

Child First Effective Partnership Practice Webinar #7

Creating a Strategic Vision



Barnet Youth Justice Service

Cezar Tan- YJS Service Manager
29 November 2023



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Introduction

- **Barnet Local Context- Population & Demographics**
- **Our Vision & Plan- Youth Justice Service | Barnet Council**
- **Governance & Leadership: Strategic & Operational Interface**
- **Partnership Support & Services**
- **Partnerships in Delivery of Youth Justice Services- Staffing**
- **Child First-Keeping Children and Young People at the Centre**
- **Partnership working and Co-production with CYP**
- **YJ Plan Strategic Priorities 2023-2025**
- **Looking forward**
- **Questions**



Barnet local Context: Our local area

- Barnet has the **largest population** of all London Boroughs.
- In 2020, the population was estimated to be **402,700** of which a quarter are children.
- Around **47,000** are children aged **10 -19 years**.
- We have **130 schools** in the borough, **97% of Barnet Schools are Good or Outstanding** and Barnet is now in the top **10%** for almost all measures of achievement and the top **5%** for many of the measures.
- We have a richly diverse community; **48.6 %** of children attending Barnet school are from **Black and Global Majority backgrounds** and **52%** of primary and **38.2%** of secondary school pupils speak English as an additional language; there are **182 languages spoken in schools across the borough**.
- Overall, **52%** of the 0-19 population in Barnet are from **Black and Global Majority Ethnic backgrounds**, compared to **30%** across England.
- Barnet has **lower levels of deprivation** than most other London Boroughs, although **a fifth of children in the 10-19 age range live in the most deprived parts of the Borough**.
- The percentage of children at secondary school age in receipt of free school meals (**13.1%**) is in line with the national average, the rate is higher for children in nursery and primary settings at **16.7%** against **14.5%** nationally.



Barnet local Context: Our local area

- There are **80.6** crimes per 1000 people, lower the London average of **82.9** per **1000**.
- **94%** of children surveyed are happy to live in Barnet, **89%** of them agree Barnet is a Family Friendly place.
- **Ofsted/CQC Joint area SEND Inspection, March 2022**, did not identify any aspects of service requiring a Written Statement of Action and Barnet is now a Regional Expert for SEND.
- In October 2023, we received our Youth Justice SEND Quality Lead Award with Child First Commendation.
- Barnet was judged by Ofsted to be Good in all areas in the Inspection of Local Authority Children's Services (ILACS), 2019
- **97%** of Barnet's Schools are judged to be **Good or Outstanding**.
- Youth Justice Services are judged to be Good (HMIP May 2022) with '**Outstanding**' features in Partnerships and Services under the Organisational Delivery Domain.
- Inspectors noted high-quality work in safeguarding, governance arrangements and work with partners. The inspection also found the service has in-house speech and language therapy and Educational psychologist.



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Barnet local Context: Our local area

Barnet YJS was nominated and received the Team Barnet “You Make The Difference” Staff Award 2022-Improvement of the Year category.



The Awards are testimonies of the London Borough of Barnet’s commitment to recognise and value the Barnet Senior Management, YJS Staff and Partners contributions to deliver positive outcomes for children and young people in the Youth Justice System.



Social Work Practice Education Award March 2023 for promoting learning opportunities in Barnet YJS

Our Vision

- The London Borough of Barnet wants all children and families living in our borough to be **safe, healthy, resilient, knowledgeable, responsible, informed, listened to and involved.**
- Barnet's Youth Justice partnership have adopted the '**child first, offender second**' principle and this is woven throughout our Youth Justice Plan 2023-25.
- We have aligned our priorities with the borough's Children's Plan 2023-2027 which sets out Barnet's Family Friendly vision and our aspiration for all children and families under these four headings:

Safe & Secure

Ensuring children have the space and opportunity to build trusted relationships | Ensure the most vulnerable are protected | Children are safe and helped to make good choices

Family & Belonging

Provide support that encourages and builds resilience in children and families | Children develop a positive sense of identity

Health & Wellbeing

Improve children's life chances by supporting their health and wellbeing from very early age and through to their transition into adulthood | Promote good mental and emotional health across all ages and different communities and work together to prevent severe mental illness, substance misuse and suicide

Education & Learning

Improve the educational progress and outcomes for all children | Diminish the differences in attainment and progress between the most disadvantaged and vulnerable pupils and their peers

Our Vision

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

“In Barnet, our vision for children in contact with the Youth Justice Service is based on the belief that children have the right to feel safe and protected from any form of harm. We believe they deserve to be given second chances so they can do well in education and have opportunities available to them as they become adults.

We believe children should be treated with understanding, shared respect and we are open with each other. This allows us all to build on the things we are good at so children can move forward with life at a pace that works for them and their own needs. Whilst also making sure their Order is completed and no harm is caused to members of the public, victims or others around them.

Barnet values children’s voices and what they have to say about their own experiences in their life, we will work to support them to challenge times they have not felt heard or have been discriminated against.”

Our Vision & Plan

- Barnet's Youth Justice Plan is biennial, it is shaped by local data and our shared understanding of the needs of young people in Barnet who are at the greatest risk of offending
- The multi-agency partnership is well-established, mature, collaborative and engaged at a strategic and operational level with active contributions evidenced in delivery .
- There is a strong interface of the work of the Youth Justice Service across agencies, services and delivery strands
- Our Plan places young people at the front and centre and sets out our clear expectation for young people to have a voice and to be included in how we develop and deliver our services to them
- Racial disparity has been recognised and responded to by partner agencies
- Our local delivery is effective at reducing the volume of young people becoming First Time Entrants, Reoffending and entering custody; our rates are lower than London and national averages

Governance & Leadership: Strategic & Operational Interface



Partnership Support & Services

Board Initiatives- Please see Appendix 3: Partnership Support & Services of the Barnet Youth Justice Plan 2023-25 page 59	
Voice of the Child	Inclusion of children and young people's input into YJS Management Board, Feedback & co-production of user materials.
Voice of Parents	Inclusion of Parent's voices into YJS Management Board, Parent Champion Network
Residential Activities	Agreed funding to be purposed for residential activities that enables young people to develop social skills, problem solving skills and build resilience
Probation	Development of a Resettlement and Aftercare Panel, Violence & Vulnerability Action Plan
Education	Reducing Exclusions for Black Boys, Education Psychology-led White Board projects, BELS – Routes into Construction, AQA accreditation, Transitions Coordinator securing employment, Virtual Conference on Exclusions, MOPAC reducing exclusion project (0-19 and PRU), Pupil Placement Panel
Victim Support	Restorative Justice training, Victim Awareness Courses, Improved Victim Impact Statements, Restorative Justice Conference
Disproportionality	North Central London Accommodation Pathfinder, NCL Racial Disparity, Reducing Exclusions

Partnership Support & Services

Board Initiatives Cont.

Housing	Joint protocol for Homeless 16/17 year olds; includes resettlement
Youth Court	Consistent and constructive feedback from the Youth Bench on the quality of PSR's informing sentencing options (and low custody rates), Court Users Group and Solicitors Group – Disproportionality Awareness Raising
Mental Health	AMBIT training, trauma-informed practice training, desistance training, AIM3 Harmful Sexual Behaviour Training
Early Help	Out of Court Disposals, links to Community Resolutions, positive activities
Police	Operation Turning Point, No Knives, Better Lives, Operation Harbinger, Daily Briefings, Violence & Vulnerability Action Plan
Health	Proactive school nursing, Speech & Language Therapy, Change, Grow, Live (Drug & Alcohol Services), Brook Sexual Health Services, Lighthouse Child Sexual Abuse Centre
Reducing Reoffending	Transitional safeguarding and youth2adult interface
Ministry of Justice - Youth Justice Board - Turnaround Programme (2022-2025)	3-year funding from the Ministry of Justice received in December 2022 to deliver the Turnaround Programme aimed at early interventions for children on the cusp of the Youth Justice System, to prevent them from offending and offering a needs-led assessment and opportunity for support
Project Engage Programme (2023-2025)	In June 2023, Barnet has assumed the lead for the implementation of the Engage Programme across the NWBCU. Barnet YJS is recruiting to three Project Engage Workers and an Advanced Practitioner who will engage with children during the teachable, reachable moment when they are held in Police custody, to prevent them from heading down to future paths of criminality.

Youth Justice Service Structure Chart

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graph TD
    Director[Director Early Help and Children's Social Care Services  
Tina McElligott]
    ClinicalLead[Clinical Lead  
Nicola Labuschagne]
    HeadYJS[Head of YJS/EDT/LADO/MASH RESCH/IOM  
Sarah Marshall]
    HeadCFEHS[Head of Child & Family Early Help Service  
Karen Pearson]
    BICSM[BICS Clinical Manager  
Keren Yeboah]
    YJSM[Youth Justice Service Manager  
Cezar Tan]
    CezarTan[Cezar Tan's Lead Areas  
Re-settlement and Transitional Safeguarding,  
Social Care Lead, Partnership, BICS, Operational  
Management Group, Youth Justice Matters Board]
    CFEM[Child & Family Early Help Service Manager  
Andrea Mullings  
(Delivers OOD)]

    Director -.-> ClinicalLead
    Director -.-> HeadYJS
    Director -.-> HeadCFEHS
    ClinicalLead -.-> BICSM
    HeadYJS -.-> YJSM
    HeadCFEHS -.-> CezarTan
    HeadCFEHS -.-> CFEM
  
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CHART

Director Early Help and Children's Social Care Services
Tina McElligott

Clinical Lead
Nicola Labuschagne

Head of YJS/EDT/LADO/MASH RESCH/IOM
Sarah Marshall

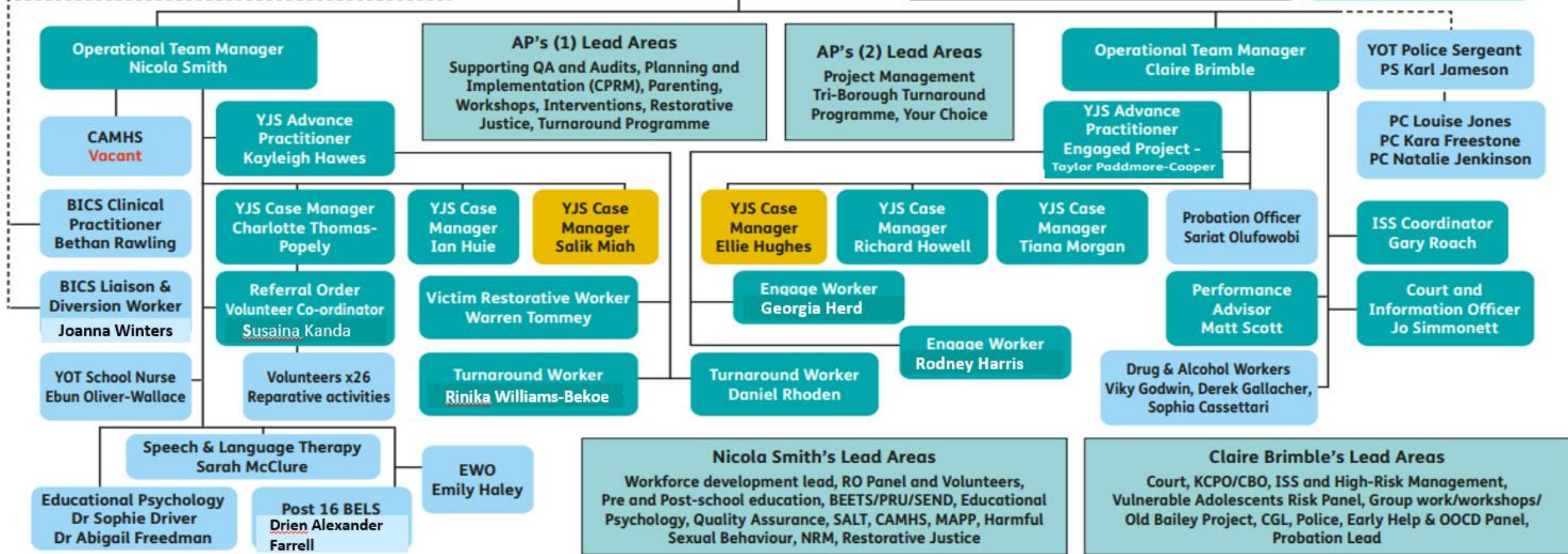
Head of Child & Family Early Help Service
Karen Pearson

BICS Clinical Manager
Keren Yeboah

Youth Justice Service Manager
Cezar Tan

Cezar Tan's Lead Areas
Re-settlement and Transitional Safeguarding,
Social Care Lead, Partnership, BICS, Operational
Management Group, Youth Justice Matters Board

Child & Family Early Help Service Manager
Andrea Mullings
(Delivers OOD)





Keeping Children and Young People at the Centre

- My Say Matters- bringing the voice of young people to the centre of decision making.
- Co-production with young people White Board Projects, leaflets, Court booklet, reparation activities
<https://www.youtube.com/watch?v=YPB04vP0YjQ&feature=youtu.be>
<https://www.youtube.com/watch?v=ri5wWPFOwP4>
- Residential Programme in 2019, 2021, 2022 & 2023 building self-esteem and resilience by providing new opportunities for personal growth and learning, developing their own skills with the aim of encouraging them to be local mentors.
- Barnet managed to develop three young people from 2019, 2021, 2022, 2023 groups to be our local mentors.



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Keeping Children and Young People at the Centre

We continue to organise and facilitate positive activities that aim to:

- Prevent and divert children and young people from offending and further offending
- By promoting young people's participation, we establish healthy relationships, develop their self-confidence, and strengthen resilience
- We help empower and teach basic life skills
- We support young people through their transitions and those transitioning into adulthood / service



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Multi-Agency Partners, Community Volunteers & Parents/Carer Working together



Education



REACH Social Worker ISS & High Risk Coordinator RJ Victim Coordinator RO and Rep Coordinator

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Partnership Working, Participation and Co-production

- Cleaning up YP's house & setting up CCTV to make him and his family feeling safe...



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Cont.

Reparation Activities

We are working with various local organisations, libraries and partner agencies i.e. Canada Villa, Second Chance (Computer recycling), Furniture Centre, Flower Bank, Libraries, Grow and Wild about woods, and cooking chores, to provide reparation activities. The aim of these activities are to divert young people towards engaging into positive activities, so they learn basic life skills, for example, carpentry, painting, cooking, gardening, etc. and promote Restorative Justice Approach by completing their reparation hours.



Go-Karting Watford Teams Sports



Positive activity for the staff to establish trusted relationships with their workers and peers, build rapport, assess group dynamics and take note of possible associated risks at the earliest opportunity to promote health and safety.

Young people learn the following: develop the values of sportsmanship as they get the chance to compete with each other, conform with traffic rules and road-safety awareness from the session provided by the staff and to complete their activity and reparation

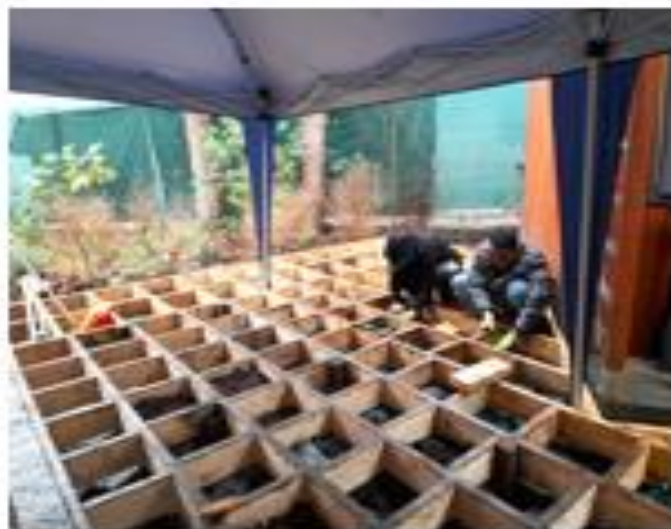
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Volunteer It Yourself



Barnet YJS, Early Help and Children Social Care Teams work with VIY to deliver a 4-week trade and employability skills to our children and young people aged 14-18 years old, to fix local youth and community facilities in need of essential repairs and improvements. 13 CYP across Family Services received accreditation with a Level 3 City and Guilds qualification.

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YJ Plan Strategic Priorities 2023-2025

Priority 1. Strategic & Operational Multi-Agency Leadership

Priority 2. Education

Priority 3. Over-representation of Black and Global Majority Ethnic background children and young people

Priority 4. Prevention & Diversion

Priority 5. Serious violence and exploitation

Priority 6. Resettlement & Transitional Safeguarding

Priority 7. Restorative Justice (RJ) and Victims

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

Looking forward

The Barnet Youth Justice Service Desistance Action Plan – 2022 - 2023 sets out a detailed and SMART Plan with clear objectives that Barnet YJS will continue to implement.

Priorities for the next three months:

- Child Q – the Hackney Safeguarding Practice Review examined the harmful impact of discriminatory practice. Barnet's Safeguarding Children's Partnership and the YJMB will closely examine stop and search, strip search, overnight detention, and broader disproportionality data to ensure we have a strong understanding of practice in our area, and we have in place robust plans to address shortfalls and discriminatory practices against Black girls and boys.
- School Exclusions - Barnet YJMB will develop a tracker to measure progress against actions to reduce exclusion of Black boys from education
- The new Out of Court Disposal assessment tool will be reviewed for impact on practice
- A stand-alone resettlement policy will be presented to the YJMB for sign off.
- Completion of the fourth Residential Programme
- Facilitating a YJMB mixer event with YJS workforce

Priorities for the next three to six months

- Implementing an agreed process and protocol for completing and deriving multi-agency learning from YJS practice issues
- Engaging and inducting a young person representative on the YJMB
- Engaging a parent champion as a representative on the YJMB
- Ensuring children are engaged in service development, quality assurance and feedback about the YJS

Priorities for the next six to 12 months

- Reducing the number of First Time Entrants, children who reoffend and children who are handed down custodial sentences.
- Building on the early success of the Victim Hub
- Delivering training in Restorative Conferencing to develop a Restorative Justice Champion Network across the borough
- Placing children in the London Accommodation Pathfinder (LAP) home as an alternative to custody

Questions?

