

# BRENT YOUTH JUSTICE PLAN **2023/2024**



## **1.0 Introduction**

The Youth Justice Plan 2023/24 is a statutory requirement under Section 40 of the Crime and Disorder Act 1998 relating to the provision of youth justice services. This annual plan sets out how the Brent Youth Justice Service (YJS) operates, functions and is funded within Brent.

## **2.0 Recommendation(s)**

- i. That the Brent YJS Management Board supports, enables and monitors delivery of the Brent Youth Justice Plan 2023/24.
- ii. Youth Justice Partner organisations support the Brent Youth Justice Service to achieve the aims outlined in the Plan.

## **3.0 Vision: View from the Chair of the YJS Management Board – ‘Our continuous drive to be the best we can be’**

We hope you will enjoy reading our review of the last year and our plans for this year in the Youth Justice Plan 2023/24 which outlines our work with children and young people, and our response to their personalised needs. We are proud of our achievements which include successful community projects, actions to reduce reoffending and serious youth violence, and addressing disproportionality.

Whilst less affected this past year by the COVID-19 pandemic, we are aware of its lasting impact for children and families, as well as the new challenges posed by cost of living increases. These issues are taken into consideration within our assessments and shape the personalised services we deliver.

The ongoing development of Brent YJS in line with effective practice helps to strengthen our partnership focus and improve the lives of children within the youth justice system. To this end we have made improvements in quality assurance tools, and applied learning from audits, to improve practice and management oversight.

In terms of our workforce development, it is important we recruit the right staff who will go the extra mile and fully understand risk and safeguarding practices. We are therefore fully aligned to the strategic intentions in the Youth Justice Board Business Plan 2021-24 by providing a supportive, compassionate and positive working environment that nurtures talent, values all contributions equally and strives for excellence where everyone is accountable for the delivery of their work.

We also share the Youth Justice Board’s ambition to build a resilient and continuing learning youth justice service that employs a child first approach to treat children as children, whilst supporting them to achieve excellent outcomes.

During 2022/23, we performed strongly across several key areas:

- **Reoffending**  
The binary rate of reoffending is currently 14.9% for the cohort (January – March 2021). This compares favourably to January – March 2020 (39.6%).
- **Custody**  
Two young people are currently serving custodial sentences. This is a historical low which -to a real extent is linked to our work on disproportionality, the implementation of the constructive resettlement approach, and multi-agency At Risk of Custody meetings.
- **First Time Entrants**  
Whilst this has increased slightly, numbers are low overall and reflect the good interventions offered by the Out of Court Disposal team.
- **Out Of Court Disposal Scheme**  
Our procedures and processes have been strengthened to highlight the voice of the victim, enhance our restorative justice focus and develop a more holistic and inclusive service.
- **Disproportionality**  
Our Disproportionality Action Plan covers virtually everything we do. It is regularly monitored at the YJS Management Board,
- **Violence and Gangs**  
We are committed to safeguarding young people affected by gangs and violence by understanding their challenges through a trauma informed lens. Safety mapping is undertaken to better understand the nature of exploitation some children and young people are subject to and preventative support is offered by our colleagues at the St. Giles Trust.
- **Restorative Justice**  
Our determination to support victims through direct and indirect mediation is underpinned by our Restorative Justice Policy.
- **Participation**  
The voices of children and their families are used to develop and shape service provision. Funding from MOPAC has enabled us to interact with increasing creativity. This includes -the use of short films and podcasts which will be shared with the YJS Management Board.
- **Partnership and joint working**  
The growing proportion of high-risk children and young people on our caseloads has resulted in a growing reliance on good partnership work and close collaborations with wider Council services.

Our vision and strategy has remained broadly similar in its focus since the introduction of Youth Offending Teams (Crime and Disorder Act 1998). This required each local authority in England and Wales to deliver youth justice services in line with a statutory framework that outlines YOT responsibilities in relation to out of court disposals, court work, bail and remand, the assessment of children and young people who offend, the provision of court reports, the delivery of community interventions, and custody and resettlement.

Our principal aims are to reduce the likelihood of children offending or re-offending, protect children and young people, protect the public and ensure that sentences are served. We will adapt in line with changes around good practice and our wider partnership approach. More specifically, we will focus on the ten new Key Performance Indicators (KPIs) introduced by the YJB this year. This will include paying particular attention to those highlighted by Damian Hinds, Minister for Prisons and Probation, who has urged Youth Justice Services to:

- i. Reduce crime committed by children.
- ii. Ensure that those children who enter the justice system are kept safe, and treated fairly and with care, whilst always remembering they are still children.
- iii. Prevent child offenders becoming adult offenders.

The YJS Management Board will focus on the following in 2023/24

- **Children's Social Care**  
Safeguarding children and young people from serious youth violence and contextual harm.
- **Public Health**  
Supporting the physical and emotional health of children who are missing or excluded from school
- **Courts**  
Tackling disproportionality and improving the system to be more proactive around bail packages. Enabling children to better understand what will happen at court and facilitating their active participation in the process.
- **Police**  
Drive child-centred policing to ensure the safety of children and better protect the public.
- **Probation**  
Identifying speech and language resources for young adults.
- **Voluntary Sector**  
Continued sharing of sector wide knowledge, including that relating to contextual safeguarding, deprivation and the quality and sufficiency of safe spaces and activities for children and young people.
- **Community Protection**  
Supporting services to combat antisocial behaviour, serious youth violence, knife crime and county lines.

- **Education**  
Increasing participation and engagement issues. Whilst working with partners to address knife crime and violence, online exploitation, and substance misuse.
- **CAMHS**  
Recruiting a seconded YJS / CAMHS worker to improve access to mental health provision, including those from black heritage groups where existing access is poor.
- **Police**  
As part of the Serious Violence Duty, facilitate the establishment of a 'strategic needs assessment' that identifies the drivers of serious violence in the local area and the cohort of people most at risk or most affected by serious violence.

Priorities and plans will continue to be guided by good practice outlined in the *YJB Business Plan 2023/24: Using evidence and oversight to make communities safer*, HMIP Inspections - particularly *Thematic Inspection: The experiences of black and mixed heritage boys in the youth justice system (October 2021)*, and the *HMIP Annual Report: inspection of youth justice services (March 2022)*. As ever we will continue to learn from case audits, and through engagement with children, young people, and their families.

Our knowledge of the Brent youth justice cohort helps to drive our resourcing and focus. We believe that comments made in 2020 by HMIP in our inspection report still apply: '...overall, Board members know how their service contributes to the work of the YJS and can judge if their service's contribution is effective'. It is my view that this Plan provides the Brent Youth justice partnership with the clarity needed to work together to achieve good outcomes for children, it also provides a very clear framework to provide strategic oversight, guidance and the support needed to improve the lives of children and young people who enter the criminal justice system.

**Palvinder Kudhail Director – Integration and Improved Outcomes Children and Young People London Borough of Brent**

## 4.0 Local Context: Brent Children and Young People

### 4.1 Children and Young People Profile (2023)

- 339,818 people live in Brent. It is the 5<sup>th</sup> largest Borough in London<sup>1</sup>
- Brent is one of the most diverse local authority areas in the country with 78% of the total population consisting of people from Black, Asian and Minority Ethnic heritage groups<sup>2</sup>.
- Brent's child population aged 0-17 years based on Census 2021 is 73,056 with a 10-17 years population projection of 32,249.
- Brent's child population (0-17) represents 22% of the total Brent population.
- Brent's population aged 10-17 represents 10% of the total Brent population.
- Brent's child population (0-17) represents 4% of the 0-17 London population.
- Brent's population aged 10-17 represents 4% of the 10-17 London population.

### 4.2 GLA Population Projection for 2021:

	Projected Population 2021	
	Brent	London
Aged 0-19	81,300	2,085,300
Aged 10-19	41,500	1,024,800
All Ages	339,818	8,799,800

In 2022/23 the YOS cohort consisted of 211 young people. This is 0.6% of the Brent 10-17 population.

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<sup>1</sup> ONS 2021 Census

<sup>2</sup> GLA Population Projections 2022, published 2016.

### **4.3 Looked After Children in Brent**

In January 2023 there were 308 Looked After Children (LAC), decreasing by 42 compared to 350 in January 2022. Brent has a smaller LAC cohort than its statistical neighbours and less than the national average. In January 2023, Brent had a rate of 37.8 LAC per 10,000 children under 19-years.

### **4.4 The LAC / YJS Cohort**

Within an overall YJS open caseload of 81 children and young people in June 2023, there were 11 LAC young people supervised by the YOS, compared with 14 LAC in June 2022, It remains of the most vulnerable groups across the whole of the department with many children experiencing high levels of harm and exploitation. Analysis of this cohort shows:

- 76% were male,
- 64% were aged 16 or 17 years,
- 62% were of Black African or Black Caribbean Heritage (44% in February 2022, 50% in February 2021, 64% in April 2020 and 63% in January 2019)
- 83% had committed a violent offence (72% in February 2022, 37% in February 2021, 76% in April 2020 and 46% in January 2019)
- 17% a drugs offence (39% in February 2022, 23% in February 2021, 32% in April 2020 and 58% in January 2019) and
- 33% committed a robbery offence (39% in February 2022, 9% in February 2021, 24% in April 2020 and 27% in October 2019).

### **4.5 Substance Misuse**

Analysis of 113 children and young people supported by YJS between January and August 2022 was limited to those children with an Asset Plus assessment. It did not include those who were assessed using a Rapid Assessment by the Out of Court Disposal Team. Findings included:

- 84 (74%) children had an issue with substance misuse,
- 27 of those children had committed a drugs offence with 21 (78%) of the offence type being possession.
- 96 children were male - 17 children were female.
- 64 children were from a black heritage background, 15 where from a white background, and 19 were of mixed heritage.

- Cannabis was the predominant substance 82 (73%).
- 72% had concerns around physical health.
- 57% had mental health concerns.
- 21% had a special educational need.
- 43% had some difficulty with speech and language.
- 11% had been or currently were in LA care • 59% were previously or currently subject to a CIN.
- 39% were previously or currently subject to CP.

#### **4.6 YJS cohort – all children and young people**

In February 2023 there were 77 children and young people known to the YJS for having received court sentence or police disposal, or taking part in the Triage and Community Resolution early intervention programmes – this includes children and young people being caretaken by Brent YJS and those placed out of borough.

- 64% were aged 16 or 17 years compared to 64% in February 2022, 57% in February 2021, 53% in February 2020 and 58% in February 2019
- 87% were male compared to 78% in February 2022, 86% in February 2021, 84% in February 2020 and 90% in February 2019
- 46% of children and young people were from a Black Caribbean or other Black Heritage Group compared to 48% in February 2022, 46% in February 2021, 63% in February 2020 and 60% in February 2019.
- 21%, inclusive of caretaking cases, were Looked After Children (LAC).
- 29% were NEET (in academic years 12 and 13 and including children and young people residing out of Brent) compared to 39% in February 22, 24% in February 2021, 29% in February 2020 and 23% in February 2019.
- 6% of the caseload were recorded as having an EHCP or Statement of SEN compared to 5% in February 2022, 12% in February 2021, 8% of the caseload in February 2020 and 7% in February 2019.
- The YOS cohort is spread across Brent. Those wards with higher percentages are within Harlesden, Willesden Green, Tokyngton, Barnhill and Stonebridge. Children and young people residing in these wards represent over 40% of the cohort. A significant proportion (almost a fifth) reside outside of Brent.



4.7 Brent YJS 2022/23 case level data:

Brent YJS 2022/23 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	
236	33	78	26	3	140	18 (17.3%)	11 (10.50%)	13 (12.5%)	53 (51%)	9 (8.7%)	0 (0%)	13 (12.5%)	91 (87.5%)	0 (0.0%)	104

4.8 Reducing caseloads and increasing complexity

The reduction in caseloads in recent years masks the growing number of challenges within the youth justice system - particularly with regards to risk of harm, safety and wellbeing. In recent years, the proportion of young people assessed as posing a high or very high risk has increased - especially amongst 16 to 18-year-olds. Inspection data taken from the *HMIP Annual Report March 2022*, showed that 'nearly 80 per cent of children sentenced to a court order were assessed as presenting some form of risk to others, and 30 per cent were considered to present a high or very high risk of harm'.

In Brent, the most prolific types of youth crime are offences of violence against the person, drug possession and supply, robbery, and motoring offences. Serious youth violence (often with links to gangs, drugs and county lines) is a persistent problem and has increased the amount of statutory provision children and young people receive.

## **5.0 Child First**

### **5.1 Brent YJS delivers services to children and young people in accordance with *Child First principles*.**

This requires services to prioritise the best interests of children and recognise their needs, capacities, rights, and potential. All work is child-focused and recognises structural barriers to full participation. The importance of really understanding our children and young people has become a key theme for Brent. This is reflected in the CYP training offer which includes anti-racist, social GRACES, and cultural competency training. Furthermore, YJS practice development sessions are delivered regularly and frequently make use of YJB effective practice resources to enhance the skill with which practitioners consider the importance of structural inequalities, racial discrimination, and the impact of trauma. YJS Assessments are commenced after a young person's, and their parent / carer's self-assessments, have been completed.

Brent YJS also promotes a child's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society. Brent's continued focus on trauma and Adverse Childhood Experiences (ACEs) in our work with children and young people assists practitioners to identify those at higher risk of harm. Specific work can then be identified where the young person has complex issues, is 'stuck' or where there is high anxiety within the professional network. Joint 'signs of safety' group supervision with social work colleagues helps workers understand risk and the importance of the joint planning process. Trauma continues to be part of the supervision process with the trauma triangle embedded into the YJS staff supervision template.

### **5.2 Encouraging children's active participation, engagement, and wider social inclusion.**

YJS strives to form meaningful collaborations with children. Information obtained from user surveys and case has shown that children from Black heritage groups would like music and creative activities to form part of the YJS offer. As a result of this, all YJS young people can attend music recording and production courses delivered by our community partner Street Fusion. Furthermore, an extensive range of MOPAC funded music, sport and creative activities will be hosted at Family Well-being Centres for young men and women supported by YJS. All programmes have been designed to respond more specifically to children's needs and provide an open space for self-awareness.

### **5.3 Promoting a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system**

Since August 2021, Brent children and young people arrested for the possession of cannabis have been given a community resolution, thus diverting them from the youth justice System. Possession of cannabis represents approximately 70% of First Time Entrants. Cases are subject to a Rapid assessment and interventions based upon need, risk, and choice. These interventions have included referrals to EACH (substance misuse) the COVID-19 Pathfinder, and Youth Justice Liaison and Diversion (mental health screening).

The work of the Brent Out of Court Disposal Joint Decision-Making Panel includes healthy debate on mitigating factors for children who have offended. The panel considers the personalised needs of the child, the ACPO gravity scoring and the wishes of the victim. Relevant professionals such as CAMHS workers, social workers; education workers and mentors attend to contribute to a multi-agency understanding of a child's background, any trauma, learning needs or mental health issues. This enables the Panel to take a child focused decision to ensure the child is not unnecessarily criminalised when they have broken the law. Children on an OOC who experience difficulties in school or have issues with their school place are referred to an Inclusions Officer who works closely with YJS so the child and their family can receive advice and specialist support. This includes managed moves, being home educated, and obtaining school places.

## **6.0 Voice of the Child**

### **6.1 Brent YJS listens to children and young people.**

Our case managers routinely bring back to team meetings and supervision sessions what children and young people are saying and how our offer to them might change to meet differing needs. This has been particularly relevant since we came out of the pandemic period. During 2020 and 2021 we conducted an annual survey to gain feedback more consistently on children and young people's views of the YJS, their knowledge of the order they were on and the staff they interact with. Children and parents were contacted to participate in this survey by staff who are not working directly with them to try to ensure impartiality and to alleviate any power imbalance they may feel when responding to questions. 57 children and young people completed the survey in 2021 compared to 47 in 2020.

In 2022 YJS revised its methodology for youth participation. MOPAC funding was obtained to develop more interactive and creative approaches, moving beyond hearing their views to young people being more included in the decision making and planning. A YJS Youth Panel was formed. Supported by a YJS Participation Officer, members aim to communicate with members of the YJS Management Board via a range of multi-media platforms including podcasts and short films.

User surveys have been completed by around two-thirds of YJS young people in 2023. The survey remains open until the end of summer. Findings will be analysed and presented to the YJS Management Board

## **6.2 Key Findings 2020 – 2021**

## **6.3 Contacts & Communication**

- There were high scores over both years: 95% in 2021, 98% in 2020, regarding contact between children and young people and case managers. This means that at the agreed date and time set for their appointments children and practitioners did what they said that they would do.
- 78% stated that their preferred method of contact was over the phone. This seemed to relate to it being more convenient and saving time and money.
- Most children and young people (96%) surveyed felt that the YOS had supported them to prevent further offending / re-offending, which is an increase of 7% from last year's 89%.

## **6.4 Understanding the Court Process.**

- On a scale of 0-10 where 10 means that they totally understood the process 51% rated 10. There were 11% who rated five or below.
- This is broadly consistent with the Royal College of Speech and Language Therapists research which has shown that 66-90% of children in youth justice have low language skills, with 46-67 % of these being poor or very poor range. (Bryan - 2007).

## **6.5 Planning**

- 73% of children and young people had been involved in creating their intervention plan down 18% on last year's figure of 91%.

## 6.6 Interventions

- A range of 27 options were listed and children and young people could select as many options as possible, which were applicable to them. Work on my offending and substance misuse (43%) scoring the highest, then victim awareness 41% (2020 less than 20%), followed by peer pressure, 1:1 session with the police and reparation all scoring 22%.
- In 2020 the intervention that was most selected by children and young people was consequential thinking (27) and decision making (20), followed by general discussion (18), then substance misuse (16). Education and training applications, peers / friendship work and working on my offence were selected 11 times greater than this year possibly because of the lockdown.

## 6.7 Education

- Out of 56 children surveyed 32 (57%) felt that their experience accessing education was positive. Eight children were not in education (NEET) at the time this survey was undertaken. The rest were mixed responses where 5 expressed that they were experiencing difficulties, stating that they found it harder to access online learning, due to issues with technology, how to study at home and felt that they had slipped behind due to online learning.

## 6.8 Mental health

- Impact on children and young people during Lockdown: 21.4% were impacted; feeling depressed, stressed due to the loss of freedom, activities, and motivation.
- Some stated that they had too much time to think.

## 6.9 Parent / Carer Survey

- 100% of parents / carers stated that they felt that they were listened to by their child's case manager and could speak to them about any issues and concerns.
- 78% stated that they were invited to a review meeting, however only 44.4% were provided a copy of their child's intervention plan. Again 78% (69% in 2020) stated that they received regular updates from the case manager about their child's case.
- 56% stated that they had *received support for themselves* - this was support from Early Help Family Solutions.

## **6.10 Comments from Parents and Carers: *What can be done to improve the Brent Youth Justice Service?***

- Providing parents an accredited course to help promote a better wellbeing and better understanding about what is the trend for Children.
- Help with children on the streets – around understanding and responding to searches.
- Help from authorities not to take away children but offer more help and support.
- It would be good to have compulsory activities after the age of 16 as kids need to do something. As there are no youth centres, they are out with friends and are doing nothing.

## **6.11 Developmental areas**

- Increasing the number of parents involved. Offering more parents support would help and reviewing the offer to them.
- Ensuring that parents are fully involved in their child/children's YJS intervention, by not only inviting them to CPRM's, reviews meetings, but by actively seeking their views and opinions.
- Actively review the parent/carer self-assessment to be clear if parental help is necessary.
- Providing parents with a copy of the intervention plan and being updated by with the Case Manager.
- Creating parent information session(s) where parent(s) can be informed about how to support their child/ren. Sessions could also be delivered by our key partners like the police.
- Offer support and signposting to parent's and promote positive parenting – and be clear about our offer. Targeted Information workshops – to improve attendance and participation.

## **7. Governance, Guidance, and Partnership Arrangements**

**7.1** The Brent Youth Justice Service (YJS) is a multidisciplinary, multiagency service that works with children and young people aged 10-17 years and their families. Brent YJS provides support in relation to out of court disposals, court work, bail and remand, the assessment of children and young people who offend, the provision of court reports, the planning and delivery of community interventions, and custody and resettlement.

The YJS sits within the Children and Young People's Department and is managed by the Head of Early Help. The Director of Integration, and Improved Outcomes, chairs the YJS Management Board. The Board provides strategic direction and support for the YJS, ensuring that planning is undertaken to deliver effective youth justice services - which firstly aim to reduce re-offending and safeguard children and young people. Secondly, the Board are informed by an understanding of the type and level of risks to children and young people and ensure proportionality in disposals for all children and young people in Brent.

- 7.2** The YJS Management Board has representation across the partnership at senior levels and has maintained a stable and engaged membership with a growing awareness and knowledge of the children and young people's cohort. All Board members have been encouraged to observe practice. The Court representative provides feedback on six Pre-Sentence Reports every 6 months. A case study is presented by a member of the YJS at each Management Board meeting.
- 7.3** A review of the YJS Management Board's Terms of Reference - informed by YJB guidance - took place in January 2023 and was approved by the YJS Management Board. The YOS Board Induction Guidance had previously been reviewed to ensure alignment with the Youth Justice Board's guidance on service governance and leadership (December 2021). The YJB's revised Key Performance Indicators (KPIs) for Youth Offending Teams (YOTs) which was introduced in England from April 2023 was also approved by the Board in January 2023. This stated that the existing four current KPIs: binary reoffending rate, frequency of reoffending, first time entrants and use of custody will continue to be used in conjunction with ten new KPIs. These are accommodation, education, training and employment, SEND/additional learning needs, mental health and emotional wellbeing, substance misuse, out of court disposals, management board attendance, wider services, serious youth violence, and victims. The Board have started conversations around data collection to support the local and YJB aim for local partners to work together to minimise the barriers to children's success, prevent offending and protect the public.
- 7.4** Our intention alongside other YOTs nationally is also to align with the Youth justice board oversight framework. This framework - informed by the YJB's vision - and linked to its 'Sense of Purpose' was issued by the YJB in April 2023. It will monitor the youth justice system performance: oversight, assurance, and compliance and will highlight the YJB's two specific monitoring functions: operation of the youth justice system and the provision of youth justice services and the extent to which the system aims are being achieved and any such standards met. This framework provides clarity on how the YJB's monitoring function is fulfilled, outlining how oversight of local youth justice services (YJS') is undertaken and delivery across the wider system is understood. This YJB framework will take effect within the 2023/24 business year. It will involve a new way of working for the YJB in overseeing the performance of YJS' involving challenge and support and will be reviewed following a period of three years, allowing for the systems and practices to be embedded. Our continued good relations with the YJB – who attend our Board meetings – will continue and benefit from their supportive and challenging approach.
- 7.5** The Brent YJS Youth Justice Plan is informed by and linked to The Brent Borough Plan – 2019 – 2023 – 'Building a Better Brent'.

## **8.0 Resourcing and Services including staff and workforce development**

- 8.1** Brent YJS benefit from partner staffing contributions equivalent to 10.6 FTE within the YJS and senior members from those agencies at Board level. The YJS is compliant with the minimum staffing requirement set out in the Crime and Disorder Act 1998 – with multi agency staff from Education, Health, Probation, and the Police.
- 8.2** Brent Police continue to provide a continuous staffing contribution that exceeds the minimum statutory requirement of 1.0 FTE. There are four Police Officers (1 post is a job share).
- 8.3** There are two mental health practitioners within the YJS, A seconded CAMHS practitioner and a NHSE funded Youth Justice and Liaison and Diversion Worker who undertakes mental health screening. Both officers offer children and young people 1:1 sessions, develop staff knowledge around emotional wellbeing, and support the wider professional network.
- 8.4** A 0.6 FTE National Probation Service officer is seconded to YJS.
- 8.5** Since the formation of YOTs in 2001, Education fulfilled their statutory requirement to support YJS via annual financial contributions.
- 8.6** Reporting to the Head of Early Help, the Youth and Youth Justice Manager has overall management oversight of 25.5 FTE staff members.
- 8.7** The YJB Workforce Development Strategy for the Youth Justice System (2023-25) highlights the importance of staff who work across youth justice settings needing further support in response to the interplay of poverty, trauma, and exploitation with effective and resilient ways of working.
- 8.8** Brent YJS has maintained a stable workforce of largely permanently employed staff. All staff have accessed training through the Brent Council CYP training programme and INSET training delivered through the Youth Justice Board. The team have received more specialist training this year such as, Restorative Justice Practice, Youth Justice Legal Training, Cultural Competency Training, and anti-racist training. YJS monthly practice development sessions have provided a wide and comprehensive focus upon case practice issues including restorative justice, understanding the new YJB KPIs and recording practice, bail and remand practice development, Pre-Panel work practice, desistance approaches, planning and reviewing, effective PSR writing, and Brent's parent and family offer.



- 8.9** The YJS will continue to develop its practice in line with the personalised needs of children and young people during 2023/24. This will include building upon our understanding of cultural competency and anti-racist training, especially around the journey of the child. In addition, YJS will increase its awareness of the social GRACES, which will include the development of an effective practice booklet,
- 8.10** YJS case managers will have access to a range of one to one and group work YJS interventions, which 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 3rd Floor of the Brent Civic Centre as well as on the YJS Shared Drive / Share point. These include offending behaviour, risk and safety interventions, victim awareness, decision and problem solving, anger and emotional management, and weapon and knives interventions.
- 8.11** The YJS have participated in the Your Choice programme which is funded via the Youth Endowment Fund and London Councils and involves the training and delivery of CBT focused interventions for children and their families.

**8.12** The YJS benefits from well-established partnerships with **agencies within the voluntary sector** including:

**8.13 Brent EACH**

EACH is a counselling and support agency that delivers high quality counselling services and support for YJS children and young people receiving Triage and community resolution (no further action) outcomes. As part of 'whole family working', parents, carer(s), and siblings are also offered support. Two EACH staff members have delivered services in Brent YJS since 2006.

**8.14 Westminster Drug Project (WDP)**

WDP are a drug and alcohol charity. They contribute the equivalent of 1.0 FTE advice, assessment and treatment support for Brent children and young people who are known to the youth justice system and affected by drug and alcohol problems. Services are delivered at the Brent Civic Centre, and within the local community.

**8.15 Brent Centre for Young People (BCYP)**

BCYP offers a range of psychotherapeutic mental health interventions, designed specifically for children and young people who offend and who often struggle to engage with mental health services. Like EACH they have delivered services within the YJS since 2006.

### **8.16 St. Giles Trust**

St. Giles offer gang affected mentoring for children and young people involved in or at risk of criminal exploitation.

### **8.17 Young Brent Foundation (YBF)**

YBF are an umbrella organisation for local voluntary organisations and community groups. They provided mentors from across member organisations to match young people with mentors best suited to support them. The work, support and guidance they provide to YJS is informed and guided by their extensive community knowledge.

### **8.18 Multi-agency Panels**

Brent YJS leads or contributes to a wide range of multi-agency Panels with specific strategic and operational functions These

include: • **Resettlement & Aftercare panel**

This monthly panel discusses all children in custody and ensures the accommodation and wider needs of children and young people due to be released from custody are identified and planned for in a timely and transparent fashion in line with the YJB's principles around constructive resettlement as well as providing senior oversight on bail and remand work. Regular panel members include Feltham YOI, the police, social care, Early Help, health staff, restorative justice workers, and the CYP Placement Service.

• **YJS and LAC Managers meeting**

Every quarter complex cases which require senior manager oversight and additional support are considered.

• **Strategy and Professionals meetings**

These meetings are convened as and whenever necessary to share risk, court outcomes, and other information needed to keep children and young people in the criminal justice system safe. Members include YJS, social care, police, health, and education.

- **Exploitation, Violence and Vulnerability Panel**

This Panel coordinates the sharing of information between partners about children and young people at risk of sexual or criminal exploitation, trafficking or modern slavery, and those that are missing, to ensure identified risks are appropriately managed.

- **YJS Risk, Safety and Wellbeing Multi-agency Management Risk Forum**

This Forum meets monthly to manage the risk, and safety and wellbeing of high-risk children and young people and provide senior management oversight.

- **YJS Transitions Panel**

Chaired by YJS with attendance from Probation, Police (IOM) and Leaving Care colleagues to discuss young people transitioning from the YJS to Probation in accordance with the new local protocol informed by the Joint National Protocol for transitions in England (June 2021)

- **Restorative Justice (RJ) Improvement Group**

This is a group comprised of Referral Panel members, YJS, Police and the Courts. The group considers meaningful reparation opportunities within the community that are beneficial for both the community and a young person. It also facilitates discussion and reflection about any issues of importance around RJ. The use of this community forum has already enabled children and young people to consider different ways to repair the harm caused by their offending, acquire the opportunity to reflect on their offence(s), and see the wider consequences for themselves and others.

- **NEET Working Group**

The NEET Working Group consist of the YJS, the Virtual School, Prospects and PLIAS (mentoring). It provides a child-focused consideration of NEET young people on a case-by-case basis, inclusive of planning work and educational initiatives to help young people engage in education and training.

## • **Out of Court Disposals (OOC) Decision Making Panel**

This weekly Panel is chaired by YJS and attended by Police, Health, YJS, Social Care, Early Help staff and RJ workers to jointly consider and determine OOC decisions. It additionally identifies young people who are eligible to attend the Turnaround project.

**8.19** A review of the various multi-agency panels that exist across CYP is currently being undertaken. The purpose of the review is to assess what is working well and what is not working well, identify any gaps in tracking activity and resource allocation, identify opportunities to streamline and be more efficient, determine what value the current arrangements are adding at each point of the child's journey, assess the quality of the support arrangements that are in place, and provide recommendations for change and improvement. The review is being led by the Children and Young People Department and will be cross cutting across partner agencies and council teams.

## **9.0 Progress on previous plan and ongoing work areas**

**9.1** We are aware that across the youth justice system encouraging progress has been made over the last twelve years. Since 2012, the number of first-time entrants to the youth justice system has fallen 78% and the number of children held in custody has fallen 77%. The year ending March 2022 saw the fourth consecutive year-on-year decrease in the number of knife or offensive weapons offences resulting in a caution or sentence. This statement in the annual strategic steer from the Minister for Prisons and Probation in February 2023 highlighted the progress made but recognised the need to reduce victims, maintain public protection, keep communities safe and support children towards positive outcomes.

**9.2** As highlighted by the Chair of the YJS Management Board (see *3.0: Vision: View from the Chair of the YJS Management Board*) considerable progress was made in several of the areas in last year's plan. Brent YJS will build upon these successes in 2023/24.

### **9.3 Reducing reoffending**

Work in this area has benefitted from the continued use of the YJB live reoffending tracker to analyse data at the level of individual young people. YJS has also created the YJS Transitions Panel to manage various transitions (often a vulnerable time for children and young people), listened to the voice of the child, responded to substance misuse and disproportionality issues, and conducted several 'deep dive' case audits. More learning will take place around case audits and case studies and increasing creative capacity to meet the range and variety of individual needs.

### **9.4 Reducing serious youth violence.**

**9.5** We are acutely aware of the challenges in tackling serious youth violence (SYV), Our involvement in multi-agency panels and attendance at daily police briefings has ensured a continued focus upon SYV and related themes around county lines, drug possession and supply, and child exploitation. There has been a concerted and joined up effort across the partnership to manage ‘violence and tensions’ within Brent. During 2022 this involved event planning (carnival weekend), the provision of various outreach activities responding to local needs, utilising peer mapping, and communicating with neighbouring boroughs and courts. The YJS also employs safety mapping to identify risks and keep children safe.

**9.6** The Youth Engagement Fund Report: *Children, Violence and Vulnerability (2022)*, included a survey of 2,025 children and young people. It also features a review of national statistics (undertaken by Crest Advisory) to explore the ways in which violence – and fear of violence – is shaping children’s lives. Key findings are worrying and remind us of the task and challenges ahead.

### **9.7 Survey Findings**

- 14% of teenage children had been a victim of violence in the last 12 months.
- 39% of teens had been a victim or witness of violence in the last 12 months.
- 55% of teens said they’d seen real life acts of violence on social media in the last 12 months. 24% said they’d seen children carrying, promoting, or using weapons.
- 65% of teens said they’d changed their behaviour to keep themselves safe from violence in the last 12 months. 14% had been absent from school out of fear. A further 14% said it caused them to lose concentration, because of worry. 16% avoided going to a social event. And 2% even said that their fear had led to them carrying a weapon.
- 26% want to see changes to policing (such as more patrols) to address violence, alongside more youth clubs and activities (15%) and drug and alcohol services (10%).

### **9.8 Review of National Crime Statistics:**

- Violence was down in the years before the Covid-19 pandemic. 0-17 knife related hospital admissions fell 7% between 2018/19 and 2019/20.
- During the pandemic, violence fell; robberies decreased by 34%, homicides by 20% and 0-17 hospital knife related hospital admissions by 14% between 2019/20 and 2020/21.
- As restrictions eased, some forms of violence have returned to pre-pandemic rates while others haven’t. Robberies remain 27% below the rate in 2019/20 but homicides of 13-17-year-olds in London are higher in 2021 than in 2019.
- Black Heritage group children are increasingly overrepresented in the criminal justice system. These children make up 4% of all 10–17-year-olds, but are subject to 15% of arrests, 18% of children stopped and searched and 29% of children in custody – up from 17% in 2011/12

**9.9** During the current year our focus and resolve will involve listening to the voices of young people to guide and shape our future service delivery. The YJS Risk Policy has been updated to include robust transfer processes (when children and young people move in or out of Brent) - this was a recommendation from the Serious Case Report on Child K.

**9.10** It is worrying that almost all offences were committed by children who have been victims of exploitation. The high proportion of victims, many of whom were children themselves, is of equal concern. We will continue to use the Youth Justice Board Serious Youth Violence toolkit and Community Safety Team data to help our analysis of patterns and trends to improve and develop provision.

### **9.11 Serious Violence**

As part of the new Serious Violence Duty (SNA) 2023, Brent will collaborate with other local authorities and criminal justice agencies, to produce a 'strategic needs assessment (SNA) by January 2024. The SNA will identify the local drivers of serious violence and the cohort of people most at risk or most affected by serious violence. Quantitative data to be considered in the strategic needs assessment will include His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection of police handling of serious violence committed by children, the Children Commissioners report into police strip-searching children, and HMIP research on black and mixed heritage boys in the youth justice system. In parallel to this, a youth participation approach will be employed to coproduce a youth led qualitative assessment of serious youth violence.

### **9.12 Knife Crime**

From 2017/18 until 2021/22, there has been a mixed picture in terms of knife crime. There were 38 knife offences committed by young people in 2022/23. This compares to 55 knife offences in 2017/18, 65 in 2018/19, 54 in 2019/20, 39 in 2020/21, and 41 in 2021/22. Although it is encouraging to note a downward trajectory in recent years, it is difficult to know the extent to which the COVID-19 pandemic played a part in suppressing knife enabled crime. Brent has worked hard in terms of addressing aspects of serious youth violence including the introduction of Knife Crime Prevention Orders, multi -agency daily briefings, summer projects, planning across multi-agency panels, and routine referrals to the Brent Front Door when children and young people have been released under police investigation and are at risk of contextual safeguarding harm. Furthermore, young people at risk, or known to involved in serious youth violence, are offered mentoring support via the Community Protection coordinated Exploitation, Violence and Vulnerability Panel.

### **9.13 Reducing Disproportionality amongst over-represented children – especially Black heritage children and young people**

Reducing disproportionality continues to be a central thread running through all YJS work. It is a highly challenging priority, as has been highlighted in an extensive report released by the YJB in April 2023. Nearly all the children interviewed as part of 'Understanding ethnic disparity in reoffending rates in the youth justice system - Child and practitioner perspectives report', had been excluded from

school. This was contrary to the wishes of most children, who wanted greater educational opportunities to help them gain skills for the future. The report also places emphasis on poverty and social class and how this contributes to children from ethnic minority heritage groups being overpoliced and under protected.

## **9:14 Key findings**

Among other things, the YJB found there is:

### **Bias among individuals and organisations:**

- It was felt that children from ethnic minority backgrounds involved in crime are often treated as adults.
- When children are treated as adults, it can mean they are not being safeguarded properly.
- This research found that racism within different institutions can result in ethnic minority children being treated differently to their white peers.
- A lack of diversity among the people who work in the criminal justice system was thought to contribute to systemic racism.
- Children from ethnic minority backgrounds were more likely than their white peers to be stopped and searched by the police.

### **Weaknesses in prevention and support:**

- Children respond best to support when they can build strong, trusting relationships with practitioners.
- Practitioners are not always able to spend time developing strong relationships with children, due to time and budget issues.
- Reoffending is more likely to occur when there is a lack of additional support services available to children, such as mental health services.
- Children said they had negative experiences of police custody and legal representation in court.
- Children said they were rarely given information about what was happening next or about their rights. □ When children are sentenced, their needs and experiences are not always fully considered.

Children and youth justice practitioners stressed that ethnic disparities in reoffending must be understood through an intersectional lens and how wider social inequalities and marginalisation from other support systems play a key role. They also emphasised their experiences that systemic and institutional prejudices impact on the likelihood of a child re-entering the youth justice system and even influence the treatment they receive once there.

### 9.15 Disproportionality in the Brent Youth Justice System

The failure to achieve equity of treatment for all children in the youth justice system can also be found in Brent when using the Summary Ethnic Disparity Tool to analyse children aged 10 to 17 years in Brent. This is particularly evident amongst Black African and Caribbean children and young people who are significantly overrepresented in the youth justice system. Overall, Black heritage group children represented 51% of the Brent YJS cohort in March 2023. This compares unfavourably to the 32% of all children and young people from these mixed heritage groups living in Brent according to the mid-year 2021 census.

Ethnic group	2016	2017	2018	2019	2020	2021	2022	Percentage change year ending March 2016 to March 2022(1)	Percentage change year ending March 2021 to March 2022(1)	2021 midyear 10-17 population by ethnic group
Asian	21	17	11	11	19	13	13	▼ -38%	0	10,324
Black	144	133	114	106	92	70	53	▼ -63%	▼ -24%	7,981
Mixed	23	22	17	13	14	10	11	▼ -52%	▲ +10%	2,763
Other	28	29	23	13	17	9	9	N/A	N/A	4,288



Ethnic minority groups (5)	216	201	165	143	142	102	86	▼ -60%	▼ -17%	25,356
White	42	37	46	26	26	22	18	▼ -57%	▼ -18%	7,893
Unknown	11	11	7	6	0	2	0	N/A	N/A	-
<b>Total (2)</b>	<b>269</b>	<b>249</b>	<b>218</b>	<b>175</b>	<b>168</b>	<b>126</b>	<b>104</b>	<b>▼ -61%</b>	<b>▼ -17%</b>	<b>33,249</b>

Percentage point change (1)

of	2016	2017	2018	2019	2020	2021	2022	% Point change from year ending March 2016 to year ending March 2022	% point change from year ending March 2021 to year ending March 2022	2021 midyear 10-17 population by ethnic group
Share total (3)										
Asian	8%	7%	5%	7%	11%	10%	12%	▲ 4.5 pp	▲ 2.5 pp	31%
Black	56%	56%	54%	63%	55%	56%	51%	▼ -5.0 pp	▼ -5.0 pp	24%
Mixed	9%	9%	8%	8%	8%	8%	11%	▲ 1.5 pp	▼ -2.5 pp	8%
Other	11%	12%	11%	8%	10%	7%	9%	n/a	n/a	13%

Ethnic minority groups (4)	84 %	84 %	78 %	85 %	85 %	82 %	83%	▼ -1.3 pp	▲ 0.7 pp	76%
White	16 %	16 %	22 %	15 %	15 %	18 %	17%	▲ 1.3 pp	▼ -0.7 pp	24%

**9.16** Throughout 2023/24, Brent was proactive in exploring ways to address the overrepresentation of Black heritage group children and young people within the youth justice system. This included:

**9.17 Increased understanding of YJS Management Board members**

Board members recognise the importance of supporting the whole family, not just the young person. It additionally recognises how the early identification of neurodevelopmental disorders and help in education at an early stage could combat the entry of Black heritage group children into the criminal justice system. CAMHS have worked hard to recruit a new seconded health professional to the YJS who will join the service in July 2023. As well as increasing access to therapeutic support, this appointment will enrich the ability of YJS practitioners to tell the story behind the crime within the pre-sentence reports and the wider assessment process. This includes explaining the experiences of children who have been adversely impacted by gang exploitation or have suffered trauma.

**9.18 Improving prevention and diversion opportunities:**

The delivery of good preventative services is key to redressing inequalities. Brent YJS works closely with partner in delivering a range of initiatives including:

**9.19 Turnaround**

Developed by the Ministry of Justice, Turnaround is based on similar principles to those underlying the Supporting Families programme, including the view that children on the cusp of offending often have complex needs that should be supported.

Brent has received Turnaround grant funding from the Ministry of justice amounting to:

- £57,557 in 22/23
- £148,624 in 23/24

- £148,542 in 24/25,

Turnaround extends support offered through the Out of Court Disposal Team to 117 young people aged 10 to 17 years who are:

- subject to a No Further Action (NFA) decision
- those who are subject to a Community Resolution
- those receiving a first-time youth caution
- released under investigation (RUI) or those subject to pre-charge bail (PCB)
- those discharged by a court
- those acquitted at court
- those fined by a court

Family support is an integral element of the programme. A fulltime Family Support Worker will be employed to complement assessment, planning and intervention work undertaken by the YJS Out of Court Disposal Team.

### **9.20 Disproportionality Challenge Fund**

Brent successfully bid for 149,000 from MOPAC to establish a 12 month project, from November 2022, tackling disproportionality within the youth justice system. There are essentially two components to the programme The first of these is delivered by the Young Brent Foundation and seeks to make systems change through the offer of cultural competency training to professionals. The other element consists of supporting YJS young people from Black, Asian and Minority Ethnic Heritage groups to coproduce activities within Family Wellbeing Centres. Supported by a Youth Participation Office, 12 young people to date are forming a Youth Panel that will advise the YJS Management Board as to their personal experience of the YJS as well as making recommendations for service improvements.

### **9:21 Engage**

Engage is a MOPAC Funded project providing the NW BCU with a grant to establish and provide an Early Help Youth Focused Intervention for Young People within Brent, Barnet.

The project is due to become operational in July 2023. Barnet are the lead borough and are recruiting youth workers who will be based in the Wembley and Colindale custody suites. Youth workers will meet young people in custody and offered a further two meetings post custody. During this time, they will be given information, advice and signposting to Brent Early Help and Youth Justice Service interventions. Engage will be open from 8am to 8pm weekdays with a reduced level of cover over weekends. Engage will be funded until the end of 2024-25.

### 9.22 COVID-19 Brent Pathfinder for Overrepresented Children

The “Pathfinder” was a three-year YJB funded programme delivered by Brent YJS and voluntary sector partners including the Young Brent Foundation and Brent EACH Counselling. The project supported young people from Black, Asian and Minority Ethnic heritage groups who had been adversely affected by COVID-19. In 2022, members of the Pathfinder Youth Panel identified the following as the initiatives most needed to expedite COVID-19 recovery.

Youth Recommended Initiatives	Pathfinder Response.
“A safe space – youth club – youth hub environment”.	Family Wellbeing Centres have offered premises and facilities for youth activities.
“Mental health support where we can express our feelings.”	EACH counselling support has assisted Pathfinder children and young people to increase their resilience, feel positive about their future, and ease the trauma and pain caused by the pandemic.
“Putting together projects that will help and hear our voices being heard”.	Panel member podcasts and videography has been shared within the Council and is now available on the Council’s YouTube page.
“Prepare the next generation of public speakers”.	Panel members are offered podcast training. They have interviewed police, substance misuse practitioners and other professionals.

### 9.23 Your Choice

The Your Choice programme provides training in Cognitive Behavioural Therapy (CBT) techniques to youth practitioners working with young people (aged 11-17 years) at medium to high risk of harm. The CBT technique is used during interventions / interactions with

the young people on the programme. To date this programme has been offered within the Accelerated Support team (AST), the Youth Justice Service and the Looked After Children and Permanency Service (LAC).

#### **9.24 Youth and Youth Justice Services**

In August 2022, the then YOS Management Board agreed a proposal to bring together the Youth Offending Service (YOS) with the responsibility held for coordinating and monitoring the Brent Youth Strategy, and additionally to lead on developing a small team to maximise youth activities working closely with the Family Wellbeing Centres (FWC). The rationale for change was that closer alignment of these two areas of work would strengthen the offer of Early Help preventative services, enable stronger links with schools, and offer positive early intervention opportunities to reduce exclusions and entry in the criminal justice system. It also enables further integration with the FWC and other providers ensuring the most vulnerable young people are targeted. Work undertaken to date includes using outreach work to the youth offer for Brent Young People, refreshing the Brent Youth Strategy, and supporting FWCs to expand their half term and summer holiday youth provision.

#### **9.24 Increasing Training and developing Resources to prevent reoffending:**

YJS have received Cultural Competency, Anti-Racism and Unconscious Bias training. A practice development session took place on Social GRACES in April 2022. Actions to develop resources to work with children on identity and lived experiences as well as discrimination will be shared across Brent and CYP with an increased emphasis on ways to assess and explore diversity presenting this more comprehensively in Asset Plus assessments and reports.

#### **9.25 Improving trust**

Police offer 1:1 session to children and young people who have had a negative experience of stop and search. Additionally, four workshops were delivered to students at Alperton School in May 2022 on topics including stop and search and police mistrust. Student feedback included concerns that children were being stopped and searched daily after school – with no arrests made. This was shared with the Head teacher, and the school's police and the gangs' prevention team. More sessions are planned over 2023 at Roundwood Community school and Creswell Academy.

#### **9.26 Preventing school exclusions**

In Brent, School Exclusion Annual Reports, and the Brent Education Recovery Plan, provide the strategic direction that has reduced school exclusions for young people from Black heritage groups. Although there has been an increase in exclusion rates for children

and young people of Black or Black British Dual Heritage children in some secondary schools, CYP is working closely with schools to achieve the outcomes expressed within the Brent Black Community Action Plan. Brent YJS has developed a range of workshops for schools to work with children in high-risk groups. This was rolled out with Brent River College PRU in 2021 and Alperton School in 2022. The positive impact of these sessions demonstrates the many benefits that can be gained by increasing awareness amongst children and staff about stop and search, gangs, crime and Black Lives Matter.

### **9.27 Reduce disproportionality in custodial outcomes including remands and sentencing.**

In 2022, a workshop with defence lawyers, CPS, and the court representatives on anti-racist legal representation (Just for Kids Law) occurred with important messaging regarding the role of defence lawyers to advocate for children and addressing the trust deficit within Black heritage groups towards lawyers and Court Services. A Magistrates workshop took place with excellent feedback from Magistrates and District Judges' during 2022 - 30 Magistrates and 1 Judge attended the session. The 'Understand the Journey' message was well received by attendees. More recent sessions with magistrates have included restorative justice practice across the YJS and working with young people on Court Orders.

### **9.28 Listen to children's voices**

Feedback from children led to the YJS commissioning music providers Street Fusion to deliver a music recording and audio production pilot programme. Eight children were involved during the spring and summer of 2022. This has proven to be highly successful, especially with young men from Black heritage groups. It also provides a safe space which is conducive to discussing sensitive discussions around themes such as emotional wellbeing, contextual safeguarding, and desistance from offending. The MOPAC funded Brent YJS Youth Forum will present its first film, covering lived experiences in the youth justice system to YJS Board members this summer.

### **9.29 Provision of parent workshops**

These workshops are popular with parents who appreciate meeting other parents in a blame free environment and learn about a range and variety of themes such as online grooming, county lines drug dealing, parenting styles and the negative impact of social media. These workshops have been a response to *the Children Commissioners report on Young Lives (April 2022)*, that found families

often do not know where they can get help and then feel blamed when engaging in programmes. Brent YJS has an ongoing commitment to providing parent workshops as well as offering the Strengthening Families, Strengthening Communities Programme SFSC, (which is focused specifically on parents who have concerns about youth violence). The extent to which parent workshops are valued by attendees was described by one mother as:

*'I learnt a lot more awareness and safety tips - I would like to continue with these meetings so I can get a more detailed understanding about our children today. Overall, the meeting was a blessing because I came out knowing more than I did going in'*

### **9.30 Embedding Resettlement Practice**

The 2021 *HMIP Annual Inspection report of youth justice services*, highlighted resettlement as an area across YOTs that needed improvement. This was reinforced by the YJB in its 2023/24 Business Plan, and in February 2023 the Minister for Prisons and Probation directed 'YOTs to work 'with the Youth Custody Service to ensure every child has a clear plan ahead of their release and can access the right education, healthcare and accommodation support'. Brent YJS updated its Resettlement Policy in March 2023 in response to this and continues to actively participate in the London Resettlement Partnership. Support is shaped by the five characteristics that have been identified as key to effective practice:

- Constructive
- Co-created
- Customised
- Consistent
- Co-ordinated

The Brent Resettlement and Aftercare Panel is an effective forum for coordinating and reviewing resettlement planning. In 2022, it was observed by both the Chair of the YJS Management Board, and the Head of Looked After Children and Permanency. Feedback was positive and noted the importance of YJS and Children's Social Care collaborating closely and frequently. The Resettlement and Aftercare Panel will continue to review any safeguarding issues for children within the secure estate and ensure matters are escalated within the system.

### **9.31 Education**

Brent YJS understands that accessing good ETE provision, is crucial to the life chances of children under statutory supervision. It is consistently identified as one of the top three factors that need to be addressed by inspectors and the YJB. However, many children and young people have had negative educational experiences and a proportion are entrenched in lifestyles that are not conducive to participation in ETE. This is often because of exploitation, gang affiliation and disrupted educational history. In June 2022, a *HM*

*Inspectorate of Probation, Estyn, and Ofsted joint inspection of education, training, and employment services in youth offending teams, involving 180 children from six local authorities, highlighted many of the strengths and challenges of ETE provision from a youth justice perspective – Brent children had no involvement in the inspection.*

### **9.32 Strengths**

- YOT boards consistently prioritised ETE work in the delivery of services.
- Operational staff had enough time to deliver high quality work with children.
- Staff had good access to training in recognising children's ETE needs.
- YOTs delivering good ETE work had well-developed partnership arrangements, including specialist assessment and interventions.

### **9.33 Areas for improvement**

- The quality of ETE work was poorest for those children who most needed it, and this was particularly evident when a child had an EHCP (in England)
- There are too many cases where children were not making progress and whose vulnerability was increasing because of low levels of engagement in positive work
- Boards were not monitoring key aspects of the children's engagement in ETE.
- There are significant barriers to participation.
- The quality of work was poorest for those children who most needed it.
- The support provided to the child to engage in ETE should be clear and reviewed regularly.

### **9.34 ETE in Brent YJS**

The characteristics of a strong YJS Partnership, as identified by HMIP and Ofsted, exist in Brent. The YJS Management Board scrutinizes the NEET cohort every quarter. This oversight has been extended to all children due to the national inclusion of education as a YJS Key Performance Indicator. The Board also ensures staffing levels are sufficient and there is access to a wide and varied training offer. Clear pathways between Brent YJS and mainstream and alternative education providers means that significant progress has been made towards making HMIP and Ofsted's recommended improvements. This includes increasing commitment to



participation work in schools and a new quality assurance regime which ensures all assessment and case actions are undertaken within agreed timescales. Operational work is monitored by a supportive Board that maintains tight oversight of the relatively small but challenging number of NEET young people known to Brent YJS.



Operationally, ETE is shaped by intensive joint working between YJS, commissioned ETE provider Prospects, and the Virtual School for Looked After Children. Staffing capacity has increased and there is greater emphasis on access, monitoring and quality of provision. This includes:

- A NEET working group which meets monthly to monitor vulnerable young people not in education and ensure that plans are in place.
- The provision of employment and training data from the YJS to Prospects on a fortnightly basis so that interventions are put in place at the earliest opportunity and any children who have no recorded provision are identified.
- Working closely with custodial units to ensure children and young people have a transition destination at the point of resettlement.
- Ensuring that Prospects advisors are working closely with parents and YJS case managers, other professionals, and families.
- Deploying additional staffing when children and young people are already receiving support from a generic Prospects Advisor.
- The NEET group has extended its scope to include a PLIAS employment adviser who can provide specialist support to those seeking employment and the construction CSCS card.
- EHCP work is now more comprehensively reflected in Asset Plus and PSRs.

- Close working with the Brent Inclusion Team. This includes the Inclusion Team Manager attending the Multi agency High-Risk Panel.
- YJS attendance at the CYP Children Missing Education Panel.

### **9.35 Mental Health and Emotional Wellbeing: Liaison and Diversion**

The NHS England funded Youth Justice Liaison and Diversion scheme in Brent offers mental health screening to young people held in police custody at Wembley Police Station, or those young people referred to YJS for an Out of Court or Turnaround disposal. The CNWL employed Youth Justice Liaison and Diversion (YJLD) practitioner identifies any unmet mental health and neurodiversity needs a young person may have (ASD, ADHD, learning difficulties, or SALT) and refers on to appropriate health services. Children are risk assessed and seen at a range of locations including the Brent Civic Centre, school, home, care homes, or community facility. Engagement takes place with parents, schools, social services, and other agencies where necessary - especially when there are unmet needs that require attention. The YJLD worker also attends CP, CIN conferences, professionals' meetings, and other meetings to help meet a young person's additional needs.

During the period April 2022 to March 2023, the YJLD worker engaged 148 young people. One hundred and twenty-nine of these were males (87.2%) and 19 were females (12.8%). Sixty-two (41.9%) assessments were completed. The three key offences children accessing YJLD were charged with were drug possession, violence against the person, and possession of an offensive weapon.

### **9.36 Mental Health and Emotional Wellbeing**

CAMHS Seconded Mental Health Practitioner supports those young people who have received a court ordered sentence with identified or unidentified emotional wellbeing and mental health needs. Children and young people who are assessed as meeting the tier three threshold are supported to be referred to CAMHS.

Brent YJS has historically encountered difficulties attracting suitably qualified and experienced candidates. After a series of unsuccessful recruitment campaigns spanning about a year, CAMHS have recruited a Mental Health Practitioner who will join the YJS in July 2023.

### **9.37 Restorative Justice (RJ) and Victims**

The following quotes are typical of many children and young people who took part in restorative justice in 2022/23:

*“I have learnt a lot of things from these offences. I’ve learnt that I should go down the right path. I should walk the other way and ignore negative friends,” 17-year-old male .*

*“Since the offence I have not been in any trouble and do not intend on getting into any trouble. I have learnt not to fight as it can affect many people including the victim, offender, community, and it can impact my future,” 17-year-old male.*

*“RJ has helped me look at the offence and my behaviour so I can put it in the past and get on with my life,” 16-year-old female.*

*“The main outcome for me was how an offence like this can truly affect the community. It really gave me a completely new angle on how to look at the crime from the perspective of someone that is a stranger to me and looks at the situation upon face value,” 18-year-old male.*

Through engagement with RJ, Brent YJS seeks to empower victims and reduce reoffending by developing empathy within our children and young people. The YJS Partnership has dedicated staff who are innovative and creative in encouraging wherever possible victim and perpetrator engagement in restorative justice approaches. The development of this work is greatly assisted by an extensive RJ training offer that is regularly accessed by the Police, Magistrates and YJS staff. Brent YJS revised its Restorative Justice and Victim Policy in 2022/23. Plans for 2023 include:

- Extending meaningful reparation opportunities that are beneficial for both the community and young person.
- Ensuring a dedicated RJ SPOC.
- Developing a digital victim satisfaction survey.
- Creating youth led and coproduced RJ resources for Brent young people. Applying for membership to the Restorative Justice Council.

### **9.38 Out of Court Disposals**

Out of Court Disposal provision is tightly monitored. In the last three-years the YJS Management Board has received a report examining practice, procedures, and performance on three occasions. Such high-level curiosity reflects Brent’s understanding of the clear links between intervening well early, and good outcomes. For instance, the Youth Engagement Fund toolkit shows that pre-court diversion nationally leads to greater reductions in reoffending (by 13%) than sentencing young people through Court Services. Furthermore, when children who have attended diversionary schemes do commit another offence, their offending is likely to be less serious.

The Brent YJS Out of Court Disposal Service offers effective early interventions to children and young people and their families. Its effectiveness is monitored by a Metropolitan Police led Multi-Agency Scrutiny Panel, comprised of senior representatives from the police, CPS, Court Services, Judiciary, MOPAC and the YJB. The Scrutiny Panel audited six OOC cases in November 2022 and further six cases in June 2023. On both occasions decision making was agreed as correct without any comment for five cases, and the remaining one case was agreed as correct with some comment about process.

In 2023/24 the OOC Team will focus on:

- Consistently recording the voice of children within the assessment and planning process.
- Recording use of the RJ screening tool.
- Undertaking comprehensive risk assessments.
- Recording for Health and Prospects staff is detailed and shows impact.
- Maintaining a high level of professional debate within the OOC Panel.

Interventions young people who receive OOCs are subject to reflect their specific needs. For those referred for drug related offences or where assessment has identified substance misuse, one-to-one sessions are offered by the EACH Counselling substance misuse team. Sessions include the law and drugs, county lines drug dealing, gang culture, criminal exploitation, abstinence and harm minimisation. Other sessions delivered in 2022/23 included decision making, peer pressure, making better choices, online safety, sexually harmful behaviour, knife crime, weapon awareness, victim awareness, police one to one sessions, crime presentations, police led group sessions, and safety mapping.

### **9.39 YJS Triage Programme**

Triage is a form of community resolution that is offered to young people who would otherwise be likely to receive a criminal justice disposal. It is offered to young people who admit guilt to low gravity offences. The most common offence committed by children who take part in the Triage programme is possession of cannabis. The service is currently funded by MOPAC and has been identified as the most significant cause of the steep decline in the number of young people from Brent entering the criminal justice system. Children who complete Triage receive the same level of multiagency risk management that young people within the youth justice system receive.

#### 9.40 Case Work Practice and Quality Assurance

The YJS audit framework has been shaped by revised case management guidance and HMIP lines of enquiry. Throughout 2022/23, YJS cases were subject to ongoing case audits. Among other things, these focussed on risk, safeguarding, education, mental health, trauma, cultural competency and diversity. Learning from case audits is now a standing agenda item at YJS Team Meetings. Overall, audit results show an upward trajectory of good practice - especially around the quality of recorded outcomes. The two main areas where performance has been inconsistent are management oversight, and enforcement. Practice development sessions led by the Quality Assurance & Practice Development Manager are delivered monthly.

The Chair of the Youth Bench at Willesden Youth Court undertook an audit of PSRs in January 2023. Findings included a good standard of information about a child's journey, their views, family background, offence analysis, a good understanding of trauma, and clear sentencing proposals. It was also found that work was required to improve the provision of information from schools, greater clarity was needed about how other agencies would support desistance, reoffending histories should always be given chronologically, and victim impact statements should be routinely provided.

Brent YJS has also incorporated elements of Enhanced Case Management (ECM) into case management practice. ECM is a trauma-informed, psychology-led approach to working with children in YJSs based on the Trauma Recovery Model (TRM), which is used to tailor interventions in line with children's developmental needs. In March 2023, the *Enhanced Case Management (ECM): Evaluation Phase One Report - Opinion Research Services*, provided tentative findings on the benefits of ECM in a range of psychosocial outcomes. This included improved coping skills, and that children were better able to understand the impact of their behaviour. Improvements in children's aspirations, and goals were also reported. It also helped some children's engagement with the YJS and other agencies. The report showed that trauma-informed practice was now more embedded throughout Youth Justice sector and is starting to become embedded within partner agencies. Case managers were using ECM tools and techniques with their wider caseload, which reflects wider embedding of the approach. The child-focused, individually tailored nature of ECM was reported to have strengthened case manager's relationships with children.

Since 2017, the YJS has submitted ten Critical Learning Reviews (CLRs) to the Youth Justice Board on children and young people who have committed serious offences whilst under YOS supervision. Themes include housing issues, social media concerns, non-school attendance, escalating risks during period of transitions, practice issues within case management and the experiences of children impacted by the COVID pandemic. CLR's have taken place on two cases in 2022 highlighting the need for the impact of COVID 19 to be evidenced at the assessment and case planning stages. CLRs are discussed in team meetings and practice development sessions.

#### **9.41 Radicalisation or extremist activity**

In April 2023 the Youth Justice Board issued practice advice for youth justice services around the management of children at risk of engaging with or involvement in terrorist-related activity. The practice advice was developed to support youth justice services in the identification and management of children at risk of, or involved in, terrorist-related activity. This includes dealing with children posing a terrorist risk and those arrested and convicted under the Terrorism Act 2000 (TACT).

During 2022, one Brent YJS young person, with strong Islamic fundamentalist views, was referred to the police and subsequently managed at level 2 within the local MAPPA scheme.

### **10.0 Performance Priorities**

In 2022/23, Brent YJS performed strongly in relation to its key performance indicators: reducing youth re-offending, the number of first-time entrants to the justice system and the use of youth custody. Continued good performance is central to our future priorities as well as recording and reporting the ten additional KPIs introduced from April 2023.

#### **10.1 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 significantly fluctuating reoffending rate: 50% in January to March 2017, 62.2% in January to March 2018, 32.6% in January to March 2019, 39.6% in January to March 2020, and 14.9% in January to March 2021, When a longer term 12-month average is used the rate tends to remain below 50% and suggests a downward trend in rates of reoffending in recent years.

#### **10.2 First Time Entrants (FTEs)**

The long-term trend for FTEs is that of a fall in first time entrants, although between 2007/08 and 2018/19 Brent saw the lowest reduction in FTEs nationally. Brent's rate currently stands at 166 (October 2021 to September 2022) compared to 220 in the period October 2020 to September 2021.

### 10.3 Custody

Despite continued serious youth violence and gang involvement, the number of Brent young people sentenced to custody has reduced from a high of 54 in 2013/14, to six in the twelve-month period ending January 2021 to December 2021, to three in the latest period (January 22 to December 2022).

Remands	2020/21 Remands	2021/2022 Remands	Current Remands
Black	9 (60%)	1 (25%)	2 (100%)
Other BAME	4 (26.6%)	3 (75%)	0 (0%)
Total BAME	13 (86.6%)	4 (100%)	2(100%)
White	2 (13.3%)	0 (0%)	0(0%)
<b>Total</b>	<b>15</b>	<b>4</b>	<b>2</b>

Brent YJS is proactive when dealing with remands to custody through the preparation of written bail packages and applications. This includes management oversight and quality assurance of all bail and remand decisions, changing the bail template to include a narrative on the child's history, lived experience and trauma, and having a default approach that 'children will be given bail' in most instances. At Risk of Custody, meetings are held regularly to help avoid the unnecessary use of custody. In March 2023, two of these three children were remanded in custody.

**10.4 Serious Youth Violence and Exploitation:** The Youth Justice Board produces a quarterly Serious Youth Violence (SYV) Data Tool. The tool 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 (January 2023) contains (provisional) data up to December 2022. The tool indicates that serious youth violence has increased in the year ending December 2022 compared with the previous year. The tool also indicates that drug offences have increased significantly in the year ending December 2022 compared to the previous year.

Children and young people who committed SYV offences were predominantly from Black heritage groups in 2021 (49%) and 2022 (53%). Although this is a significant overrepresentation it represents a reduction when compared to 2020 (77%), and 2019 (72%). Males make up the biggest proportion of children and young people committing SYV offences. In the year ending December 2022, 96% of the cohort were Male compared to 82% in 2021 and 77% in 2020.

## **10.5 Education**

The Brent School Exclusion Annual Report (October 2022) revealed that both permanent and fixed term exclusions from Secondary and Primary schools in Brent reduced in the 2021/22 academic year. There has also been a decline in both the number of fixed term exclusions that were for boys of Black Caribbean heritage – when comparing 2021/22 (129) to 2018/19 (199) - the academic year prior to the COVID-19 pandemic. In 2020/21, 22 pupils were permanently excluded from Brent secondary schools – five of these were non-Brent residents. Additionally, nine Brent resident pupils were permanently excluded from schools located in neighbouring authorities.

## **10.6 National Standards Audit and Subsequent Reviews**

The Youth Justice Board required YJS to assess how well they complied with 2019 National Standards. The review in Brent took place between November 2019 and March 2020, across five new Youth Justice National Standards themes. Members of the YJS Management Board led the review. They were supported by YJS Managers and operational staff to form one small working group for each standard. The review covered strategic and operational practice.

All five National Standards: Out of court disposals, at Court, the Community, in Secure Settings, and Transitions, were rated good for both the strategic and operational self-assessments. Results mirrored the good practice identified within the HMIP Inspection of Brent Youth Justice Services in September 2019. Reports on progress made against improvement recommendations were presented to the YJS Management Board in June 2020, October 2020, April 2021 and July 2021. YOS Team managers have been trained to audit national standards. A review of the Court National Standard will commence in July 2023.

## **11.0 Challenges and Risks and Issues**

The current cost of living crisis will provide significant challenges for children, young people, and their families. It will exacerbate tensions within the home, affect mental health and produce poor ETE outcomes. Similarly, the COVID-19 pandemic has created challenges for children and for many there will be legacy issues. For example, many children have been exposed to hardships that have affected their physical and mental health, experienced increased poverty and social deprivation, and experienced loneliness and a loss of support networks. For children from Black and Minority Ethnic communities, the impact of loss has been comparatively greater. To respond successfully to these challenges there may well be resource and capacity concerns within the YJS in the years ahead. The effects of these socio-economic factors in Brent cannot be fully predicted but it is possible for example, that robbery and other forms of acquisitional crime may increase.



Strong leadership, good governance, and a committed and determined workforce provide Brent with good reason to feel confident about achieving our ambitions for 2023/24. We trust our stakeholders and partners provide the support needed to ensure we respond effectively to the challenges that accompany the introduction of ten new performance KPIs. Brent's commitment to ongoing youth justice improvement and innovation is nonetheless resource dependent. Brent has worked creatively and flexibly to protect and improve frontline service provision. However, unanticipated reductions to funding contributions in 2023/24 would pose a risk to the current concerted partnership effort to reduce serious youth violence, reoffending and improve outcomes for children and young people in the criminal justice system.

## **12.0 Service Improvement Plan and Looking Forward 2023-24**

Brent is committed to the priorities outlined in the YJB Business Plan 2023-24, and instructions given by Government Ministers. In keeping with this, the following are the principal aims and commitments that will shape the Brent YJS partnership in the year ahead.

- Promote evidence-based Child First approaches as the best means to reducing victims, promoting public protection, keeping communities safe and supporting children towards positive outcomes
- Continue to build a YJS partnership culture that encourages diversity in its workforce and in its thinking; is inclusive and supportive, encourages personal responsibility and is delivery focused.
- Embed the ten new additional KPIs introduced by the YJB - with help from partners to produce the required data on a quarterly basis.
- Support Police and Crime Commissioners and Violence Reduction Units (VRUs) in their oversight of the Serious Violence Duty: to work together with specified authorities to establish a 'strategic needs assessment that identifies the drivers of serious violence in the local area and the cohort of people most at risk or most affected by serious violence.
- Ensure the YJS partnership is prepared for the next round of HMIP Inspection starting in 2024, through a YJS focussed programme of case file audits, and thematic Practice Development sessions.
- Implement and develop the Brent YJS Disproportionality Action Plan, and provide updates to the YJS Management Board
- Oversee and manage the Turnaround project introduced in 2022. Ensure that interventions show outcomes and impact, are evidenced based and delivered to high quality standards – and that Turnaround funding is used effectively to meet the aims and outcomes of the programme.
- Block the use of TikTok on any corporate devices used to access MoJ data.

The above aims and actions will be included within the annual Brent Youth Justice Improvement Plan 2023/24. Activity will continue to focus upon our key themes to improve our performance, tackle serious youth violence, strengthen our partnership culture, improve

our prevention offer, strengthen our staff and workforce, become more evidenced based and creative in our practice, and be inspection ready.

### **13.0 Evidence-based Practice and Innovation**

Brent has learnt much from evidence-based practice and will seek to adopt any new approach that has the potential to improve outcomes for Brent residents. To this end Brent will closely monitor research commissioned by the Youth Engagement Fund via their research toolkit, which provides access to many promising approaches to addressing offending behaviour - and in particular methods that prevent serious youth violence. This includes mentoring which according to research reduces violence by 21%, all offending by 14%, and reoffending by 19%.

Work with community organisations to identify alternative forms of engagement with young people will also be explored. This will include coproduction and participation methods, such as the use of podcasts and multimedia, that enable young people to learn and express their views about offending and its impact upon their communities.

YJS will continue to extend access to the Brent Your Choice programme across the CYP Directorate. Funded by the Youth Endowment Fund, it has shown promising signs that the use of CBT techniques, as part of a 12-week programme, can achieve positive results with children and young people confronting complex challenges. Brent is currently comparing data from the Treated Group (those receiving CBT) to the Controlled Group (those that have not) to ascertain whether providing CBT sessions produces better outcomes than traditional YJS interventions.

#### 14.YJS Partnership Budget 2023/24

Brent uses Youth Justice Board funding exclusively for the delivery of a range and variety of youth justice provision, aligned to effective practice and the achievement of the youth justice core outcomes.

Agency	Cash	In-Kind Contributions	Partnership Funding	Total
Brent Council	£723,290	-	-	£723,290
Police	-	£120,000	-	£120,000
National Probation	£5,000	£50,000	-	£55,000
Health Service	-	£100,000	-	£100,000
MOPAC	£45,000	-	-	£45,000
Youth Justice Board	£571,452	-	-	£571,452
Other Dedicated Schools Grant (DSG)	£114,000	-	-	£114,000
<b>Total</b>	<b>£1,458,742</b>	<b>£270,000</b>	<b>£0</b>	<b>£1,728,742</b>

**Sign off, submission and approval**

A handwritten signature in black ink that reads "P. Kudhail". The signature is written in a cursive style with a small horizontal line underneath the name.

**Signed  
Palvinder Kudhail  
Chair of the Brent Youth and Youth Justice Service**

**Management Board**

### Appendix 1 YJS Management Board Membership

Name	Job Title	Sector / Partnership Area
Nigel Chapman	Corporate Director	CYP Brent Council
Palvinder Kudhail	Director – Integration and Improved Outcomes	CYP Brent Council
Serita Kwofie	Head of Early Help	CYP Brent Council
Vivien Dean	Head Teacher of Brent River College	Education
Kathryn Hunt	Head of Probation Delivery Unit	Probation Service
John Beckles	Clinical Commissioning Manager	CCG – Health
Andy Brown	Head of Substance Misuse	Public Health
DI Cheryl Frost	Detective Inspector North West Borough Command Unit Metropolitan Police	Metropolitan Police
Kelli Eboji	Head of Looked After Children and Permanency	CYP Brent Council
Stephen Gordon	Head of Localities	CYP Brent Council
Rachel Summerfield	Magistrate – Chair of the Youth Bench	Willesden Magistrates Court
James Salter	Youth and Youth Justice Manager	CYP Brent Council
Catherine Williams-Baffoe	Deputy Youth Justice Manager	CYP Brent Council
Antoinette Morgan	Quality Assurance & Practice Development Manager	CYP Brent Council

Chris Murray	Chief Executive Young Brent Foundation	Young Brent Foundation – Voluntary Sector
Bhavita Gohel	Performance Advisor Youth Justice Board	Youth Justice Board

### Dates of the YJS Management Board Meetings

Meetings 2023/24
28 <sup>th</sup> April 2023
20 <sup>th</sup> July 2023
19 <sup>th</sup> October 2023
19 <sup>th</sup> January 2024

### Appendix 2: Staff Structure

The Youth and Youth Justice Manager reports to the Head of Early Help

YJS Staffing Structure 2023 – 24		
Post	FTE	Funding Source
Youth & Youth Justice Manager	1	YJB/Brent Council

Deputy Youth Justice Manager	1	YJB/Brent Council
Quality Assurance & Practice Development Manager	1	YJB/Brent Council
Team Managers	5	YJB/Brent Council
Restorative Justice Lead	1	YJB/Brent Council
Case Managers	13	YJB/Brent Council
Data Quality Officer	1	YJB/Brent Council
Family Support Key Worker 1	1	Turnaround / MoJ
Early intervention Officer – Triage	1	MOPAC
Reparations Worker	0.5	YJB/Brent Council
<b>Total</b>		<b>25.5</b>

The service wide YJS staff group of 25.5 FTE is supplemented by the following 10.6 FTE secondments and colocation arrangements:

<b>Post</b>	<b>FTE</b>
Police Officer	3.0
Seconded Probation Officer	0.6
Prospects Employment Advisor	1
CAMHS Practitioner	1
YJLD Liaison and Diversion (CNWL)	1
WDP Substance Misuse	1
EACH Counselling – family support	2

St Giles Gangs Mentor	1
<b>10.6</b>	

**Staff by gender and ethnicity** (There are no staff currently registered as disabled)

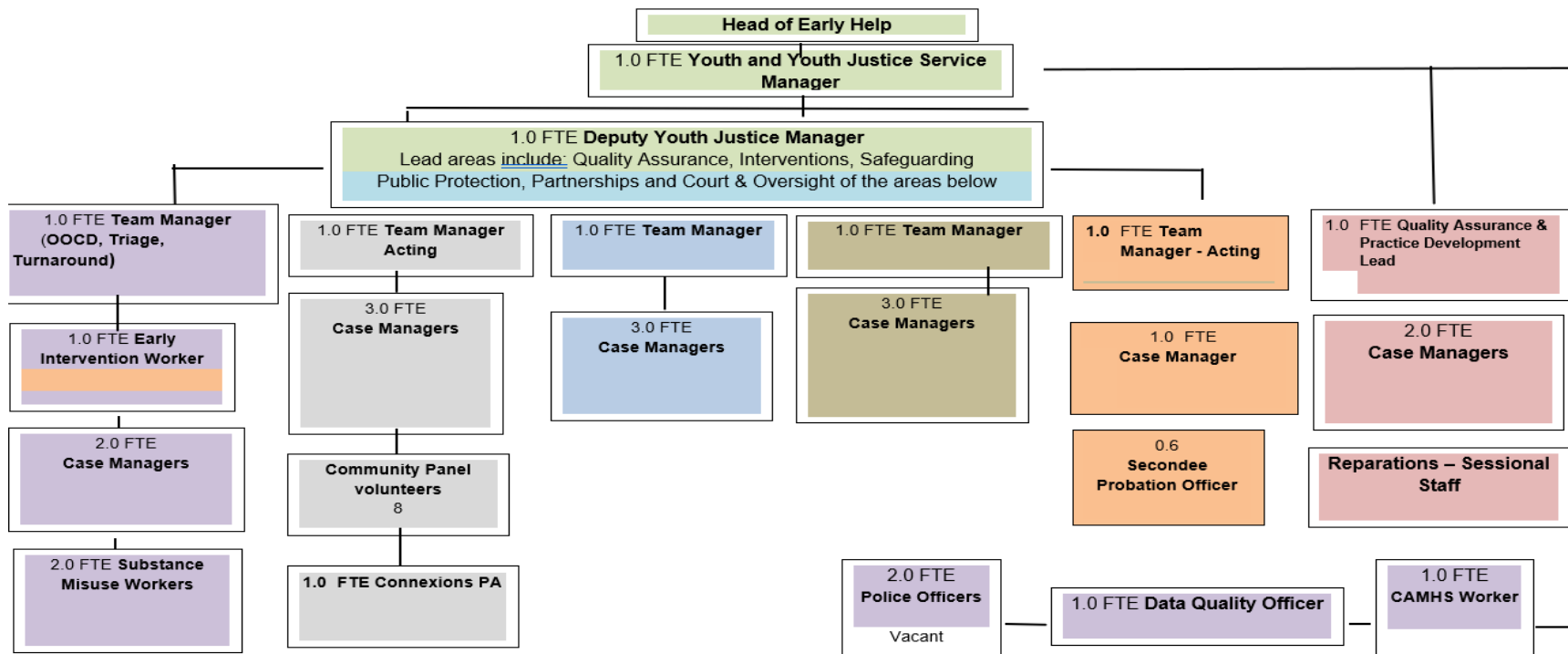
<b>Gender</b>	<b>Total</b>
Female	28
Male	9
<b>Total</b>	<b>37</b>

<b>Ethnicity</b>	<b>Total</b>
BAME	30
Prefer not to say	0
White	7
<b>Total</b>	<b>37</b>

**Brent Youth Justice Service Staff Structure 2023/24**



### Youth Justice Service Structure



#### Teams by lead areas

Pre-Court Disposals	First Tier, Community and Custodial Disposals				
First-time Entrants, Early Interventions, Pre-court Disposals, Data Quality, Specialist Interventions	Referral Order Panels, Restorative Justice, Victims, Volunteers Education, Employment and Training;	Gangs, Your Choice, Street Fusion Music Project Contextual Safeguarding No Knives Better Lives	Court, Custody, Resettlement, Bail, and Remand, Reoffending, Intensive Supervision & Surveillance, National Referral Mechanism	MOPAC Disproportionality Lead Probation, Transitions, Resettlement and Aftercare LAC, Group-work, Families, Probation	Quality Assurance and Practice Development, Restorative Justice, Reparation, Group work & Interventions, SOS Practice Lead, Participation & YJS Survey

# Brent Youth Service Staff Structure 2023/24

Youth Justice Service Structure

