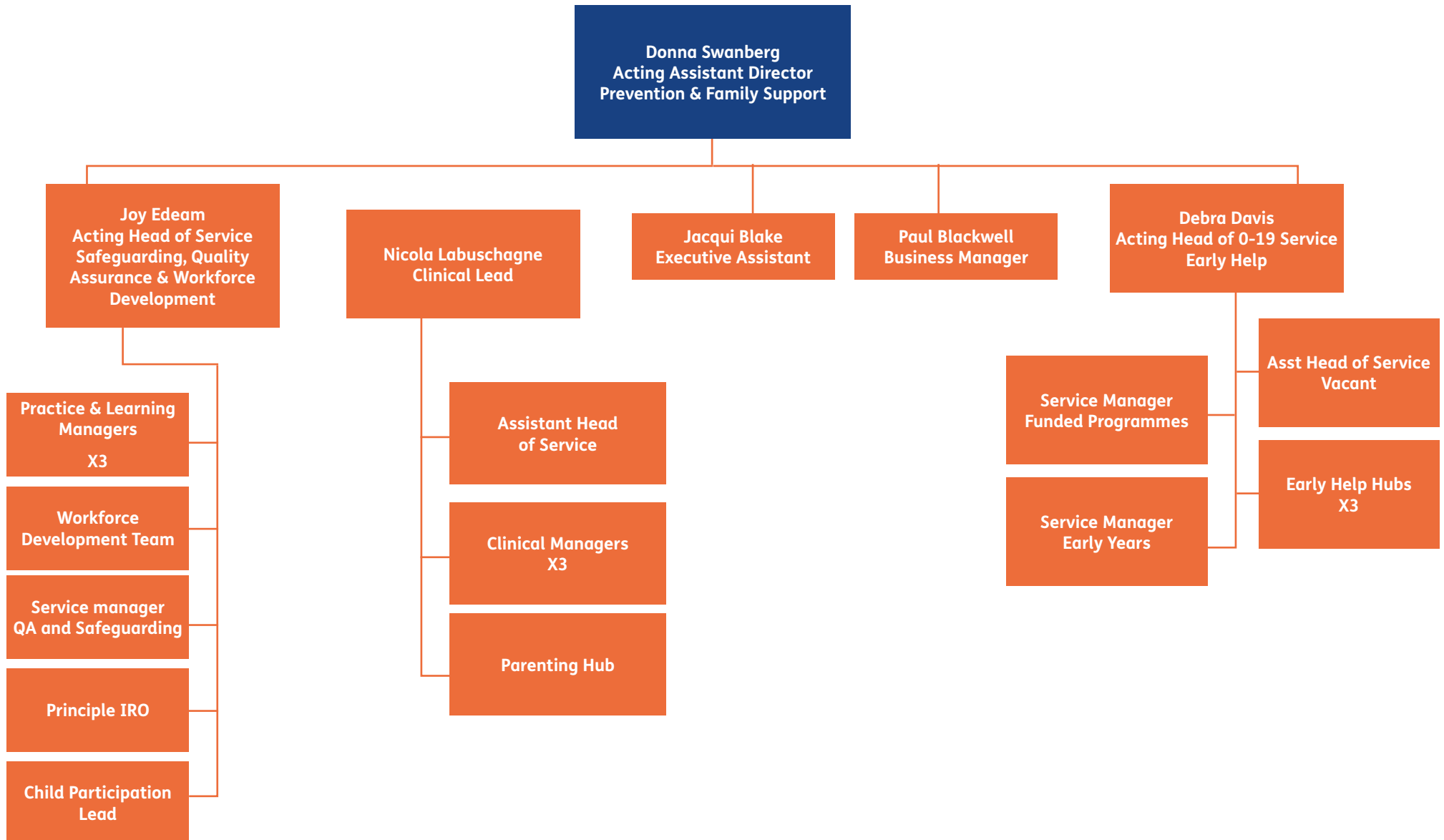
Appendix 1a

Family Services Directorate: Children's Safeguarding



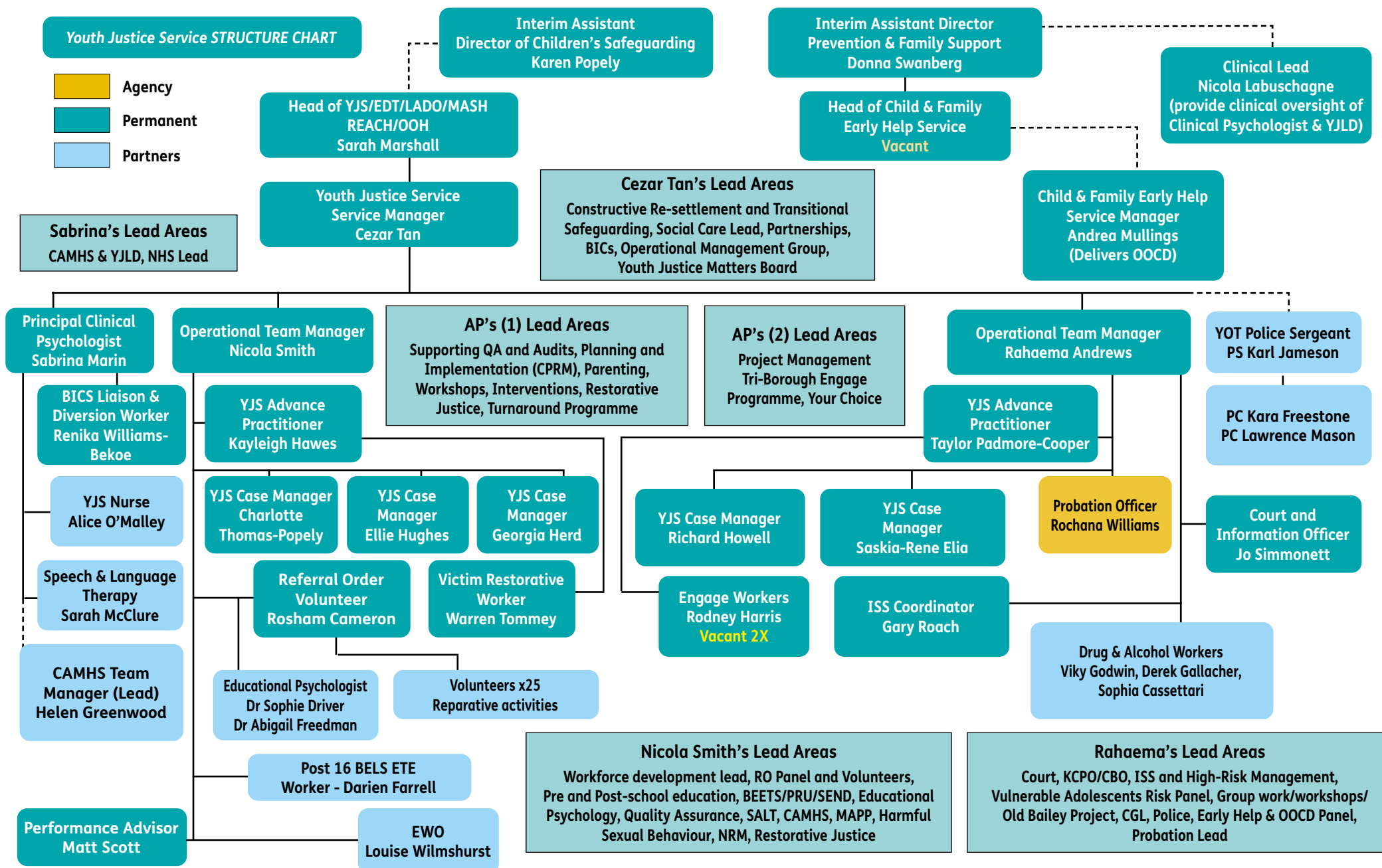
Appendix 1b Family Services Directorate:

Prevention and Family Support



Appendix 1c

Youth Justice Service Structure Chart



Appendix 2: YJMB membership and attendance

Name of Attendee	Agency	Role	21/03/2024	13/06/2024	19/09/2024	05/12/2024	20/03/2025
Statutory Agencies							
Chris Spencer	Local Authority	Interim Executive Director, Children & Families	N/A	N/A	N/A	N/A	Y
Tina McElligott	Local Authority	Director Early Help & Children's Social Care & Board Chair	N	Y	Y	Y	N (left LBB)
Chris Munday	Local Authority	Executive Director, Children & Families	Y (covered for Tina)	N/A	N/A	N/A	N/A
Karen Popely	Local Authority	Interim Assistant Director, Children's Safeguarding	N	N	N	Y	Y
Donna Swanberg	Local Authority	Interim Assistant Director, Prevention & Family Support	N	N	N	N	Y
Karen Pearson	Local Authority	Head of Early Help Children's Services	Y	Y	N	N	N
Cezar Tan	Local Authority	YJS Service Manager	Y	Y	Y	Y	Y
Matt Scott	Local Authority	Senior Data & Systems Officer, YJS Service	Y	Y	Y	Y	Y
Chris Kelly	Local Authority	Strategic Lead Vulnerability, Violence & Exploitation	Y	Y	Y	Y	Y
Nicola Labuschagne	Local Authority	Head of Clinical Service (BICS)	Y	N	N	Y	N
Kate Jeffrey	Local Authority	Head of Service, Corporate Parenting	N	Y	Y	N	N
Joanna Winter	Local Authority	Liaison & Diversion Practitioner	Y	N	N	N (left LBB)	N
Renika Williams-Bekoe	Local Authority	Liaison & Diversion Practitioner	N/A	N/A	N/A	Y	N
Sabrina Marin	Local Authority	Principal Clinical Psychologist, YJS	N	Y	Y	Y	N
Richard Nolfolk	Local Authority	Reducing Offending Partnership Co-ordinator	Y	N	Y	Y	N
Warren Kennard	Metropolitan Police	Detective Inspector for NW BCU	Y	Y	Y	Y	Y
Karl Jameson	Metropolitan Police	Police Sergeant for NW BCU	Y	Y	Y	N	Y
David Bailey	Metropolitan Police	Inspector, NW BCU	N/A	N/A	N/A	Y	N
Matt J Lawes	Metropolitan Police	Police Sergeant, Colindale Custody Suite	N/A	N/A	N/A	N/A	Y
Luke Kwamya	Public Health	Head of Public Health Commissioning	Y	Y	N	Y	Y
Caroline Loake	North Central London Clinical Commissioning Group	Designated Nurse for Safeguarding Children	Y	Y	Y	Y	Y
Sabrina Pillay	Barnet CAMHS	Service Lead, BEH Mental Health NHS Trust	Y	N	N	Y	N
Helen Greenwood	Barnet, Enfield & Haringey Mental Health NHS Trust	Team Manager, Barnet Enhanced Support Team (BEST) CAMHS	N	Y	N	N	N
Janis Griffiths	North London NHS Foundation Trust	Service Lead, CAMHS Integrated Services	N	N	N	N	Y
Henry Smithers	Youth Justice Board	Head of Oversight	N	N	N	Y	N
Koreen Logie	London Probation Service	Head of Service, Harrow & Barnet Probation Delivery Unit	N	Y	Y	Y	Y

Name of Attendee	Agency	Role	21/03/2024	13/06/2024	19/09/2024	05/12/2024	20/03/2025
Statutory Agencies							
Luke Kwamya	Public Health	Head of Public Health Commissioning	Y	Y	N	Y	Y
Karen Lucas	Head of Housing	Barnet Homes	Y	Y	N	Y	Y
Liam Foote	Barnet Education & Learning Service (BELS)	School Safeguarding Lead	N	N	N	Y	Y
Jasmine West	Barnet Education & Learning Service (BELS)	Post-16 Education & Skills Manager	Y	Y	N	Y	Y
Sarah Deale	Barnet Education & Learning Service (BELS)	Head of the Virtual School	N	N	N	Y	N
Tracey Parrott	Barnet Education & Learning Service (BELS)	Senior Curriculum Adviser (BELS)	N	Y	N	N	N
Nicola Axford	Barnet Education & Learning Service (BELS)	Virtual School Education Lead	N	Y	N	Y	N
Other Board Members							
Bhavita Gohel	Youth Justice Service	Oversight Manager - London	Y	N	N	N	N
Giulia Romiti	Youth Justice Service	Oversight Manager- London	N	Y	N	N	N
Jessica Manning	Youth Justice Service	Oversight Manager (South East & South Central)	N	N	N	N	Y
Caroline Loake	North Central London Clinical Commissioning Group	Designated Nurse for Safeguarding Children	Y	Y	Y	N	N
Caroline Walsh	Willesden Magistrates Court	Deputy Chair of the Youth Panel, Willesden Magistrates Court	N	Y	Y	Y	Y
Yvonne Bampoe	Whittington Health NHS Trust	Barnet Operational Lead, 0-19 Children & Young People's Service	N	N	N	Y	Y
Roksana Werra	Young Person Representative	Voice of the Child	N	N	Y	Y	Y
Munashe Bgokolo	Young Person Representative	Voice of the Child	N	N	Y	Y	Y
Presenters/Observers/Support roles							
Nicola Smith	Local Authority	YJS Operational Manager	Y	N	Y	Y	N
Rhaema Andrews	Local Authority	YJS Operational Manager	Y	N	N	N	N
Reshma Hirani	Local Authority	Victims Hub Co-ordinator	N	N	N	Y	N
Kayleigh Hawes	Local Authority	YJS Advance Practitioner	Y	Y	N	Y	N
Taylor Padmore-Cooper	Local Authority	YJS Advanced Practitioner Lead - Engage Programme	Y	Y	N	Y	N
Warren Tommey	Local Authority	Restorative Justice Co-ordinator YJS	N	Y	N	Y	N
Andrea Mullings	Local Authority	Service Manager, Early Help Service, West Hub	Y	N	N	N	N
Joy Edeam	Local Authority	Interim Assistant Head of Safeguarding, Quality Assurance & Workforce Development	N/A	N/A	N/A	N/A	Y
Dr Sophie Driver	Barnet, Education & Learning Service (BELS)	Educational Psychologist	Y	N	N	Y	Y
Feray Souleman	Barnet, Education & Learning Service (BELS)	Head of SEN	Y	N	N	N	Y
Tracy Parrott	Barnet, Education & Learning Service (BELS)	Senior Curriculum Adviser (BELS)	N	Y	N	N	N
Abigail Freedman	Barnet, Education & Learning Service (BELS)	Educational Psychologist	N	N	N	Y	N

Appendix 3: Partnership Support & Services

Prevention & Diversion	Barnet's Child & Family Early Help Strategy 2023 – 2027 was launched in May 2023. Early Help Services are delivered through three locality-based Hubs which are situated across the borough providing place-based, accessible and integrated support to families close to where children live and go to school. Barnet Youth – Child and Family Early Help Service – Home – Home
MOPAC Violence Reduction Unit (VRU) – Reducing Exclusions (2019-2023) Project Engage Programme (2023-2025)	Barnet's Child & Family Early Help Services have recruited detached youth workers to build trusted relationships and support children to remain in education where there is a risk of exclusion. In June 2023, Barnet has assumed the lead for the implementation of the Engage Programme across the NWBCU. Barnet YJS is recruiting to three Project Engage Workers and an Advanced Practitioner who will engage with children during the teachable, reachable moment when they are held in Police custody, to prevent them from heading down to future paths of criminality.
Ministry of Justice– Youth Justice Board (YJB)- Turnaround Programme (2022-2026)	4-year funding from the Ministry of Justice received in December 2022 to deliver the Turnaround Programme aimed at early interventions for children on the cusp of the Youth Justice System, to prevent them from offending and offering a needs-led assessment and opportunity for support.
Out of Court Disposals	The Out of Court Disposal (OOC) Panel is a multi-agency forum comprised of representatives from Police, Child & Family Early Help Service, Children's Social Care and the YJS Restorative Justice Coordinator, Liaison and Diversion Specialist Worker, Educational Psychologist and other relevant partners as appropriate. The weekly panel enables children to be diverted from statutory engagement with Youth Justice Services and entry into the criminal justice system through engagement in positive activities and targeted 1:1 support.
Adolescents at risk of Violence and Exploitation	Barnet's Vulnerable Adolescent's Strategy 2020 -2022 sets out the multi-agency partnership response to children at risk of violence and exploitation which interfaces with the work of the YJS. The 2020 – 2022 Strategy remains operational in 2022/23 as its intended aims could not be fully met during the Covid pandemic and a new Tackling Violence & Exploitation Strategy is being developed for 2023-26 for publication in December 2023. The borough has a multi-agency violence and vulnerability action plan to address Serious Violence in the borough which is overseen by the Safer Communities Partnership. The Child Exploitation & Missing (CEAM) Tool, Tackling Violence & Exploitation Panel (TVEP) and Strategic MACE are multi-agency approaches to assess and manage risk and coordinate disruption activities. Serious Incident Response Meeting (SIRM) Protocol facilitates rapid multi-agency information sharing and safety planning activities to every incidence of serious youth violence where a child is connected to incident of community violence or a household of the victim and/or suspect. YJS Multi-Agency Planning meetings facilitate the seamless transfer of information as relative to risk and vulnerabilities to the TVEP, Strategic Multi-Agency Child Exploitation Meetings (MACE), Multi-Agency Public Protection Arrangements (MAPPA) Multi-Agency Risk Assessment Conference (MARAC), Integrated Offender Management (IOM) and the Adults at Risk Panel.
Youth Endowment Fund – Your Choice Programme (2021 – 2024)	A targeted programme of Clinical Intervention aimed at children at-risk of violence. Practitioners in the YJS and REACH (Adolescents at Risk) Social Work Team have been trained to deliver psychologically informed interventions with children. This training was rolled out to the Youth Justice Service in 2022/23. Barnet is involved an efficacy trial of the Your Choice Programme.
London Crime Prevention Funding (LCPF) Multiple Projects (2022 – 2026)	Three-year funding is being used to deliver three programmes: Mentoring support for 17–25-year-olds at risk of violent offending, the programme supports free gym membership and mentoring support towards accredited personal trainer qualification A Victim Hub has been developed through recruitment of a Victim Coordinator to support children affected by crime and violence ensuring a trauma-informed response is coordinated A Restorative Justice (RJ) Coordinator has been recruited to lead on training in RJ approaches across the borough. The post holder will develop a network of RJ Champions across schools and community projects to embed the approach across the borough

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

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

Probation Service

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

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

Voluntary, Community, Faith & Social Enterprise Sector

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

Education

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

Health

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

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

Ethnicity	Female Staff members	Male Staff members	Female Volunteers	Male Volunteers	Total
White	13	5	9	3	30
Black	4	4	5	1	14
Asian	0	1	0	1	2
Mixed Heritage	4	0	0	0	4
Any other ethnic group	1	0	4	1	6
Not Known	0	0	0	0	0

No record of staff having disability.

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

Recommendation	Objective	Desired Outcome	Action owner/ Lead	Target date	Progress milestone and evidence
Domain 1 - Organisational Delivery					
Barnet Youth Justice Matters Board to ensure that all children's educational needs are understood and that they have access to high-quality services that are matched to their needs (Recommendation 6)	<p>Data on racial and gender disproportionality in educational exclusions to be presented by Barnet Education & Learning Service (BELS) to the Youth Justice Matters Board to ensure all stakeholders are clear on the issues affecting school exclusions and how agencies can support mitigation against the risk of exclusion.</p> <p>The Youth Justice Service & BELS will provide regular reports to the Youth Justice Matters Board pertaining to the progress and outcomes of the multi-agency activities below:</p> <p>Supporting Families funding for the YJS Educational Psychologist and Speech & Language Therapist to be secured to ensure continued focus and identification of learning and communication needs of young people involved in the Youth Justice System</p> <p>Young people aged 16+ who are at risk of NEET will have improved access to BELS post-16 Personal Advisor</p> <p>Young people involved in the Youth Justice system who are at risk of exclusion from education will be supported to improve their attendance and engagement in learning</p>	<p>The number of school exclusions for racially minoritised boys and girls will reduce</p> <p>The Youth Justice Matters Board will have oversight of the educational outcomes for young people involved in the Youth Justice Service and drive positive outcomes for them</p> <p>Specialist input of the educational psychology service and speech & language therapy service will continue to be available to young people involved in the Youth Justice Service and they will have access to tailored and individualised assessment and support that supports their access to high-quality educational services that is matched to their needs.</p> <p>The number of young people aged 16+ who are NEET will reduce</p> <p>Young people at risk of exclusion or attending the PRU will receive individualised mentoring support to promote their engagement and attendance in education</p>	<p>Lead: Tina McElligott, Chair Youth Justice Matters Board</p> <p>Supported by: BELS representatives (Jane Morris/Jasmine West) at YJMB YJS Management Team Karen Pearson, Head of 0-19 Early Help Services</p>	Dec-22	<p>Supporting Families funding for the educational psychology and speech and language therapy posts has been approved for three years (April 2022 - March 2025)</p> <p>BELS Post-16 Personal Advisor has increased to 3 days per week to improve the inclusion of young people open to the YJS aged 16+ who are not in Education, Employment or Training (NEET).</p> <p>As of January 2023, BELS Worker is now FTE 1.0. Additional 2 days will be funded by the Turnaround Programme (January 2023-25)</p> <p>The Supporting Families funded Educational Welfare Officer (EWO) is now based within Barnet YJS one day a week (Thursdays) to strengthen the support offered to CYP and families open to the YJS in dealing with the challenges and opportunities for improving school attainment, inclusion and attendance</p> <p>The MOPAC funded reducing exclusions projects in 0-19 Early Help and the Pupil Referral Unit have extended funding to continue supporting young people subject to Out of Court Disposals who are at risk of educational exclusion and support their engagement and attendance in educational provision.</p>
Barnet Council to ensure that YOS staff have access to ICT systems that enable them to deliver a high-quality service and meet the needs of all children (Recommendation 7)	<p>ICT arrangements and firewalls do not prohibit or disrupt remote working activities and/or delay recording of important child level information</p> <p>Unexpected interruptions to ICT services are resolved promptly and/or escalated in accordance with the ICT SLA/Protocol.</p>	<p>Young people have timely access to resources that meet their needs and risks are swiftly communicated to ensure the whole system is able to effectively safeguard</p> <p>All staff working within Barnet Youth Justice Services have access to accessible and functional ICT systems that enable timely recording and effective information sharing.</p>	<p>Lead: Cezar Tan, YJ Service Manager</p> <p>Supported by: Barry May, Head of IT Grace Walker, Head of Strategy and Performance Kerit Patel- Capita Operational Service Manager</p>	01/09/2022	<p>Barnet YJS Management and the Head of IT had a meeting on 23 May 2022 upon which it was agreed that firewall issues would be addressed and an SLA /Protocol would be developed to ensure clarity in expectations and escalation processes</p> <p>CACI (Childview data base) extension has been authorised and re-procurement process has been completed</p>

Barnet YJS should provide the management board with timely information about the efficacy of its works with victims (Recommendation 2)	The Youth Justice Management Board is provided with regular information about the work being undertaken by the YJS to support victims	The Youth Justice Matters Board has a clear line of sight to the impact and outcomes for victims as a result of the implementation of Restorative Justice approaches	Lead: Warren Tommey- RJ Victim Coordinator Supported by: Nicola Smith- Operational Team Manager Steven Hunt, Victim Support	Quarterly reporting to commence September 2022	Added to the Youth Justice Matters Board Forward Plan. Victim Liaison Coordinator attends the YJMB quarterly to report works with victims. Victim Improvement Plan 2023-24 was authorised by the YJMB Chair and all the board members on June 2023.
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Domain 2 - Court Disposals

Barnet Youth Offending Services should ensure that robust contingency plans are in place for all children, which address their safety and wellbeing, and risk of harm to others (Recommendation 1)	<p>"Barnet Youth Justices to improve oversight of the quality of assessments to ensure safety and wellbeing and risk to others is clearly articulated alongside explicit contingency plans to manage changes in circumstances.</p> <p>Reviews robustly examine changes in young people's circumstances and changes to their safety and wellbeing and risk to others, including victims</p> <p>Appropriate tools are used with young people under supervision to understand, monitor and review risk i.e. Safety Mapping Exercise.</p> <p>Barnet Youth Justice Services have an updated Risk Policy that strengthens Risk Management and Contingency Planning</p> <p>Barnet Youth Justice Matters Board have assurance that the quality of Court Assessments and Reviews has improved</p>	<p>Young people and the public are effectively safeguarded from harm</p> <p>Young people and their parents carers are actively involved and their voices embedded within the AssetPlus Assessment, planning, intervention and review processes ensuring personalised and tailored risk management interventions</p> <p>The factors affecting young people's safety and wellbeing and risk to others is considered in the context of their diverse and unique circumstances, learning and communication needs, mental health, familial and social circumstances.</p> <p>AssetPlus Assessments and reviews are informed by robust analysis of multi-agency information, factors affecting desistance, strengths and protective factors</p> <p>Quality assurance of AssetPlus Assessments and Reviews is timely and robust and this is reflected in audit outcomes</p>	Lead: Cezar Tan, YJ Service Manager Supported by: Youth Justice Services, partner agencies and volunteers	Nov-22	An Advanced Practitioner post has been created to support management oversight and quality assurance activities ; the post is expected to be filled by October 2022. This has been completed. Kayleigh Hawes has been appointed last October 2022.
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Domain 3- HMIP Recommendation- Out-of-Court Disposals

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

HMIP Recommendation-Resettlement

<p>Barnet Youth Offending Services should develop a standalone resettlement policy, with partners, to strengthen current arrangements (Recommendation 3)</p>	<p>Barnet to develop a stand-alone resettlement policy that builds on the positive local partnership arrangements</p> <p>Young people in need of resettlement and aftercare planning will benefit from clear multi-agency frameworks that are focused on ensuring their needs for secure housing, education, employment, training, health and wider resettlement support needs are met.</p> <p>Transitional Safeguarding arrangements will facilitate seamless and robust transitions aimed at reducing risk of young people falling through transition gaps</p>	<p>Young people will experience seamless transitions from custody to the community and to adult services at all times promoting their need for continued support during service handovers</p> <p>Barnet YJS will have a clear multi-agency Resettlement Policy that strengthens the Resettlement and AfterCare Panel (RAAP) Terms of Reference</p> <p>Transitional Safeguarding aims will be well understood by the YJS and partners</p> <p>Barnet YJS and partners will effectively work together to create an environment of structural support to tackle disproportionality/disparity, manage CYPs' physical/emotional, mental health and wellbeing, offer them suitable and sustainable education, training and employment, access continuity of specialist provisions and intervention such as substance misuse, receive support to manage transitions and the complexities of housing and post-custody accommodation arrangements prior to their release from custody to the community.</p>	<p>Lead: Cezar Tan, YJ Service Manager</p> <p>Supported by: Workforce Development Team Operational Representatives of: Children in Care/Leaving Care Children's Social Care Probation Barnet Homes Health Police Secure Estate Barnet Integrated Clinical Services</p>	<p>01/09/2022 - 31/09/2023</p>	<p>On 13 July 2022, the YJS Operational Managers attended the Pan London Transitional Safeguarding training delivered by LB Haringey. The training provided a space for colleagues from across London to share ideas and knowledge, address practice challenges and support the development of innovative local practices. The training enabled the YJS Management team to strengthen and focus on transitional safeguarding works across Family Services and partnerships.</p> <p>On 16 May 2023, further training was delivered by the YJS Management to all Staff members and Early Help Practitioners on how Transitional and Contextual Safeguarding could be embedded in the AssetPlus Assessment, Planning and Implementation.</p> <p>Constructive Resettlement and Transitional Safeguarding Policy was completed and was endorsed by the YMB and local partners in Jan 2023.</p>
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Appendix 6: Glossary of Youth Justice Terms

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

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