

 Brent	Community and Wellbeing Scrutiny Committee 24 November 2020
	Report from the Head of Early Help, Children and Young People
Brent Youth Offending Service Post-Inspection Action Plan Implementation	

Wards Affected:	All
Key or Non-Key Decision:	n/a
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Appendix 1 – YOS Performance Information
Background Papers:	n/a
Contact Officer(s): (Name, Title, Contact Details)	Sue Gates, Head of Early Help Sue.gates@brent.gov.uk Nigel Chapman, Operational Director, Integration and Improved Outcomes Nigel.chapman@brent.gov.uk

1.0 Summary

1.1 Her Majesty's Inspectorate of Probation (HMIP) carried out an inspection of Brent Youth Offending Service (YOS) in August 2019 that was published on 18th December 2019: <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/brentyos/>

1.2 Brent YOS was judged to be 'good' overall. The Chief Inspector of Probation in his foreword to the main report commented,

"...managers have produced a risk profile that highlights the work needed to manage and reduce the significant proportion of children who pose a high risk of serious harm – just over 50 per cent of the YOS caseload, one of the highest proportions of any YOS we have inspected."

"Brent YOS is a good, well-led service with a stable, committed workforce, intent on improving outcomes for a vulnerable and high-risk group of children and young people".

“We have concluded the YOS is doing a good job in a tough environment.”

- 1.3 This report will provide detail of the progress made in implementing actions arising from the four recommendations within the inspection. The report also provides information on the performance of Brent YOS in general.
- 1.4 Additional focus is given to the impact of Covid 19 on local youth justice provision and how Brent YOS has responded operationally to the challenges posed by the pandemic.

2.0 Recommendation

- 2.1 Members of the Community Wellbeing Scrutiny Committee are asked to note and comment on the content of this report.

3.0 Detail

3. Youth Offending Service

3.1 Background

The Crime and Disorder Act 1998 requires each local authority in England and Wales to deliver youth justice services in line with a statutory framework that outlines YOS responsibilities.

Brent YOS is a multidisciplinary, multi-agency service that works with children and young people aged 10-18 years and their families to deliver statutory responsibilities in relation to a wide range of provision. This includes out of court disposals, court work, bail and remand, group work and interventions, as well as work with young people who are in custody.

Comprised of representatives from the local authority, Police, National Probation Service, CAMHS, health, education and local service providers, the YOS supervises 10–17 year-olds who have either received a court sentence, or an out of court disposal (OCD) issued by the police.

The YOS focuses on achieving three Youth Justice Outcomes:

- Reduction in youth re-offending.
- Reduction in the numbers of first time entrants to the justice system.
- Reduction in the use of youth custody.

3.2 Local context

Brent YOS is part of the Children and Young People (CYP) department and is managed by the Head of Early Help. The focus is on early intervention, reflecting the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand action by statutory or more intensive services.

Governance is the responsibility of the YOS Management Board which meets every quarter and is chaired by the Operational Director, Integration and Improved Outcomes, CYP. Support given to children, young people and their families is guided in Brent by *National Standards Governing Youth Justice* and Brent’s Children and Young People’s Practice Framework.

The YOS supports effective multi-agency partnership working to support the development of contextual safeguarding approaches in Brent. For example, the YOS is leading CYP departmental approaches in relation to safety mapping with young people.

The work of Brent YOS is delivered in accordance with the Brent Borough Plan (2019-23) strategic theme: A Borough Where We Can All Feel Safe, Secure, Happy and Healthy. Progress in relation to the two outcomes below is reported quarterly:

Strategic Theme: A Borough Where We Can All Feel Safe, Secure, Happy and Healthy

Outcome	YOS Key Performance Indicator
Reduction in anti-social behaviour, the risk of harm and re-offending	Rate of youth reoffending in Brent
Reduction in violent crime, including gang and knife crime	Number of young people in Brent who are first-time entrants to the youth justice system.

3.3 What HMIP does

Her Majesty’s Inspectorate of Probation (HMIP) is the independent inspector of youth offending and probation services in England and Wales. They provide assurance on the effectiveness of work with adults and children who have offended to implement orders of the court, reduce reoffending, protect the public and safeguard the vulnerable. They inspect these services and publish inspection reports. They highlight good and poor practice, and use data and information to encourage good-quality services. There have been eight published inspections in London during the current inspection cycle. One local authority has been judged ‘Outstanding’, three (including Brent) have been judged “Good”, and a further four “Requires Improvement”.

3.4 Inspection Methodology

HMIP use four classifications to rate effectiveness: *outstanding*, *good*, *requires improvement*, and *inadequate*. Performance was scrutinised in three areas:

Domain 1 (Organisational Delivery) was determined through an examination of policies, procedures and partnership working. Findings were further examined in a series of focus group meetings involving operational and strategic staff and partners.

For Domains 2 and 3, HMIP conducted a detailed examination of 29 court disposal cases and 20 OOCs. Inspectors considered a number of key questions about different aspects of quality. They were particularly interested in the sufficiency of offending analysis, the assessment and management of risk, and the extent to which young people were involved in planning.

3.5 Summary of HMIP findings

Overall rating for the Brent Youth Offending Service	Good
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Domain 1: Organisational delivery	
Governance and leadership	Good
Staff	Good
Partnerships and services	Requires Improvement
Information and facilities	Requires Improvement

Domain 2: Court disposals	
Assessment	Good
Planning	Good
Implementation and delivery	Good
Reviewing	Good

Domain 3: Out-of-court-disposals	
Assessment	Good
Planning	Good
Implementation and delivery	Requires Improvement
Joint working	Good

- 3.6 Overall, the inspection identified evidence of good governance and effective casework. HMIP favourably noted the approach taken to support the whole family, including siblings who were recognised as having a higher chance of becoming involved in offending. This includes the routine referral of siblings to Early Help in order to ensure that support is provided at the earliest possible opportunity. This is a key learning point for all partners as the journey to whole family working and early intervention, led by the Troubled Families' initiative has taken time to be embedded. The inspection outcome provides additional evidence of the benefits of taking an early intervention approach with families.

4.0 Progress towards recommended actions

- 4.1 HMIP made four recommendations to further improve the quality of youth offending services in Brent. Actions have been taken to implement each recommendation and progress is monitored every quarter by the multiagency YOS Management Board comprising representatives from the local authority, voluntary sector, Police, National Probation Service, Brent CCG, educational

settings, Youth Justice Board and Willesden Magistrates Court.

4.2 *Recommendation 1: Review and monitor decision-making in out-of-court disposals to ensure that there is no unnecessary criminalisation of children with high levels of welfare needs.*

Formed in January 2019, the Brent Out of Court Disposal Panel (OOCDP) is comprised of local services including the Police, Pupil Referral Unit, Community Protection, Children's Social Care and the YOS. The Panel uses YOS assessment information to inform decision making - risks, vulnerabilities, family support and any identified needs are considered. Assessment information is also used to identify aggravating and mitigating factors that may increase or decrease an offence's gravity score (gravity scores determine which disposals are available). The OOCDP meets weekly and is jointly chaired by the Police and the YOS.

Brent YOS and the Police reviewed and revised the OOCDP Terms of Reference and operational procedures in November 2019 following the inspection. As a result vulnerabilities are routinely explored as potential mitigating factors to be considered when determining the appropriateness and severity of disposals. Additional social care, early help, educational or mental health practitioners with specialist knowledge of a young person or their family are routinely invited to share their knowledge and views at panel meetings. The provision of wide ranging professional opinion helps to ensure that disposals are proportionate to both the offence type and the capabilities of young people who admit to committing OOC crime.

Since the inspection, OOCs have been monitored more closely to ensure that children are not unnecessarily criminalised. The internal, Police-led North West London Scrutiny Panel meets every six months to consider a sample of Borough Command Unit OOCs. Brent was commended for its consistent practice and clearly evidenced decision making at the first meeting of the group. The next meeting of this panel is due to take place in November 2020.

An overview of post inspection performance was presented to the YOS Management Board in July 2020 and feedback was provided on the appropriateness of decision making in 51 cases. None of these cases were found to unnecessarily criminalise young people and decisions were being made in a collaborative manner. Police disposal recommendations were explored and challenged and there were a number of instances of a recommendation for a Youth Conditional Caution (YCC) being altered to a Youth Caution (YC) or Triage. In such cases agreement was reached to issue a less serious disposal than initially recommended by the Police.

4.3 *Recommendation 2: Review the resources available to assess, plan and then meet the needs of children and young people who receive a community resolution.*

A restructure of YOS management in January 2020 has led to increased management oversight of all aspects of OOC assessment, planning and

delivery. Additional resources (see Finance section below) for community resolution provision have been obtained to create the capacity needed to improve assessments, allow better planning, develop a more varied interventions offer and increase family work. The YOS Management Board is seeking continued commitment from partners to maintain this level of support given the high levels of risk being managed by the YOS - as identified within the inspection.

Improvements have been made possible by investing in the OOCB staffing resource. An additional YOS Case Manager was recruited to lead on the assessment and planning of community resolutions. The YOS Triage Officer role was revised in February 2020, with a focus on early intervention so as to reflect the increased need to support young people receiving community resolutions. Facilitating access to services and encouraging adherence to exit plans are two of the priority responsibilities of the new post. Additionally, a YOS Case Manager with a lead on statutory cautions is deployed to provide community resolution assessment and planning support when the volume of work is high.

Family Support Worker provision for families with children in receipt of community resolutions has also increased – from 0.4 FTE to 0.8 FTE. Importantly, the need to better serve the interests of victims of crime has been afforded greater recognition. Since January 2020, a YOS Case Manager with restorative justice and victim support lead responsibilities explores restorative justice options with all victims of community resolution crime.

As part of improvement planning, disposal options considered by the OOCB are now shaped by one of three types of rigorous assessment - prior to inspection there was an over-reliance on short screening assessments. In the majority of cases, the Brent YOS developed Rapid Assessment Tool is used. It is suited to the needs of young people who are new to the youth justice system and available information from the Police suggests they are likely to score low in terms of both risk to the public and their own safety and well-being. The Asset Plus Assessment framework is employed when Rapid Assessment identifies additional risks that require more detailed attention. This is a YJB approved assessment tool that is widely used across the youth justice sector to assess young people who appear before a court. Early Help Assessments are used when risks and interventions are closely linked to wider family issues. Brent aims to complete all assessments within ten days of referral allocation. This is an intentionally ambitious target which reflects the view that OOCB cases must be dealt with swiftly so that interventions can be put in place at the earliest opportunity. A YOS review of progress in OOCB between December 2019 and May 2020 found that the new three tiered assessment process allows better analysis from wider sources of partnership information, enabling wider consideration of a range and variety of different provision to meet the personalised needs of young people.

The same review identified improvements to the OOCB and community resolution intervention offer. Pre-inspection, interventions were considered effective but there was an over reliance on what was described as a “one size

fits all” approach. The YOS now offer a wider range of interventions including mentoring (Air Network), individual sessions with case officers, Family Solutions, the commissioned provider of targeted support for children at risk of becoming NEET, ETE providers and individual sessions with the YOS Case Manager with Restorative Justice lead responsibilities. Mental health screening sessions with the NHS Youth Justice Liaison and Diversion (YJLD) worker are offered to all young people. Mental health assessments are either completed at the point of arrest at the Wembley Police Station custody suite, or at the Brent Civic Centre. In many cases the YJLD worker co-ordinates onward referral to CAMHS and other support services. Whole family support is maintained until cases are accepted and handover has taken place.

4.4 Recommendation 3: *Provide services to children and young people who are not in education, training and employment (NEET).*

Close oversight from the YOS Management Board has resulted in significantly improved outcomes for NEET young people. This has been achieved operationally through intensive joint working between YOS, the education and training commissioned provider (Prospects) and the Virtual School for looked after children.

Improvements have coincided with Prospects deploying an additional 0.5 FTE Employment and Training Advisor within the YOS – the number of Prospect advisors dedicated to YOS delivery now totals 1.5 FTE. Additionally, the Prospects Service Manager is actively involved in directing and monitoring provision. This includes:

- Regular two-weekly meetings with Prospects staff to monitor case work.
- Obtaining employment and training information from the YOS on a fortnightly basis so that interventions are put in place at the earliest opportunity.
- Working closely with Custodial Units to ensure young people have a transition destination at the point of resettlement.
- Ensuring that Prospects Advisors are working closely with parents and YOS Case Managers, other professionals and families.
- Deploying additional staffing when young people are already receiving support from a generic Prospects Advisor.

Operational oversight of NEET young people in the youth justice system is the responsibility of the YOS NEET Working Group. Membership of the Group consists of the Prospects Service Manager, Deputy YOS Service Manager, a Virtual School officer, and YOS Team Manager. All NEET cases are RAG rated, actions are set where required, and deadlines are issued at every monthly meeting.

In terms of impact, the size of the YOS NEET cohort has gradually decreased since the group was established in December 2019. In January 2020, 37% of children and young people supported by the YOS who were over statutory school age were NEET compared to 2.4% of the general Brent population. By September 2020, the percentage who are NEET had decreased to 20.3% (12

young people).

One of the more recent success stories involves 'A', a young woman who obtained a Level 1 hairdressing qualification whilst serving an eight month custodial sentence. Prior to the YOS referring 'A' to Prospects, she had unsuccessfully applied for two apprenticeships. One rejection was due to the standard of her CV and the other was due to job interview inexperience. Among other things, her Prospects Advisor assisted her to improve her CV, encouraged her to continue her job search, and increased her preparedness for interviews. Her Prospects Advisor commented,

"...I set up an interview with two salons. Both companies were made aware of A's convictions and were prepared to give her an opportunity. One of these was really impressed and offered her a nine month traineeship with a guaranteed apprenticeship at a hair salon in the West End. A accepted the offer and is currently making good progress."

The number of NEET young people known to Brent YOS is a relatively small but challenging cohort. Many have had negative educational experiences and a proportion are entrenched in lifestyles that are not conducive to EET - often as a result of exploitation. However, the strategic approach adopted by Brent since HMIP inspected local youth justice provision, has shown that the number of good NEET outcomes will increase when services work in partnership. Quarterly monitoring and support from the YOS Management Board will ensure providers improve results further.

4.5 Recommendation 4: *Provide suitable and sufficient places for children and young people to be seen and supervised.*

The imminent establishment of Family Wellbeing Centres from existing Children's Centres will significantly increase the ability to offer youth justice services in child friendly settings. Supporting more young people in the communities where they reside will contribute to better risk management planning and reduce the likelihood of incidents occurring as a result of lengthy commutes.

Young people are regularly met at Brent River College Pupil Referral Unit. Supervising young people attending alternative education provision at the soon to open Roundwood Alternative Provision school will also occur in circumstances where this benefits the student.

The Young Brent Foundation (YBF) and Brent YOS have formed a close partnership, which has been strategically strengthened through membership of the YOS Management Board. YBF are seeking alternative, suitable venue space through their network for the YOS to meet young people.

Brent Strategic Property services and the Police were asked by the YOS Management Board Chair to explore alternative, safe locations at the beginning of this year. The intention was to secure a venue in the south of the

borough where young people could be supervised. It was hoped that this would be available from spring 2020. The onset of the Covid 19 pandemic has delayed progress significantly. It has also impeded the ability to make firm arrangements with several community partners who expressed willingness to explore options for accommodating YOS provision.

Despite the many challenges caused by the pandemic, this recommendation will be implemented when Government restrictions on social interaction are lifted and community providers are able to offer venues conducive to face to face partnership work.

4.6 Improvement work is monitored through the Brent YOS Improvement Plan that contains time-bound actions attached to HMIP recommendations and other Board identified priorities. Progress updates are provided at quarterly meetings of the YOS Management Board.

4.7 It is likely to be a minimum of three years before HMIP undertake their next inspection of Brent YOS.

5.0 Prevention and Early Help Initiatives

5.1 In 2016, following an internal restructure of the CYP department, Brent YOS was positioned within the Early Help service. This has enabled greater collaborative working with initiatives such as the Troubled Families' Programme, Family Solutions and the Accelerated Support Team (to prevent children from entering the care system). This has led to a substantial increase in the level of services and access to other resources that YOS young people and their families receive.

5.2 HMIP inspectors praised Brent for ensuring that wider early help provision is accessible to YOS service users. It was highlighted that this was very important in Brent as YOS staff are managing higher levels of risk of harm than other local authorities inspected to date. There are however continuing challenges to provide the resources necessary to deliver the level of individual support recommended by HMIP in relation to out of court disposal, victims, and NEET work. Partnership contributions are vital if these areas are to improve further.

5.3 The Early Help service has been proactive in identifying and obtaining additional external funding. This includes securing three-year funding from the Mayor's Young Londoners Fund, to work with young people between 10 and 18 years, who are at risk of becoming involved in crime, not achieving their educational potential and at risk of poor health outcomes. The project adopts a whole family, trauma informed approach to address the underlying issues and build family resilience to improve the likelihood of young people fulfilling their potential or improving their life chances.

- 5.4 Young people supported by the YOS and their families will receive access to all three strands of the project:

Family coaches

Family Coaches will build strong relationships with families, to understand the underlying issues through an Early Help Assessment. They will guide families through the trauma recovery model to help them accept and understand how their past experiences impact upon family life. By proactively using the Signs of Safety approach, families will be supported to improve their understanding of their strengths.

Street Mentors for young people

Male and female Street Mentors, work with at-risk young people (between 10 to 18 years). This includes work outside of traditional service hours in order to engage young people in areas and places they go. By establishing trusting relationships, mentors are able to assist young people to make good decisions that improve outcomes and keep them safe.

Emotional well-being support

A young person's mental health practitioner undertakes mental health assessments and direct interventions with vulnerable young people in families experiencing crisis. This complements YOS based mental health provision from CAMHS and the College of North West London, which is only available to young people arrested by the police or in receipt of a police or court youth justice disposal.

- 5.5 The department also successfully bid in October 2020 for a 3-year grant from the Youth Justice Board to deliver services to deal with the impact of Covid-19 on BAME communities. This funding will provide greater resource to intervene early with young people who are at risk of becoming involved in the criminal justice system and services are due to commence in early 2021.
- 5.6 The introduction of Family Wellbeing Centres, resulting from the agreed repurposing of some children's centres, will be operational from December 2020. They will offer a range of universal services and targeted support for families with 0-18 year olds, in partnership with Council, health and voluntary sector partners. It is likely that the YOS will maintain a group work and supervisory presence in line with contextual safeguarding and other needs.
- 5.7 Voluntary sector substance misuse services from Each Brent and the Westminster Drug Project are located within the YOS. A wide range of provision is delivered to tackle the many problems associated with young people involved in drug related crime and / or suffering from the harmful consequences of drug and alcohol usage. This includes counselling, key working, group work and family support.
- 5.8 Two Early Help Family Support workers offer assistance to families affected by crime or criminality within their family. Support has a particular focus on the

younger siblings of young people who are criminally exploited or entrenched in criminal gangs and other criminal networks.

6.0 Joint working arrangements and partnerships

- 6.1 Close alignment of work undertaken within the Children and Young People department has been instrumental in achieving positive outcomes. For example, a multi-disciplinary group of staff meet regularly to ensure that the accommodation and wider needs of young people due to be released from custody are identified early and planned for in a timely fashion. Managers also meet regularly to consider complex cases that require senior manager oversight and additional support.
- 6.2 A comprehensive joint working protocol between the YOS and children's social care services supports effective interventions relating to young people in police custody, the use of Appropriate Adults, remands to local authority accommodation and arrangements to support bail in the community.
- 6.3 All YOS staff have been trained to be Working with Families lead professionals (under the government funded Troubled Families Programme). Staff have also received Signs of Safety training and the approach has been adopted to support risk management in cases, and for staff supervision.
- 6.4 The YOS works closely with the police. There are three police officers based in the YOS. Procedures for jointly deciding and delivering all out of court disposal work are clearly outlined in an Out Of Court Disposal Joint Protocol. Key information sharing such as overnight arrests and police custody details is provided on a daily basis.
- 6.5 The YOS has developed close strategic and operational links with CAMHS. A Liaison and Diversion Officer offers mental health screening to all young people in police custody. A seconded CAMHS practitioner assesses and supports young people subject to court orders who have mental health needs.
- 6.6 The YOS works closely with Council's Community Protection services. Information and intelligence sharing, including safety mapping, gangs information and other contextual safeguarding work is a key element in managing safety and the public protection risks.
- 6.7 The Violence and Vulnerability Programme (VVP) focuses on reducing re-offending and serious youth violence through a coordinated, multi-agency and intelligence led approach. This includes a specific focus on a cohort not yet known to statutory services, increasing earlier intervention and identification of an unknown potentially younger cohort. The programme consists of prolific offenders, weapon carriers, domestic abuse perpetrators and those affiliated, or at risk of affiliation, with gangs. The Child Exploitation and Missing Panel (CEMP) and the VVP were aligned in October 2020 with a single referral route, leading to better coordination, prompter referrals and timelier interventions. An operating protocol is in place. Brent YOS attends these

meetings and supports in identifying, monitoring, diverting, disrupting and taking enforcement action for those on the cohort by sharing information and ensuring that the most appropriate interventions are in place.

6.8 The YOS Safety and Wellbeing Risk Management Forum is a partnership meeting that provides oversight of YOS children and young people assessed as high and very high risk of serious harm or safety and well-being. The overarching aim of all work of the group is to prevent children and young people from committing serious harm or further offences. The group shares relevant information and reviews risk management plans. There are clear referral pathways to other partnership risk forums including VVP, Integrated Offender Management and MAPPA Level 2 and 3.

6.9 The YOS attends daily Integrated Risk Management meetings. This is a police led panel that provides immediate risk management in response to incidents involving young people that have recently occurred – usually within the last 24 hours.

7.0 The Provision of Youth Justice Services in Brent during the Covid-19 Pandemic

7.1 Brent YOS commenced the implementation of contingency planning on the same day the government lockdown came into effect. The service worked closely with partners to ensure that changes to provision met local needs. Staff were initially home based and all young people received daily virtual contact from their Case Managers. Clarification of YOS staff keyworker status was provided within a week of lockdown. From the beginning of April, Brent YOS resumed face to face home visits and provided court based services in person. The 21 highest risk young people supported by the YOS were identified. A home visit screening tool was created to determine which of these young people required regular face to face contact. Safe visiting guidance was issued. Low risk young people were supervised through telephone or other digital media. Feedback from young people has largely been positive about this form of supervision.

7.2 Virtual Referral Order Panels were established and continue to operate. The YOS Risk, Safety and Wellbeing Multi-agency Risk Forum and the Resettlement and Aftercare Forum continue to take place virtually every month. Weekly Out of Court Disposal Decision Making Panels operate remotely.

7.3 Brent YOS based a team at court one day per week and additionally attended court as and when required. Brent received positive feedback from District Judges for its commitment to supporting young people at court in person throughout the lockdown. Coordinating Crown Court provision was more challenging. Two cases were escalated to the YJB. Both of these involved young people who were at risk of not appearing in court prior to their eighteenth birthday. HM Courts and Tribunal Service responded by prioritising both cases and they were subsequently both seen before they turned 18.

7.4 Due to the Covid-19 pandemic, the Youth Justice Board has suspended the publication of national statistics that show how local authorities have performed in relation to both reoffending and the number of first-time-entrants to the youth justice system – restrictions on the movement of analysts have limited access to Police National Computer data. Local performance measures must be viewed with caution as the courts have adjourned the majority of cases appearing before youth courts. This has had the effect of significantly delaying youth justice proceedings. By late summer, the number of cases appearing before the courts had begun to increase and a significant spike in court work is anticipated.

The extent to which changing court practice has affected Brent YOS is apparent when comparing the volume of court disposals and recorded youth crime occurring in the first quarter of 2019 to the same period in 2020:

- The number of Brent young people receiving court ordered sentences reduced from 62 to 13 (a 79% reduction)
- The number of offences reduced from 139 to 26 (an 81% reduction)

Analysis of the custodial population shows that in September 2020, there were eleven young people from Brent residing in custody: seven were serving custodial sentences and a further four were remanded in custody awaiting sentencing. Brent's custody rate (0.49 per 1,000 Young People aged 10-17) is beginning to plateau after several years of significant decline.

7.5 From June, a limited number of office based activities took place in line with the loosening of some restrictions. However, plans that would have enabled a much wider phased return of YOS staff are likely to be delayed due to recent increases in the rate of Covid-19 infection.

7.6 Maintaining the provision of good youth justice services during the current public health pandemic has required flexible planning. Brent YOS continues to work in accordance with service, departmental and corporate plans. Additional strategic direction is contained in the Annual Brent Youth Justice and Recovery Plan. Emerging guidance and sector led planning is provided and co-ordinated during fortnightly meetings of the YJB London Region Heads of Service group.

7.7 Management Board oversight of response planning undertaken by the YOS has been consistent throughout the pandemic. This has included fortnightly written updates to Board members from the Chair.

7.8 The annual YOS survey of young people and their families was completed in June 2020. This year the aim was to gain feedback on how the YOS had performed during lockdown, ascertain participant understanding of their youth justice disposal and to understand how satisfied young people were with staff and the services they receive. The survey was completed by 76 participants: 47 young people and 29 parent and carers. The majority of young people (96%) surveyed felt that the YOS had supported them to prevent further

offending / re-offending. Ninety four percent did not feel as though they had missed out on any part of their YOS intervention whilst in lockdown.

7.9 Due to Council wide strategic recovery planning, Civic Centre workplace adaptations, lessons learned during the pandemic and the creation of remote methods for supporting young and their families Brent YOS is able to recover as quickly as conditions permit. It also has the experience to supervise young people and deliver interventions remotely in the event of further local or national lockdown.

8.0 Financial implications

8.1 To support the progress of the recommendations arising out of the HMIP inspection, costs were largely contained within existing resources. However, additional resources were provided by Community Protection to address the acute pressure affecting OOC work. This was possible due to an increase in MOPAC funding and the decommissioning of a council programme. It is expected that this funding will continue for this year and 2021/22.

8.2 Partners, via the Management Board, must continue to commit resources in the form of diversionary activities. This provision is needed to broaden the offer as required by HMIP.

8.3 Resource levels must be maintained if the improvements identified in this report are to be sustained. As with many services, the financial cost of Covid-19 and economic downturn are the greatest threats to continued success. Brent YOS reliance on Youth Justice Board funding makes it particularly vulnerable to financial pressures that may affect the allocation of central government funding.

8.4 Details regarding the budget and income for the Youth Offending Service over the last three years are set out in the table below:

Youth Offending Service	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Gross Budget	1,333	1,164	1,353	1,326
Income	(713)	(678)	(678)	(637)
Net Budget	620	486	674	689

9.0 Legal implications

9.1 Formation of Local Youth Offending Teams: The Crime and Disorder Act 1998 requires each local authority in England and Wales to deliver youth justice services in line with a statutory framework that outlines YOS responsibilities in relation to out of Court disposals, Court work, bail and remand, the

assessment of young people who offend, the provision of Court reports, the delivery of community interventions, and custody and resettlement.

9.2 National Standards Governing Youth Justice define the minimum required level of service provision. They are set by the Secretary of State for Justice on advice from the YJB. They cover a range of different areas of practice and are designed to assist public protection, safeguard children and young people, and ensure the delivery of effective services.

10.0 Equality implications

10.1 There are patterns of over representation within the YOS cohort. In particular, 55% of the 176 young people known to Brent's YOS between April 2019 and March 2020 were from Black Caribbean and Black African heritage groups – see below table. Young people from these backgrounds form 28% of the wider local youth population.

	White	Mixed Ethnicity	Asian or Asian British	Black or Black British	Chinese or Other Ethnicity	Not Yet Obtained	Total
Offending population Apr 19 - Mar 20	29 (16.5%)	12 (6.8%)	19 (10.8%)	97 (55.1%)	18 (10.2%)	1 (0.6%)	176
Proportion of 10-17 mid 2011 population	6,516 (22%)	2,501 (9%)	9,524 (33%)	8,237 (28%)	2,492 (9%)	N/A	

10.2 YOS Management Board oversight of equality considerations includes quarterly scrutiny of disproportionality data.

10.3 Board members shape practice and direct the YOS to establish initiatives that seek to ensure young people from all heritage groups are treated fairly within the youth justice system. Current initiatives include:

- As described earlier in this report, Brent has been identified by the YJB as one of two *disproportionality pathfinder* areas which will deliver work to better understand and tackle over representation in the youth justice system. The other area is Newham.
- Regular use of the YJB disproportionality *live tracker* tool allows the YOS to compare local levels of disproportionality to all other local authorities in England and Wales. The toolkit is also used by Brent YOS to improve professional understanding of disproportionality and inform practice and

discussions with other stakeholders, including the police, courts, National Probation Service and the NHS.

- The adoption of a Trauma Informed approach to practice.
- Supporting the police to implement the *Turning Point* deferred prosecutions scheme in Brent. This is a pilot programme that mirrors one of the 35 Lammy Review recommendations by offering more young people the opportunity to deal with criminal matters out of court. David Lammy MP noted that a disproportionately high proportion of BAME young people were being fast tracked through the youth justice system because they did not have the confidence in the police to admit guilt to minor offences.
- Developing a guide for parents that will help them to better understand what happens within custodial settings. It will also provide a list of useful services and contact details. Translated versions of the guide will be made available in order to ensure information is accessible to all parents.
- Working in collaboration with the Young Brent Foundation to improve services. This will include exploring training options for ensuring that case management and youth justice reports are unbiased and free from stereotypical assumptions.

11.0 Consultation with ward members and stakeholders

11.1 The Lead Member for Children’s Safeguarding, Early Help and Social Care took part in the inspection process, meeting with the inspection team and providing details of how borough priorities placed high importance in supporting the work of the YOS. The Lead Member continues to be updated on a monthly basis with key safeguarding information as it relates to the work of the YOS.

12.0 Human resources / property implications (if appropriate)

12.1 Discussed within the main body of the report as related to property implications.

Related Documents:

Inspection of Youth Offending Services in Brent, Community and Wellbeing Scrutiny Committee, 16th March 2020

Report sign off:

GAIL TOLLEY

Strategic Director, Children and Young People