



# London Borough of Brent

## YOUTH JUSTICE PLAN 2020/21

## **1.0 Introduction**

The Brent Youth Offending Service (YOS) is a multidisciplinary, multiagency service that works with children and young people aged 10-17 years and their families 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. The YOS is based within the Children and Young People department and is managed by the Head of Early Help.

In addition to supporting young people who have offended to successfully complete court and police ordered youth justice disposals, the service offers non-statutory early interventions funded by MOPAC with staffing contributions from Early Help. Partner agencies and aligned services based within the YOS offer an increasingly diverse range of support delivered by Family Support Workers, Substance Misuse Counsellors, Careers Advisors, Mentors, and Mental Health Specialists. This growing focus on early interventions reflects the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand more intensive services.

Brent's Children and Young People's department Practice Framework provides a foundation for how the YOS works with children, young people and their families and carers in Brent, and professionals work together including the learning and development offer for staff, and recruitment activity. A trauma informed approach is being added to the practice framework in 2020 in order to promote meaningful contact and trusting relationships, the removal of any unconscious bias and supporting interventions that influence and manage offending behaviours.

## **2.0 Governance and accountability**

- 2.1 Governance of the YOS is the responsibility of the YOS Management Board which meets every quarter and is chaired by the Operational Director, Integration and Improved Outcomes. The Management Board is comprised of representatives of the agencies identified as having a duty to co-operate in the partnership. Members are of an appropriate level of seniority to meet the requirements of the Crime and Disorder Act 1998 and YJB guidance.
- 2.2 Membership includes representatives from the local authority, Education, Voluntary Sector, Police, National Probation Service, Health, Youth Justice Board, CRC and Willesden Magistrates Court.
- 2.3 The purpose of the Brent YOS Management Board is to provide strategic direction and support, and to ensure that planning is undertaken to deliver effective youth justice services that reduce re-offending, safeguard children and young people, are informed by an understanding of the type and level of risks to children and young people, and seek to ensure proportionality in disposals for all young people in Brent.

2.4 The HMIP Inspection of Youth Justice Services in Brent (Dec'19) found that:

- *The Brent YOS Management Board has robust governance arrangements and that the 'YOS partnership approach demonstrated strong leadership, high ambitions and aspirations for children, a focus on practice outcomes, and evolving systems to improve the work of the service.*
- *The Board has established key principles of YOS practice, focused on the trauma response model (Signs of Safety), family engagement, a partnership approach and the delivery of appropriate interventions. This includes services to strengthen parenting roles and services to siblings, to prevent them from entering the criminal justice system. These arrangements are underpinned by the well-established Brent Practice Framework.*
- *The Management Board uses a range of data to understand performance. These include key performance indicators and examination of case studies. Detailed analytical information provided by the Safer Brent Partnership enables the Board to understand trends, including early indications of a decrease in knife crime. Overall, Board members know how their service contributes to the work of the YOS and can judge if their service's contribution is effective. The Board Chair has a good understanding of YOS work. His role, as operational director of integration and improved outcomes, has contributed to effective joint work and service integration.*

### **3.0 Context**

3.1 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.

3.2 The Brent Youth Offending Service (YOS) has a legal responsibility to co-ordinate and deliver youth justice services, as defined by the Crime and Disorder Act 1998 Sections 38 and 39, within the London Borough of Brent.

3.3 The principal aims of the service are to:

- Reduce the likelihood of young people offending or re-offending.
- Protect children and young people.
- Protect members of the public.
- Ensure that sentences are served.

3.4 The YOS also 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.

3.5 A multi-agency Operational Group meets quarterly. It reports directly to the YOS Management Board.

#### **4.0 Achievements**

2019/20 was a successful year across the YOS partnership. This included the following highlights:

- 4.1 Overall good rating for the HMIP Inspection of Youth Offending Services in Brent (Report published December 2019)
- 4.2 Good ratings throughout the Youth Justice Board required self-assessment National Standard Review (strategic and operational elements) across the five Youth Justice National Standard themes: Out of Court Disposals, Court, Community, Secure Settings, and Transitions and Resettlement
- 4.3 Positive response to the Youth Justice Board review of policies within the National Standard review
- 4.4 Positive responses from service users - A Survey of 28 young people subject to court orders was used in Jan 2019 to gain feedback from service users to inform service development through consultation. Results included 89% of young people stating that the YOS had helped prevent them from further offending.
- 4.5 Maintaining a stable workforce of permanently employed staff.
- 4.6 A revised version of the Youth Offending Service Handbook for YOS staff members (March 2020)
- 4.7 The establishment of a restorative justice lead within Brent YOS to engage with more victims of crime and encourage the further development of restorative justice approaches
- 4.8 Maintaining a culture of learning within the YOS and a desire to improve case work practice with a more complex cohort. The YOS has been providing monthly practice development sessions since 2017.
- 4.9 Performance improvements. Long term decline in the number of first-time entrants to the Youth Justice System. Brent's rate per 100,000 young people's rate currently stands at 351 (October '18 – September '19) which is a significant fall from 532 in the period April 2014 to March 2015. This represents however a rise from the period January to December 2018 (285).

- 4.10 Despite increasing levels of serious youth violence and gang involvement, the number of young people sentenced to custody has reduced from a high of 54 in the period April 2013/14, to 14 in the latest period (April '19 – March '20).
- 4.11 Increasingly close alignment and co-ordination of joint work with other Children and Young People services including the Family Solutions Service, Looked after Children Team, Localities Service, and the Early Help Accelerated Support Team.
- 4.12 Brent YOS hosted a visit from the Secretary of State for Justice David Gauke in 2019. As well as meeting Brent's Chief Executive, Director of Children's Services and YOS representatives, the Minister observed a range of practice from local statutory and community services with young people and families.

## 5.0 Young People supported by the YOS

### 5.1 Brent Borough's Young People Profile (2020)

- 343,000 people live in Brent. It is the 6<sup>th</sup> largest Borough in London. (Src: GLA Population Projections)
- Brent is one of the most diverse local authority areas in the country with 78% of the total population from BAME backgrounds. (Src: ONS 2011 Census)
- Brent's estimated child population aged 0-17 years in 2020 is 80,000 with the 10-17 population projection of 32,100
- Brent's child population represents 23% (0-17) and 9% (10-17) of the total Brent population, and 9% (0-17 population) 4% (0-17 population) of the London child population.

### 5.2 GLA Population Projection for 2020

Aged 0-17	80,000	2,085,000
Aged 10-17	32,100	850,500
All Ages	343,000	9,203,300

- 5.3 In 2019/20 the YOS cohort consisted of 176 young people. This is less than 0.25% of the total child population.
- 5.4 Brent YOS 2019/20 case level data – source Youth Justice Board.

Brent YOS 2018/19 Case-level data															
Offences	Disposals					Offending population by ethnicity						Offending population by gender			
Total Offences	No. of Pre-court disposals	No. of First-tier disposals	No. of Community disposals	No. of Custody disposals	Total Disposals	White	Mixed	Asian	Black	Chinese or Other	Unknown	Female	Male	Unknown	Total
422	46	126	68	14	254	29 (16.5%)	12 (6.8%)	19 (10.8%)	97 (55.1%)	18 (10.2%)	1 (0.6%)	31 (17.6%)	145 (82.4%)	0 (0.0%)	176

- 5.5 In the year ending 2019/20 there were 294 Looked after Children (LAC) - reduced by 6 compared to the year ending 2018/19. Brent has a smaller LAC cohort than its statistical neighbours and less than the national average. At the end of 2019/20 Brent had a rate of 37.7 LAC per 10,000 children aged under 18-years. During the last three-years (2016/17-2018/19, on average 52% of care leavers were known to be in education, employment or training (EET).
- 5.6 Within an overall YOS caseload of 148 young people in April 2020, there were 25 LAC young people supervised by the YOS, compared to 24 LAC in January 2019, and 32 in June 2017). Overall, Brent LAC young people represented 18% of the total number of Brent YP supervised by the YOS:
- 68% were male (79% in January 2019).
  - 68% were aged 16 or 17 years (63% in January 2019).
  - 64% were of Black African or Black Caribbean Heritage (63% in January 2019)
  - 76% had committed a violent offence (46% in January 2019), 32% a drugs offence (58% in January 2019) and 24% committed a Robbery offence.
  - Fourteen looked after children, who had been in care for more than 12 months received a caution or conviction in 2018/19. Compared to twelve looked after children, who had been in care for more than 12 months received a caution or conviction in 2017/18. This is the most recent dataset published by DfE.

5.7 A snapshot of the YOS cohort in February 2020 showed that there were 145 young people known to the YOS for having received a court or police disposal or taking part in the Triage early intervention programme – this includes young people being care taken by Brent YOS and those placed out of borough.

- 53% were aged 16 or 17 years compared to 58% in February 2019 and 54% in February 2018
- 84% were male compared to 90% in February 2019 and 92% in February 2018
- 63% of young people from were a Black Caribbean or other Black Heritage Group compared to 60% in February 2019 and 53% in February 2018.
- 21%, inclusive of caretaking cases, were Looked After Children (LAC). Brent LAC make up 18% of the total LAC cohort supported by the YOS.
- 29% were NEET (young people aged 16-18) compared to 23% in February 2019 and 27% in February 2018.
- 8% of the caseload were recorded as having an EHCP or Statement of SEN compared to 7% of the caseload (192) in February 2019.
- Whilst the wards where children and young people live are spread across the Borough, there are larger concentrations of young people from Stonebridge, Harlesden, Kensal Green, Sudbury and Willesden Green.

## 5.8 KPI performance

### **Reoffending**

The binary rate of reoffending is the official measure of reoffending and the proportion of reoffenders who make up the total cohort. Brent's overall trend appears to be that of a rising reoffending rate. Brent's rate using the new three month cohort method remains volatile ranging significantly from a low of 41% (January – March '14) and a high of 62.2% (January '18 – March '18). Brent's Binary reoffending rate is currently 62.2% for the latest period (January '18 – March '18). This is higher than both the YOT family and the London average. Changing from a 12-month cohort to a three-month cohort results in a greater proportion of prolific offenders and higher reoffending rates.

Despite the high rate in the latest reporting period, when rates are measured, when using an annual average the rate is more encouraging. The latest available annual average for Brent is 49.1%, compared with 41.4% for London and 38.2% within the YOT family. The rate taken as an average is probably more reflective of the actual binary reoffending rate, demonstrated by the fact that Brent's annual average has not exceeded 51.1% in the past five reported years. The YOS is using the YJB reoffending toolkit in a range of operational and strategic settings to better understand and respond to repeat offending.

## First Time Entrants

Brent's long-term trend shows a decline in the number of FTE's. Brent's rate currently stands at 351 (October '18 – September '19). This is higher than that of its YOT family and the London rate. After remaining below its statistical neighbours' rate for nine reporting periods, Brent's FTE rate is currently marginally above the YOS Family rate. Both the London and YOS Family rates have risen in this period too

## Custody

Despite continued serious youth violence and gang involvement, the numbers sentenced to custody has reduced from a high of 54 in the period April 13-14 to 14 in the latest period. (April '19 – March '20).

Work to improve upon current performance relating to all three youth justice core outcomes is outlined within the Youth Justice Improvement Plan 2020/21. The plan has been produced to align with the actions arising from the HMIP Inspection and the findings of the National Standards Audit 2020.

## 6.0 Case complexity within the YOS cohort

- 6.1 Nationally, Youth Offending Service case numbers have dropped. The reduction in case numbers in recent years does mask the growing number of challenges that the youth justice cohort presents.
- 6.2 By considering a range of risk and vulnerability factors, the complexity of the active YOS caseload was assessed at the end of each of the last four years. Analysis shows that 66% of young people in 2019/20 were either high or very high complexity, compared to 59% in 2016/17.

Complexity	No. of cases				% of caseload			
	2016/17	2017/18	2018/19	2019/20	2016/17	2017/18	2018/19	2019/20
Low	27	5	20	13	24%	3%	14%	12%
Medium	25	29	30	25	23%	18%	22%	23%
High	40	72	51	45	36%	46%	37%	41%
Very High	19	52	37	27	17%	33%	27%	25%
Total	111	158	138	110	100%	100%	100%	100%



## 7.0 Recorded crime in Brent

- 7.1 Between the financial years of 2013/14 to 2018/19 the total number of notifiable offences in Brent rose from 24,488 to 30,946, a 26.37% increase. The financial year of 2019/20 saw a reduction to 30,059. The following data is based upon data provided by Community Safety and relates to year on year changes between 2018/19 and 2019/20. It relates to Brent as a whole and not just the CYP cohort.
- A decrease in violence against the person offences – a reduction of 1.84%. Brent has the 6<sup>th</sup> highest number of violence against the person offences in London.
  - A decrease in drugs offences – a 4.53% decrease. Brent has the 9<sup>th</sup> highest number of drugs offences in London.
  - A decrease in robbery offences – a reduction of 3.6%. Brent has the 12<sup>th</sup> highest number of robbery offences in London.
  - A decrease in serious youth violence offences\* – 17.92%. Brent has the 17<sup>th</sup> highest number of serious youth violence offences in London. Please note that the classification of a serious youth violence offence used here differs from that used by the Youth Justice Board in the toolkit data presented above. In this context serious youth violence offences are defined as any offence of Most Serious Violence or Weapon Enabled Crime where the victim is aged 1-19.
  - A decrease in knife crime offences – a reduction of 13.51%. Brent has the 10<sup>th</sup> highest number of knife crime offences in London.
  - A decrease in gun crime offences – a reduction of 18.45%. Brent has the 9<sup>th</sup> highest number of gun crime offences in London.
- 7.2 The most prolific types of youth crime in Brent are offences of violence against the person, drug possession and supply, robbery, and motoring offences (April 2019– March 2020). In recent years serious youth violence involving the use of knives, sometimes associated with gang related activity and its links with drugs and county lines in Brent has increased the amount of statutory provision the YOS delivers to young people. This is due to the scaled approach to youth justice which requires minimum levels in terms of contact and support to increase or decrease in line with assessed risk - higher risk cases receive a greater degree of case management and oversight.
- 7.3 The Youth Justice Board produces a quarterly Serious Youth Violence (SYV) Data Toolkit. The toolkit shows trends in SYV offences which are defined as any drug, robbery or violence against the person offence that has a gravity score of five or more. The latest version was published on 17/06/2020 and contains data up to March 2020. The toolkit contains unpublished data intended for internal performance monitoring purposes and has been marked as sensitive so cannot be shared.
- 7.4 Data in the toolkit broadly supports the Police data which shows that serious youth violence has improved compared to last year. The toolkit does however indicate that robbery offences have increased significantly since 2016/17. This is also echoed in the wider Police data.

## 8.0 HMIP Inspection

- 8.1 Brent Youth Offending Service was the subject of a 'single agency' HMIP Inspection during August 2019. The inspection process consisted of a review of existing data, documents and interviews with leaders, managers, staff and other stakeholders. A case review of 49 cases – Community Orders and Out of Court Disposals - and discussion with YOS staff was a key focus. Overall effectiveness was judged against the existing key outcome measures.
- 8.2 The Inspection framework Brent was measured against was introduced in June 2018 and involved an evaluation of services covering three principal domains:
- Organisational delivery, covering governance and leadership, staffing, partnerships & and information and services & facilities.
  - Court Disposals, covering assessment, planning, delivery and joint working.
  - Out of Court disposals covering the same areas as for Court disposals. These are disposals issued by the police and represent an increasing proportion of YOS work.
- 8.3 HMIP inspection ratings consist of four judgements: inadequate, requires improvement, good and outstanding.
- 8.4 The HMIP overall rating for Brent YOS was 'good'. The published report (December 2019) provided a summary of the inspection findings, its ratings across the three principal domains and a summary of learning points - particularly in the minority of judgement areas found to require improvement.
- 8.5 The Chief Inspector of Probation made the following comments in the foreword to the Brent Inspection Report,:
- "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."*
- "...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."*
- 8.6 Brent YOS has prepared an Inspection Improvement Plan which covers the four primary recommendations made by HMIP:

- I. 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
- II. Review the resources available to assess, plan and then meet the needs of children and young people who receive a community resolution
- III. Provide services to children and young people who are not in education, training and employment
- IV. Provide suitable and sufficient places for children and young people to be seen and supervised

## **9.0 Review of Youth Justice National Standards 2019-20**

- 9.1 The Youth Justice Board required YOSs to assess how well they complied with new National Standards which were revised in April 2019. The review in Brent took place between November 2019 and March 2020, across the five new Youth Justice National Standards themes.
- 9.2 The review was led by members of the YOS Management Board. They were supported by YOS Managers and operational staff to form one small working groups for each standard. The review covered strategic and operational practice. The following summaries were provided by thematic working groups and submitted to the Youth Justice Board as part of the full audit.
- 9.3 **National Standard 1: Out of court disposals (9 strategic / 3 operational) summary:**  
*Whilst the OoCD domain received a good rating in the Inspection this masked some important issues around assessment – decision making – planning and interventions. Since the Inspection more staff capacity is becoming available – improved assessment processes operating – a weekly OoCD decision-making panel chaired by the service manager with revised TOR introduced – and more individualised and personalised interventions organised through an individual plan. This will greatly enhance the response and effectiveness of the Out of Court Disposal scheme within the borough.*
- 9.4 **National Standard 2: At court (9 strategic / 6 operational) summary:**  
*A strong and positive audit – informed by the recent findings of the HMIP Inspection – positive comments from magistrates about the strength and effectiveness of court arrangements with the YOS – the high standard of PSR writing and the commitment of YOS staff to their work with young people. There is encouragement to continue this learning process involving developmental areas around parenting orders – ensuring training for new staff members – tightening some court processes and ensuring good information for young people and their parents at court.*
- 9.5 **National Standard 3: In the community (on community orders) (4 strategic / 2 operational) summary:**  
*A strong and positive audit – informed by the recent findings of the HMIP Inspection – some internal audits. Both were positive about partnership working – assessment – planning – interventions and reviewing within case management and work to reduce risk and improve a young person's safety and wellbeing. Developmental areas included highlighting the importance of planning meetings – inclusion of parents in reviews – identifying actual and potential victims and strengthening some processes.*

**9.6 National Standard 4: In Secure Settings** (5 strategic / 4 operational) summary:

*The findings of the HMIP Inspection – its comments around resettlement (shown as good practice) – and the internal audits – have shown how good work is possible within difficult environments. Whilst not without its difficulties the majority of YP from Brent are well supported by YOS staff. Visits take place regularly especially around review meetings and discussions / plans are made through these and the various panels especially the Resettlement & Aftercare Panel. Areas of development include the value of police officers visiting prisons to help young people prepare safely for release being more aware of the consequences of noncompliance and the attendance of YOS police at the monthly Resettlement and Aftercare Panels. Some updating of the resettlement protocol and 'offer' to young people in secure settings would further improve practice and its consistency.*

**9.7 National Standard 5: On transition and resettlement.** (2 strategic /2 operational) summary: The findings of the HMIP Inspection – its comments around resettlement (shown as good practice) – and the internal audits around case work / transitions have shown how transitions – resettlement can be well managed. Brent officers show good examples of well-tailored and prompt planning within their case work helped by supportive partnerships – creative interventions - focused multi-agency panels - and attendance at regular review meetings. This is helped by the active engagement of young people and parents / carers at key points within the supervisory process. Whilst Boroughs have differing procedures and processes around caretaking arrangements Brent seek to work in the best interests of the young person and will seek 3-way meetings and effective means of communication. Areas for development include resources at key points (e.g. floating support) – exit strategies in all cases – utilising ECP plans and minutes / actions from meetings being captured and recorded especially within intervention planning.

**9.8 Review of Youth Justice National Standards 2019-20 ratings**

National Standard	Strategic self-assessed results	Operational self-assessed results
NS1: OoCDs	Good	Good
NS2: Court	Good	Good
NS3 :Community	Good	Good
NS4 :Secure Settings	Good	Good
NS5: Transitions	Good	Good

**9.9 Key learning points**

- In all areas the audit identified evidence of effective and sometimes innovative case management practice, partnership working, creative interventions, engagement of young people / parents and good use of multi-agency panels. A common development theme is ensuring consistency of practice.
- The audit identified clear development priorities to align with the HMIP Inspection Improvement Plan (2020).
- The process enabled close work and learning between YOS staff and Board Members.
- Members involved and engaged within the case file audits were keen to see practice improve.

## **10.0 Case management and practice developments 2019/2020**

- 10.1 The HMIP Inspection included analysis and observations relating to case management practice. Inspection findings included:
- 10.2 Assessments were undertaken quickly and used a wide range of information sources: *"In almost every case, the views of parents and carers and the child were sought and then used to inform the assessment. Staff had used the assessment tools effectively to give a rounded and holistic view of the child and their circumstances. This included the impact of trauma, which many children and young people had experienced".*
- 10.3 Planning was viewed to be a strong area of practice which: *"sufficiently focused on supporting desistance in 93% of cases - to keep children safe was sufficient in 83% of cases - to keep other people safe was sufficient in three-quarters of cases. Planning undertaken in the YOS coordinated with the plans for children's social care and education. The planning process and forums helped workers to understand distinct and complementary roles and responsibilities. Planning often included referrals to other agencies, including the National Referral Mechanism<sup>3</sup>, for those exploited into county lines drug dealing."*
- 10.4 Children were able to access a wide range of interventions and services to understand why they had offended and the impact on other people: *"Interventions and services were provided at a time that optimised the benefits of the work to the child. Staff were creative in their approach to delivering work to reduce offending. We found numerous examples of opportunities being taken to help children understand the factors that led to offending and to try and change thinking. Case managers also consolidated work completed by partners. Children received an individually tailored approach to help support desistance."*
- 10.5 Case reviewing was an active and helpful process, undertaken by case managers, team leaders and partner agencies, however: *"The review of safety and wellbeing was not as strong as the reviewing of desistance and risk of serious harm and needed more attention. Reviews of desistance needs were timely. Reviews responded to changes in situations, and reconsidered motivation, engagement and any barriers to achieving a crime-free life."*

- 10.6 HMIP concluded that practice with *"children who are on court orders to support desistance is the strongest area, followed by work to promote safety and wellbeing and then work to reduce and manage risk of harm."*
- 10.7 Partnership work at operational level was considered effective, especially between the YOS and children's social care. Information-sharing is good.
- 10.8 Case officers recognize that resettlement starts at the points of sentence: *"External and Internal Audits suggest that some good practice is possible within the custodial environment and that effective partnership working amongst professionals – involving the young person – provide some scope for meaningful resettlement including the reduction of risk and improvement in safety and wellbeing. Brent YOS' use of panels to support problem solving and decision making is relevant here especially with its multi-agency commitment. YOS seek to work collaboratively with the secure estate in the child's best interests."*
- 10.9 Inspectors saw overall that the quality of assessments and planning in out-of-court disposal cases was good: *"The OoCD procedures and processes in Brent were thoroughly reviewed in Jan'19 and again in Nov '19 in collaboration with senior managers from the local police, to align provision with the guidance from the OoCD HMIP Thematic Inspection in Feb'18 – the requirements of Domain 3 HMIP Inspection guidance and the findings of the HMIP Inspection of Youth Justice services within Brent."*
- 10.10 The new arrangements include an enhanced multi-agency decision-making panel with representatives from the Police, YOS, Early Help, and Social Care: *"A ten – fifteen working day assessment period allows an opportunity to capture the voice of young people and their families at the earliest opportunity. A rapid assessment tool has been created to avoid the use of detailed Asset Plus assessment in circumstances where young people have presented as low risk and with minimal needs. An additional OoCD Case Manager has been recruited to provide greater assessment and planning capacity and this has enabled the Triage Officer with Early Interventions lead responsibilities to focus on youth engagement – particularly with those young people who are at risk of non-compliance."*
- 10.11 External OoCD scrutiny is provided by the recently formed North West London OoCD Scrutiny Panel, led by the Police. This meets every six months to scrutinise a sample of OoCDs from Barnet, Harrow and Brent. The panel consists of senior police, magistrates, Youth Justice Board representative, MOPAC and YOS representatives.
- 10.12 Trauma informed training has helped practitioners and managers to increase their knowledge and understanding of how early attachment, trauma and adverse life events can impact on a young person's ability to engage effectively in youth justice interventions. Adoption of the method provides a psychology led approach to multi-agency case formulation and intervention planning. This allows YOS staff to tailor and

sequence interventions more effectively according to the developmental and emotional / mental health needs of individual young people and is a key component in the ongoing struggle to tackle disproportionality.

- 10.13 Work undertaken by the seconded CAMHS Mental Health Practitioner demonstrates that this is a critical role, particularly given the prevalence of mental health issues within the youth offending cohort. A high proportion of the young people accessing YOS may be perceived as having conduct disorder, however upon further assessment from the mental health practitioner it often comes to light the young person has more complex undiagnosed neurological conditions. Integrated CAMHS provision enables young people with attachment difficulties and emotional dysregulation to access a CAMHS service that otherwise would not be provided. A referral to outpatient CAMHS or inpatient CAMHS is made where necessary. The CAMHS Mental Health Practitioner also provides an important consultative, supportive and training role for YOS Case Managers and helps with the early identification of emotional health and learning needs in YOS young people where those needs may not have been previously recognised.
- 10.14 The NHS England funded Liaison and Diversion scheme in Brent offers mental health screening to young people held in police custody at Wembley Police Station. The CNWL employed Youth Justice Liaison & Diversion (YJLD) practitioner identifies any unmet mental health needs of young people and refers on to appropriate agencies. In Brent the YJLD practitioner liaises closely with the NHS Intellectual Disability Liaison & Diversion Practitioner to assess young people who display symptoms of ADHD, ASD, Learning Difficulties and Disability. If the young person displays symptoms the L & D practitioner will meet with their carer to obtain the young person's developmental history, which helps to determine whether the young person meets criteria for further assessment.
- 10.15 If a further assessment is required a referral is made to the Intellectual Disability Liaison & Diversion Practitioner who, together with the L & D practitioner will meet the young person for further assessment. A report will be produced which is given to the family and all the professionals involved in the case. The report provides recommendations on how to support appropriately the young person based on their additional needs. Following the assessment, the young person will be referred to the appropriate agencies, where necessary. The reports are also used by court to determine the sentence for the young person. This service has helped young people, families and professionals to understand the person's behaviour and to give the young person the support that is needed.
- 10.16 Support for NEET young people known to the Youth Offending Service in Brent has increased in line with HMIP recommendations. This work is led by educational provider Prospects in close partnership with the YOS.
- 10.17 NEET data is now shared on a fortnightly basis with Prospects by the YOS Information Manager. This allows Prospects to compare this data with the local authorities West London CCIS database which identifies young people who are NEET across the whole of Brent. Having these young people registered as NEET on the CCIS database is essential to the ongoing support young people would receive both while they are on an order

and also having finished an order as NEET young people are consistently followed up until the age of 19 (or up to 25 with an EHCP) by the Connexions Service. Locality advisers following up their NEET caseload also speak to the YOS NEET worker about young people to ensure a coordinated approach to support. Having the NEET data from the YOS allows Prospects to directly approach caseworkers in cases where referrals have not taken place.

- 10.18 Prospects Service Manager has an overview of the NEET group and to prompt case managers to input destinations appropriately. For example, they have identified new NEET young people from the information provided and upon contacting the caseworker have found this not to be the case. This supports the process of accuracy in recording. Similarly, they are reporting cases that are not recorded as NEET so Childview can reflect this and referrals encouraged.
- 10.19 Having the data also supports with Prospects allocation of resource as they can see the percentage of NEET comparable with the wider Brent cohort.
- 10.20 Additional resource has been allocated to the YOS service with a new NEET adviser and a greater distribution of cases being spread amongst the Prospects NEET Team. Prospects have begun to allocate advisers with specific experience and background to support cases. For example, a recent referral through Childview highlighted a young person (year 11 with an EHCP) who was subsequently referred to the specialist SEND Adviser She recently participated in a Microsoft Teams Review for the young person to plan education steps.
- 10.21 The Prospects NEET Adviser brought in additional resource from a local organisation that supports young offenders (PLIAS). Along with providing a worker for one day a week, they supported the Prospects NEET Adviser in putting together a series of employability sessions for YOS clients.
- 10.22 A meeting between the primary NEET Adviser and the Prospects Service Manager takes place every week to check any referrals and to allocate cases.
- 10.23 The Prospects Advisors keep a caseload of young people that are discussed on a weekly basis to monitor progress and impact. Having access to Childview allows the Service Manager to get an understanding and overview of cases and supports supervision. For example, they have identified cases where conflicting E2E work is being carried out by other agencies. In these situations, the Prospects NEET adviser has been encouraged to contact these agencies to establish professional boundaries and partnership working.
- 10.24 Prospects use data provided by the YOS as a way of engaging with NEET young people earlier in their YOS order. For example, they can now identify young people on orders - who are within the 16-18 age range – but have no current destination on the system. This has allowed Prospects to contact the case manager to identify a NEET destination much earlier in the order and engage them from the outset.



- 10.25 The data allows Prospects to identify young people who are currently on DTO orders. This allows the advisers to contact caseworkers near to release date to play a role in release planning.
- 10.26 Given the links between exclusion and the risks of offending, Prospects have given additional Intensive resource to the local PRU (Brent River) The adviser now linked to this service is also currently working with NEET young people in the YOS. It was felt that the building up relationships early with these young people would help to build strong relationships to enable more positive impact work if offending behaviour continued following year 11.
- 10.27 Current year 11 young people on YOS orders have all been followed up to check whether they have an offer of college / training etc for September 2020.
- 10.28 Prospects Services have been developing webinars during lockdown that have been aimed at supporting young people who are NEET to develop their employability skills. The YOS NEET adviser developed and delivered a Webinar Session on how to develop a CV. This was an interactive session – with a live chat element - that could be accessed by young people both over the phone or through a PC (through a Microsoft teams link) This webinar was promoted to the YOS caseworkers who were encouraged to get their clients to watch.
- 10.29 Prospects have delivered a presentation to support EET as part of the YOS Team Meeting. The Prospects advisers spoke to Case Managers to highlight the various elements of support available to them, in addition to the specific allocated NEET Adviser located within the YOS. (e.g. NEET IAG drop in sessions across the borough from the wider Generic Prospects Team, IAG advisers in schools and Brent River).
- 10.30 The NEET adviser has invited outside providers to meetings with the YOS to highlight their provision to raise awareness of opportunities for young people. (ESF/GLA Contract Manager | Capital City College Training).
- 10.31 Educational attendance and attainment improves resilience and is a significant protective factor to prevent re-offending. During 2018, Brent YOS was awarded an *Achievement for All* SEND quality mark. All YOS staff have completed online SEND Training for youth justice practitioners. The YOS educational lead works closely with the Brent SEND team. This includes the routine sharing of case information, identifying and sharing unmet needs, and joint work.
- 10.32 The importance of engaging with young people, listening to their views and building relationships to help promote positive outcomes has been emphasised in recent years across social work and youth justice practice especially within HMIP Inspections of Youth Justice services. A 2019

survey of twenty – eight young people on court orders obtained feedback from young people about their perceptions of the YOS, their knowledge of the order they were on and the staff they interact with. The survey with service users has been used to assist service planning, identify the strengths and weaknesses of the YOS and to help ensure that services are effective. Findings included:

- When asked about the expectations of their order, three quarters of respondents (75%) said that the expectations were explained to them and 86% said that they understood the expectations of their order.
- Eighty-two percent of respondents stated that it was explained to them what would happen if they did not attend their appointments.
- When asked whether their intervention or contract had been explained to them, over four fifths (82%) responded that it had, whilst 14% said that 'Some parts of it were'.
- Almost all (96%) of young people were satisfied with the scheduling of their appointments. However, 39% felt that the appointments were too long.
- When asked about their YOS worker, 75% of young people replied that they were always on time for appointments.
- Eighty-two percent said that their worker always did what they said they would.
- Eighty-six percent said that they felt listened to by their worker.
- Eighty-nine percent responded that their worker was honest with them.
- Most respondents (93%) said that they attended sessions at the Civic Centre. Roundwood Youth Centre, Willesden Magistrates Court, home visits and placement visits were other responses. When asked whether they feel safe coming to YOS appointments, 86% of young people responded 'Yes'.
- Most young people (89%) surveyed felt that the YOS had supported them to prevent further offending / re-offending.

## **11.0 Strategic partnerships**

- 11.1 The HMIP Inspection was complimentary about Brent youth justice partnership arrangements: *"The placement of the YOS in Early Help promotes a focus 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."*
- 11.2 Serious youth violence, gangs and knife crime are prominent issues in Brent. Strategic governance is delivered by the Safer Brent Partnership, and operational leadership and management through the leadership of the Children and Young People's department and Early Help service. *Inspectors noted that: "This arrangement effectively links criminal justice responsibilities with safety and wellbeing considerations."*

11.3 Inspectors also found that: *"The YOS partnership approach demonstrated strong leadership, high ambitions and aspirations for children, a focus on practice outcomes, and evolving systems to improve the work of the service."*

11.4 It was also noted that:

*The Brent YOS Youth Justice Plan is informed and linked to several Brent's strategic plans:*

- *The Brent Borough Plan – 2019 – 2023 – 'Building a Better Brent'*
- *The Outcomes Plan for the Troubled Families Expanded Programme 2016 - 2019.*

*The Head of Early Help is a member of strategic partnerships that include:*

- *The Strategic Board for the Troubled Families Expanded Programme (Chair).*
- *The Operations Group for the Troubled Families Expanded Programme (Chair).*
- *Youth Justice Board Heads of Service meetings*
- *Pan London Assistant Director Network*

*Managers within the YOS contribute to local partnerships including:*

- *Willesden Magistrates Quarterly Court Meetings*
- *Vulnerable Adolescents Panel.*
- *Entry to Care Panel*
- *Inclusion Service Strategic Group*
- *MAPPA.*
- *Borough Gang Delivery Group.*

11.5 Inspectors were encouraged to see that YOS workers can access and help co-ordinate a package of support commissioned by Early Help from a range of specialist aligned and commissioned family support services that exist within the borough.

11.6 Family Wellbeing Centres will be operational in 2020/21 and 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. This will include a wide range of activities for 6-11-year-old and 12-18-year olds, which could include homework support, healthy lifestyle workshops and diversionary/enrichment activities

11.7 Close alignment of work undertaken jointly with Children and Young People colleagues has been key to the declining numbers of first time entrants to the youth justice system and a decreasing number of young people remanded to custody or local authority care.

- 11.8 The Resettlement and Aftercare Panel, chaired by the YOS Deputy Service Manager, comprises representatives from Children and Young People service areas including the YOS, Care Planning, Family Solutions, Locality Teams, and the Accelerated Support Team. The group meets regularly to ensure that the accommodation and wider needs of young people due to be released from custody are identified and planned for in a timely and transparent fashion.
- 11.9 The YOS and LAC Joint Working Group was established in May 2017 to consider complex cases with meetings every three months which require senior manager oversight and additional support. Membership includes Team Managers from Care Planning Team and the Accelerated Support Team. The Group's Terms of Reference includes the following three aims:
- To ensure correct information is exchanged about offences, court dates, placement changes, release dates.
  - To ensure there is a management oversight of Looked after Children who are subject to youth justice interventions.
  - To resolve any difficulties or barriers in relation to Looked after Children who are also offending.
- 11.10 Early Help has made a significant contribution to training. All YOS staff have been trained to work with Families as Lead Professionals. Staff have also received Signs of Safety training and the approach has been adopted as part of the YOS Risk Management Panel, for staff supervision, and for mapping complex cases. All frontline staff have undertaken the trauma response model training working with young people whose life chances are affected by traumatic experiences that professionals often fail to recognise.
- 11.11 The YOS contributes to Social Care complex strategy meetings wherever required and routinely shares risk, court outcomes, and other information needed to keep children and young people in the criminal justice system safe. There is a comprehensive and annually updated Protocol between the YOS and Children and Young People Social Care. This includes clear processes relating to young people in police custody, the use of Appropriate Adults, Looked after Children and young people remanded in to Local Authority Accommodation.
- 11.12 The YOS works closely with the Family Solutions Team. Family Solutions has four main teams across the borough supporting families with 0-18 years, by whole family working. This approach aims to address the underlying issues which affect the family functioning and offers a range of interventions to develop resilience to withstand family crises in the future. It is represented on, and refers families to, the Early Help Panel. Parenting provision now includes a group work offer and staff have been trained to deliver the Strengthening Families Strengthening Communities programme. The provision of 2 dedicated 0.4 FTE Family Solutions Key Worker for the YOS Triage programme and other preventative work offers families support that can be used to prevent their children and young people from entering the criminal justice system. A focus of this work are families where there are younger siblings.

- 11.13 The YOS is developing strong partnership links to the Young Brent Foundation – which is now represented on the YOS Management Board. Regular meetings between the YBF Chief Executive and YOS have among other things identified joint training, shadowing opportunities, and regular referral meeting as joint priorities.
- 11.14 Community Protection fund a St Giles member of staff from their team who is co-located within the YOS to discuss the progress and suitability of referrals and the YOS has strong links with the North London coordinator.
- 11.15 The YOS is a member of the Brent Child Exploitation and Missing Panel which coordinates the sharing of information between partners about young people at risk of sexual or criminal exploitation and harmful sexual behaviour trafficking and those that are missing, to ensure identified risks are appropriately managed.
- 11.16 Youth Crime Public Protection Operational group: Meets monthly to share information between partner agencies about young people involved in gang related violence and drug trafficking, in order to assist agencies in managing the risks. The group ensures appropriate safeguarding has been put in place to protect young people who have been the victim of serious youth violence, as well as identifying and ratifying any appropriate enforcement action.
- 11.17 (removed)
- 11.18 The Brent YOS Risk, Safety and Wellbeing Management Forum meets monthly to manage the risk, and safety and wellbeing of high risk young people.
- 11.19 The Violence and Vulnerability Panel supports professionals and makes recommendations to the Safer Brent Partnership in relation to child exploitation, community tensions, transitional safeguarding, prolific and priority offenders, domestic abuse, weapon use and preventative work.
- 11.20 The YOS benefits from well-established partnerships with agencies within the voluntary sector including:
- Brent EACH: A counselling and Support agency sited at Brent YOS. EACH delivers high quality counselling services and support for young people receiving Triage (no further action) outcomes. As part of whole family working, parents, carer(s) and siblings are also offered support.
  - WDP: Drug and alcohol charity WDP have contributed the equivalent of 1.0 FTE advice, assessment and treatment support for Brent young people who are known to the youth justice system and have been affected by drug and alcohol problems. Services are delivered at the Brent Civic Centre, WDPs two facilities in Brent and within the local community.
  - Brent Centre for Young People: Offers a range of psychotherapeutic mental health interventions, designed specifically for young people who offend and who often struggle to engage with mental health services.

- Air Network: Working in collaboration with the Early Help, Accelerated Support Team, Air Network provide community based out of hours' youth mentoring. Air Network received increased funding during 19/20 from the YJB to increase capacity particularly at weekends.
- St. Giles Trust: Gang affected mentoring for young people involved in or at risk of criminal exploitation.

## **12.0 Internal programmes and interventions**

- 12.1 The YOS has developed or accessed several programmes to address desistance and offending behaviour
- 12.2 One to one and group work YOS programmes and interventions cover a range of themes. There has been a list of resources developed for one to one work and these are available in the resources area on the 4th Floor of the Brent Civic Centre as well as on the YOS Shared Drive (Resources and Interventions). These include:
- 12.3 Victim Awareness group work and one to one programmes include 'Think Victim', 'Letter of Apology Programme', 'Writing Wrongs' 'What Have I Done?' Restorative Justice support is provided where there is a direct or indirect victim contact.
- 12.4 Offending Behaviour / Risk / Safety interventions include What's the Score? (YRO Game)', 'Practical Interventions for Young People at Risk, 'Safety Mapping work (Contextual Safeguarding), Positive Choices (1:1 programme), and 'Street Wise' interventions covering a range of offending behaviour / risk factors.
- 12.5 Decision and Consequences interventions include One to One 'Smart Thinking Programme', 'Streetwise – 'Doing Time' – The Impact of Custody', and 'Think First Programme'.
- 12.6 Anger and Emotional Management interventions include one to one 'Hitting Back' Anger Management Programme, Moods Cards, and 'Don't Let Emotions Run Your Life Teens'.
- 12.7 Weapon and Knives interventions include 'Behind the Blade' and 'Bite the Bullet', Relationship and Peer Groups / Gangs - 'Streetwise Gangs Education Programme', 'Streetwise Drug Dealers Education Programme', 'Working with Gangs Toolkit', 'and Safety mapping'

The 8-week Weapons Awareness Programme for children and young people covers:

- Information about the law and weapons
- Knowledge of how being a victim of offences affects people.
- Knowledge of how weapons can affect society (which you are a part of)

- Learn new ways to deal with conflicts
- Learn about the physical and mental health consequences of weapons offences
- Learn about how convictions for weapons offences have affected other people.

12.8 Teen Talk is a Youth Health Education Program that provides services for young people from a harm reduction and prevention education perspective. It focuses on sexuality, reproductive health, body image, substance use awareness, mental health, issues of diversity and anti-violence issues and adheres to the belief that by providing youth with accurate, non-judgmental information – encouraging interactive discussions through the use of pictures / information on cards – that they can make healthier decisions and choices for themselves.

#### 12.9 Jointly delivered group work

- Your Life You Choose: YOS team members run a workshop with other partners at local schools aimed at year 7's.
- Crime Presentation: Police Officers and YOS run this session covering crime, consequences, weapons and stop and search aimed at those who are first time entrants.
- Victim Awareness Group: Brent Centre for Young People and YOS initiative aimed at those who are first time entrants
- Discussion Group: Brent Centre for Young People counsellors run an open discussion group for young people to discuss feelings and emotional regulation.
- Driving Awareness Workshop: Groups run for young people who have committed a related driving offence. The workshop is run with a DI from the Traffic Unit and a member of the YOS team.
- Bike Workshop: Young people work on bicycles in need of repair.

### 13.0 Learning from serious incidents

- 13.1 Since 2017 the YOS has submitted nine Critical Learning Reviews (CLRs) to the Youth Justice Board on young people who had committed serious offences whilst under YOS supervision.
- 13.2 CLRs are approved by senior managers with resulting actions followed up within the YOS under the oversight of the YOS Management Board.
- 13.3 Themes include housing issues, social media concerns, escalating risks during period of transitions and good practice issues within case management.

#### **14.0 Key actions for Brent in 2020/21**

- 14.1 A full list of actions, inclusive of any outstanding HMIP and National Standards recommendations, will be detailed in the Annual Youth Justice Improvement Plan 2020/21 – due to be presented to the YOS Management Board in July 2020.
- 14.2 The link between the prevention agenda and reduction of FTEs has been strengthened by the improvements to the Out of Court Disposal scheme and access to provision afforded to the YOS by being embedded within Early Help. The YOS will build upon this and form new voluntary sector partnerships. In particular, it will find new ways to collaborate with Young Brent Foundation and support community groups to improve the quality of life for young people known to be at risk of criminal exploitation and offending.
- 14.3 The MPS 'Turning Point' pilot programme, will receive the assistance and support needed from Brent YOS to maximise its value to young people in Brent. It is a deferred prosecution scheme that was adopted in Brent from January 2020 with the intention of reducing disproportionality in youth justice outcomes. The project allows out of court disposals to be available to young people who do not admit guilt or provide 'no comment' interviews. This reduces the risk of young people entering the Youth Justice System for minor offences when they do not appreciate the consequences of no comment interviews which then often lead to an automatic charge. Young people who successfully complete Turning Point do not receive a criminal record for the offence they have committed.
- 14.4 The YOS will continue to utilize the Youth Justice Board Serious Youth Violence toolkit and community safety data to help its analysis of patterns and trends of serious youth violence and improve and develop provision accordingly.
- 14.5 Case managers will continue to supervise young people in line with national standards and principles of good practice as outlined within the findings of HMIP.
- 14.6 Case managers will apply principles of the trauma informed approach within their supervision of young people and utilizing multi agency case formulations especially with high risk young people both in the community and custody
- 14.7 The YOS will support the BCU Robbery Strategic Group to continue to reduce robbery offences committed by young people in Brent.
- 14.8 Continue to develop practices that safeguard children who have been exploited and/or victimised through serious youth violence, including making referrals to victim support and other support services such as Rescue and Response.



- 14.9 The YOS will continue to use the YJB reoffending tool kit to provide live tracking of the reoffending cohort, improve offending analysis, and reshape interventions.
- 14.10 Involve children and parents in co-creating intervention plans
- 14.11 Ensure CPRM's are being held promptly within the start of the Order to ensure the voice of the YP.
- 14.12 Sequencing of targets needs will checked by management through the QA process
- 14.13 All specialist workers must record all contacts promptly.
- 14.14 Increase the number of the YOS Cohort in ETE.
- 14.15 Improve recording of risk of harm - Assessment of risk of harm to others is sometimes not as strong as safety /wellbeing and desistance.
- 14.16 Ensure that assessments explore the effect of cultural and ethnic background and heritage, including experiences of discrimination or trauma resulting from their experiences. YBF collaboration and participation will be sought.
- 14.17 Provide more details where possible of a young person's early years to help magistrates' capacity to support the young person.
- 14.18 Black African and Caribbean male young people are significantly disproportionately represented in the youth justice system in Brent. They currently represent 63% of all young people in Brent who are known to the YOS. This compares unfavourably to the 28% of all young people from these heritage groups living in Brent according to the midterm 2011 census.

Share of total <sup>(2)</sup>	2014	2015	2016	2017	2018	2019
Asian	16%	13%	8%	7%	5%	7%
Black	56%	55%	56%	56%	54%	63%
Mixed	10%	10%	9%	9%	8%	8%
Other	2%	4%	11%	12%	11%	8%

% point change from year ending March 2014 to year ending March 2019	% point change from year ending March 2019 to year ending March 2019
-9.8 pp	1.3 pp
7.2 pp	8.7 pp
-1.8 pp	-0.4 pp
n/a	-3.2 pp

2011 mid-year 10-17 population by ethnic group
33%
28%
9%
9%

BAME	83%	82%	84%	84%	78%	85%
White	17%	18%	16%	16%	22%	15%

1.7 pp	6.4 pp
-1.7 pp	-6.4 pp

78%
22%

14.19 Brent YOS will continue to identify methods to tackle disproportionality. These currently include the live tracking of cohorts, training around unconscious bias and greater integration of therapeutic approaches. Strengthening partnerships with community groups through increasingly aligned work with the Young Brent Foundation is a 2020 priority that will expedite the adoption of local expertise that will be used to reduce disproportionality in the Brent youth justice system.

## 15.0 Covid 19 response and recovery

- 15.1 Brent Council implemented contingency planning immediately to ensure young people received supervision when social distancing regulations placed limitations on how support services could be provided.
- 15.2 Brent YOS worked closely with partners to ensure that changes to service provision met local needs
- 15.3 All staff were remotely based once the lockdown was announced. A contact recording form was created to give managers oversight of all contacts by type.
- 15.4 Youth Court listings were reduced to one day per week and a joint court rota was created with Barnet and Harrow – the other Willesden Magistrates Court users. 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.
- 15.5 A list of the 21 highest risk young people was created. A home visit screening tool was created to determine which of these young people required face to face visits. Accompanying safe visiting guidance was issued.
- 15.6 All other high risk young people were supervised by the telephone or other digital media. Feedback from young people has largely been positive about this form of supervision however, it is not ideal for a minority of young people whose learning needs are better suited by face to face contact.
- 15.7 Referral Order Panels operated virtually. Young people, volunteers and families have responded well to the changes.

- 15.8 The YOS Risk, Safety and Wellbeing Multi-agency Risk Forum and the Resettlement and Aftercare Forum both occurred virtually every month.
- 15.9 Weekly Out of Court Disposal Decision Making Panels operated remotely.
- 15.10 Support was offered remotely by partners including St. Giles Trust, Air Network, EACH Brent, WDP, Prospects and CNWL (YJLD).
- 15.11 The Brent seconded CAMHS Practitioner supported young people remotely and undertook face to face visits where required. Essential provision accessible through emergency arrangements at Monks Park clinic.
- 15.12 The NPS seconded Probation Officer has worked remotely, and supported young people face to face and at their home or court throughout the pandemic.
- 15.13 The vast majority of youth court cases were adjourned following lockdown. This has created a build-up of "delayed" casework..
- 15.14 An increasing number of young people released under investigation by the police are likely to add to the anticipated post pandemic spike in YOS casework.
- 15.15 Two young people received early release from custody.
- 15.16 Existing safeguarding arrangements continued as normal.
- 15.17 From June, YOS staff and the seconded Probation Officer have taken part in an Early Help rota which allows up to 10% of the work force that want to work occasionally from the Civic Centre to do so in line with Council Recovery planning measures that maintain social distancing and safeguard staff.
- 15.18 Brent YOS is planning changes to provision in anticipation of further loosening of Covid 19 restrictions in line with the Children and Young People 2020/21 Department Recovery Plan, and the early Help Service Recovery Plan, both of which organise actions into four key areas: Restore, Retain, Reinvent, and Remove.
- 15.19 Restore: A key objective for YOS within this theme is supporting contracted services to resume direct delivery of provision to young people, such as substance misuse and mentoring.

- 15.20 Retain: The YOS will continue to see more families virtually than had previously been the case prior to the lockdown. This has proven to be a contact of method that is popular with parents and carers. This will allow additional delivery as home visits will remain mandatory for all cases and new cases that have not been visited will need to be prioritised
- 15.21 Reinvent: Face to face interventions that been adapted or adopted so work can be delivered remotely will continue to be used. For instance the YOS has revamped the Weapons Awareness and Victims Awareness Programmes, and there are plans to do the same with the police led Crime Presentation for young people receiving out of court disposals.
- 15.22 YOS has yet to identify any provision for removal.

## **16.0 Structure**

16.1 Brent Youth Offending Service is located within the Children and Young People Directorate and forms part of the Brent Early Help service area. Reporting to the Head of Early Help, the YOS Service Manager has overall management oversight of 24.6 FTE staff members. This includes a management team comprised of a Deputy Service Manager, Quality & Practice Development Manager and five Team Managers.

16.2 The following lead areas and responsibilities are shared across the management group:

Quality Assurance – Interventions – Safeguarding - Mental Health - Public protection – Partnerships – Court - First-time entrants - Early interventions - Pre-court disposals - Data quality - Specialist interventions – Reoffending – LAC - Group work – Families - Probation – Education - Employment and Training - Intensive Supervision and Surveillance - Referral Order Panel - Restorative justice/ Reparation – Victims – Volunteers – Court – Custody – Resettlement – Bail and Remand

16.3 Resources and value for money: YJB funding will be used exclusively for the delivery of youth justice provision, aligned to effective practice and the achievement of the three youth justice core 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.

16.4 Staffing



<b>Post</b>	<b>FTE</b>	<b>Funding Source</b>
Service Manager	1	YJB/Brent Council
Deputy Service Manager	1	YJB/Brent Council
Quality & Practice Development Manager	1	YJB/Brent Council
Team Leaders	5	YJB/Brent Council
Restorative Justice Lead	0.8	YJB/Brent Council
Case Managers	13	YJB/Brent Council
Data Quality Officer	1	YJB/Brent Council
Family Support Key Worker 1	0.4	YJB/Brent Council
Family Support Key Worker 2	0.4	YJB/Brent Council
Early intervention Officer – Triage	1	MOPAC

The service wide YOS staff group of 24.6 FTE is supplemented by the following 10.0 FTE secondments and colocation arrangements:

Police Officer	3.0
NPS Probation Officer	1
Prospects Employment Advisor	1
CAMHS Practitioner	1
YJLD Liaison and Diversion (CNWL)	1
WDP Substance Misuse	1
EACH Family Support and Substance Misuse	2

16.5 Staff by gender and ethnicity

Female	21
Male	5

BAME	18
Prefer not to say	0
White	8

#### 16.6 Volunteers by gender and ethnicity

Female	12
Male	1

BAME	3
Prefer not to say	0
White	10

#### 16.7 Compliance with the minimum staffing requirement set out in the Crime and Disorder Act 1998

Brent YOS has the following multi agency staffing as required by the Crime and Disorder Act 1998:

Police Officer	3
Probation Services	1
Education Worker	1
Health Worker	2

- 16.8 Brent Police continue to provide a continuous staffing contribution that exceeds the minimum statutory requirement of 1.0 FTE.
- 16.9 Education provision is funded by the Brent Direct Schools Grant. In addition to the provision of a YOS manager with dedicated education responsibilities, an additional four Team Leaders have cross-cutting responsibilities to produce good educational outcomes for school aged young people. Prospects employment service has a careers advisor based within the YOS with additional staffing deployed when demand is high.

16.10 YOS Partnership Budget 2020/21

<b>Agency</b>	<b>Cash</b>	<b>In-kind Contributions</b>	<b>Partnership Funding</b>	<b>Total</b>
Brent Council	£694,370	£30,000	-	£724,370
Police	-	£120,000	-	£120,000
National Probation	-	£50,000	£5,000	£55,000
Health Service	-	£100,000	-	£100,000
MOPAC	£53,148	-	-	£53,148
YJB	£444,000	-	-	£444,000
Other: Direct Schools Grant (DSG)	£114,000	-	-	£114,000
<b>Total</b>	<b>£1,305,518</b>	<b>£300,000</b>	<b>£5,000</b>	<b>£1,610,518</b>



## **17.0 Risks to Future Delivery against Youth Justice Outcome Measures**

Brent's commitment to ongoing youth justice improvement and innovation is resource dependent. We are confident of achieving our ambitions for 2020/21 despite the combined challenge of reductions to YJB and MOPAC funding and rising inflationary pressure – most notably a 2% increase in salary costs. This is part of a longer-term decrease in funding, during which Brent has worked creatively and flexibly to protect and improve frontline service provision. There is however very little capacity to absorb further reductions. Therefore, if funding contributions diminish further in 2021/22, there is a very real risk that this would prove to be an impediment to the current concerted partnership effort to reduce serious youth violence and improve outcomes for young people in the criminal justice system.

## **Approval and Sign-Off**

**Signed:**

**Date:**                **xx/xx/2020**

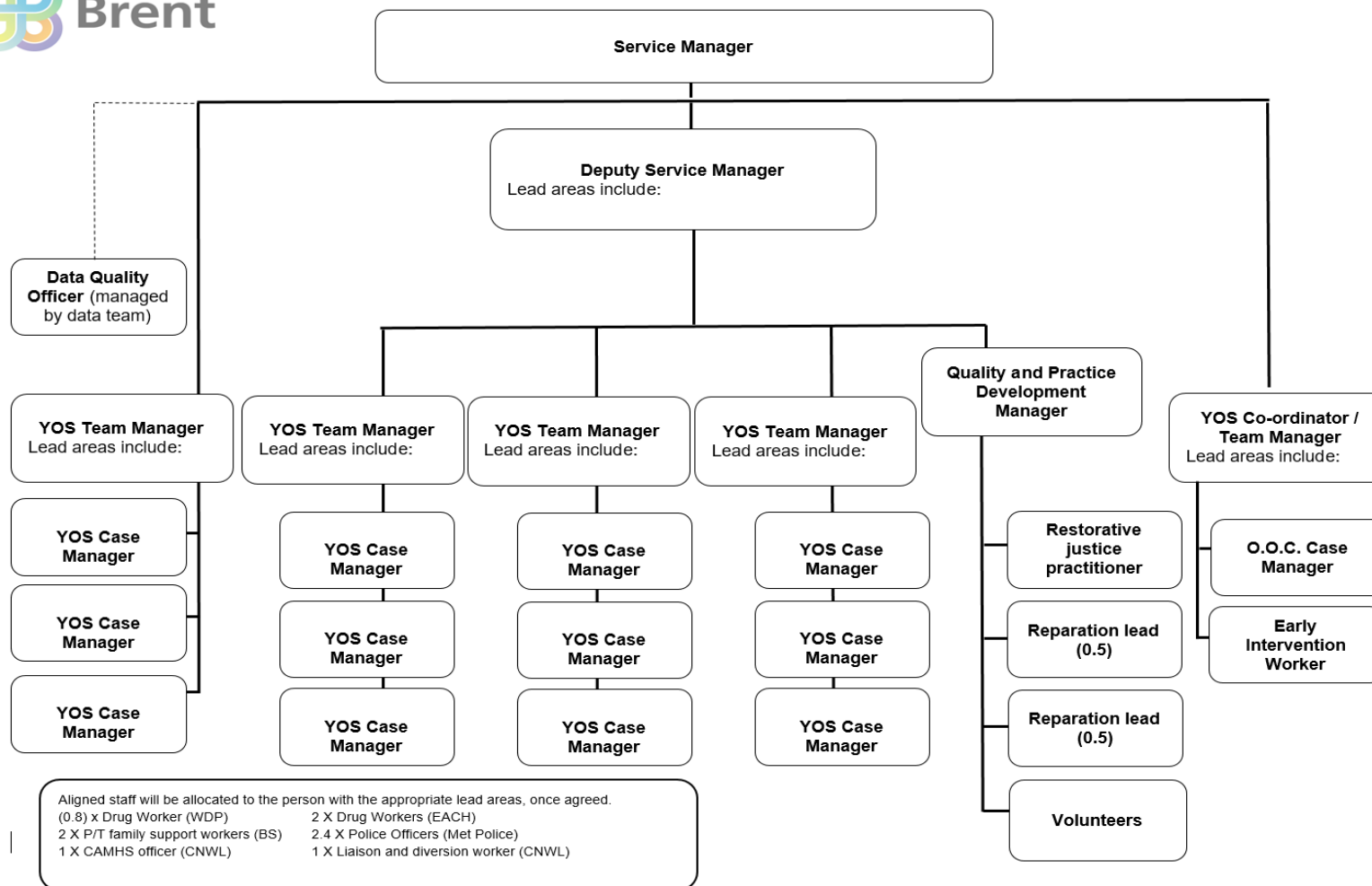
**Name:**             **Nigel Chapman**

**Position:**        **Operational Director – Integration and Improved Outcomes**  
**Children and Young People – Brent Council Chair of the YOS Management Board**

## Appendix 1: Youth Offending Service Structure Chart 2020-21



### Early Help- Brent Youth Offending Service Proposed Structure



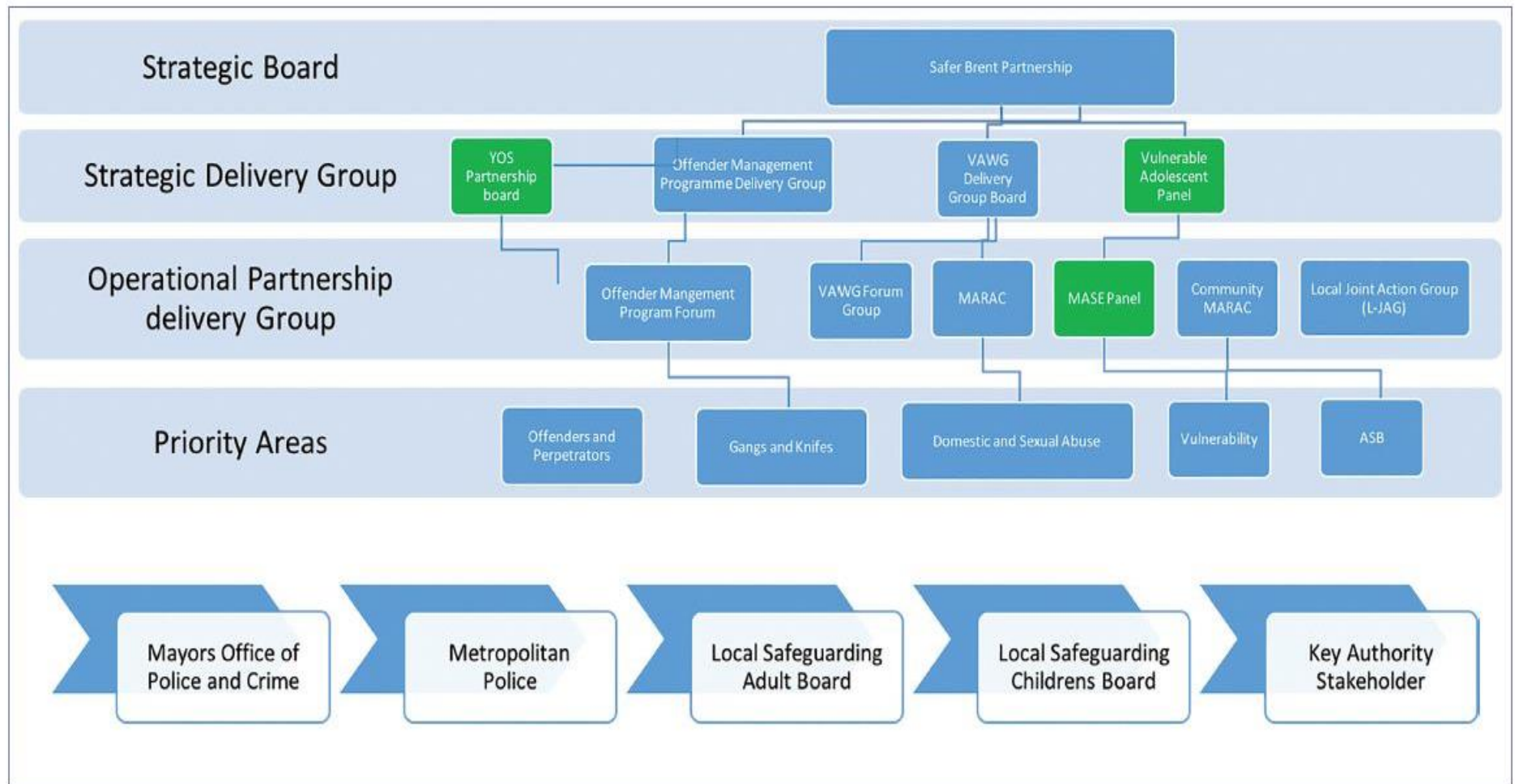
## Appendix 2: Partnership Arrangements and Interdepartmental Support

Partner/Service Area/Agency	Partnership Engagement
National Probation Service	YOS Management Board membership.
	Performance meetings between Brent NPS / CRC and YOS.
	Operational joint supervision and oversight of 1.0 FTE seconded officers.
Social Care	YOS Management Board membership.
	Case conferences.
	Resettlement and Aftercare Meeting.
	Case management joint work.
	Service leads/management joint work.
	CEMP Panel
	Entry to Care Panel
	Brent Family Front Door
	YOS / LAC monthly meetings
	Vulnerable Adolescents Panel
	Risk Management Forum.
	Brent Integrated Risk Management Meeting
WDP	Substance misuse, emotional health, and sexual health referrals.
	Key worker provision
EACH Counselling	Professional supervision.
	Progress reviews involving EACH Chief Executive and YOS Service Manager.
Prospects	Progress reviews involving Prospects Manager and YOS Deputy Service Manager.

Partner/Service Area/Agency	Partnership Engagement
Family Solutions/Working With Families	YOS Management Board membership.
	Early Help Senior Leadership Team.
	Resettlement and Aftercare Meeting.
	Case management joint work.
	Service leads/management joint work.
	Family Solutions Panels.
	Parenting Forum.
	Risk Management Forum.
	Working with Families Operational Group
Community Protection	YOS Management Board membership.
	MOPAC
	Violence and Vulnerability Programme
	Risk Management Forum.
	Sharing Data and Intelligence
Youth Justice Board	YOS Management Board membership.
	Serious Youth Violence Reference Group
	YJB Effective Practice
	YJB Workforce Development.
Public Health	YOS Management Board membership.
Willesden Magistrates Court	YOS Management Board membership.
	Court User Meetings
Brent LSCB	LSCB Performance Group.

Partner/Service Area/Agency	Partnership Engagement
Police	YOS Management Board membership.
	OOCDD Joint Decision-making group
	Operational joint supervision and oversight of 3.0 FTE seconded officers.

### Appendix 3: Safer Brent Partnership Structure / Delivery Model



Cited; Safer Brent Strategy 2018-2021, the MASE panel and Offender Management Panel are now aligned to one panel called the Exploitation, Violence and Vulnerability Panel.